HURRICANE IRMA

|*September 2017*|

After Action Report and Improvement Plan

ABSTRACT

Hurricane Irma was an historic storm, amounting to billions of dollars of damages statewide and prompting the largest evacuation in United States history. While the impacts to Alachua County were not as severe as coastal and southern counties, Alachua County opened every emergency shelter in the county, activated the Emergency Staffing Assignments Program, and experienced millions of dollars in damages locally.

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Alachua County Emergency Management

February 2018

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INTRODUCTION

Hurricane Irma was a major hurricane when it impacted South Florida. Uncertainty in the forecast in the preceding days prompted the evacuation of six million people, largest evacuation in U.S. history. Statewide, over 600 shelters were opened. Locally, all twenty hurricane shelters were opened. Staffing shortfalls from supporting as many shelters resulted in the need to activate the Emergency Staffing Assignments Program for Board of County Commissioners employees. Later, upon the exhaustion of available personnel, municipalities, constitutional offices, the school board, and the libraries supported the staffing shortage with their own employees. Hurricane Irma also occurred months after the implementation of a new emergency mass notification system, AlertAlachua.

After the hurricane threat was over, the Santa Fe River experienced high flood levels, forcing the closure of several bridges and nearly compromising the I-75 bridge. On the southern portion of the county, Payne's Prairie flooded and the failure of a levee, closing US-441 with water levels nearing the I-75 roadway (it did not close)

EMERGENCY DECLARATIONS

Statewide Declaration

1) Executive Order – Declaration of Statewide Emergency EO 17-235

Local Declarations

1) Declaration of Emergency By Board – Resolution 2017-102
2) Executive Order – Evacuation (Voluntary) 2017-102-A
3) Executive Order – Evacuation (Mandatory) 2017-102-B
4) Executive Order – Extension of State of Emergency 2017-102-C
5) Executive Order – Continuation/Cancelling Mandatory Evacuation 2017-102-D
6) Executive Order – Extending Deadlines for filing 2017-102-E
7) Executive Order – Expansion of Mandatory Evacuation due to flooding 2017-102-F
8) Executive Order – Termination of Mandatory Evacuation due to Flooding 2017-102-G
9) Executive Order – Extension of State of Emergency 2017-102-G (duplicate)
10) Executive Order – Extension of State of Emergency 2017-102-H

EVACUATIONS

There were two primary concurrent evacuation operations: local and statewide evacuations.

Local Evacuations

Local evacuations were ordered four times during the incident in response to the evolution of the threat. The details of the evacuation orders are included in the Public Information: AlertAlachua section of this report (page 12). The first local evacuation order was issued on September 8, 2017 at 20:22 hrs.

Statewide Evacuations

Hurricane Irma was at first forecast to impact the east coast of Florida, prompting evacuations to the west coast of the peninsula. When the forecast shifted west, the evacuees turned north to evacuate, prompting the largest evacuation in American history (six million people).

Locally, the commodities available in Alachua County, specifically the demand for retail gasoline, had largely fallen short of supply for approximately a week prior to Hurricane Irma passing Alachua County. This situation was greatly compounded when the evacuations from South Florida were directed along I-75.

As part of the statewide evacuation strategy, FDOT and FHP successfully implemented the Emergency Shoulder Use Evacuation method, which is in contrast to the contraflow method of mass evacuations. This method involves vehicles using the inside shoulder of I-75 North (and other interstates), thus expanding the total traversable lanes to four and allowing the flow of traffic to continue .

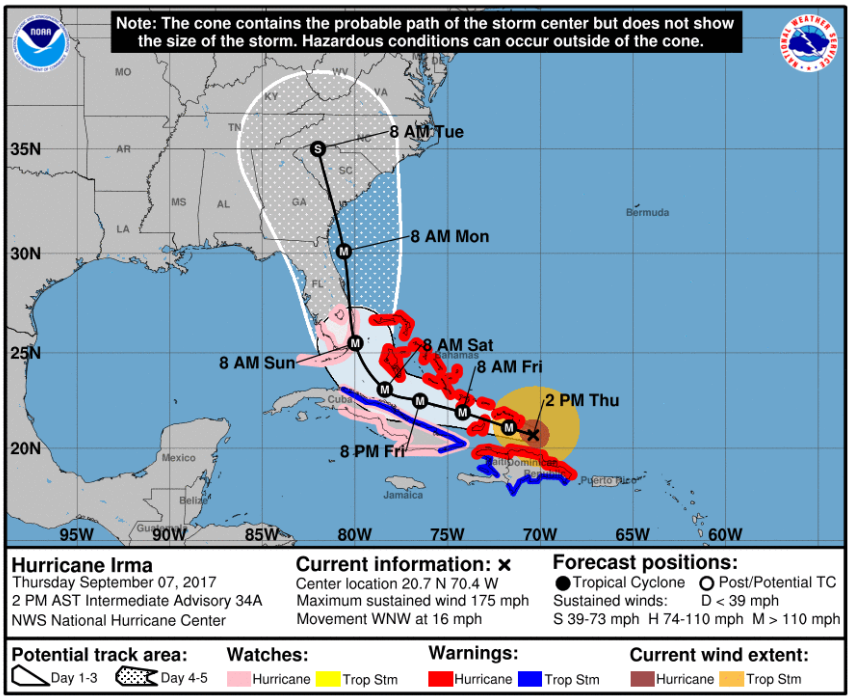
The County, upon realizing the immense amount of evacuees coming from South Florida, immediately began planning on how to steer evacuees to shelters if they desired to shelter in Alachua County. Public Works staff obtained portable signage and placed them at strategic points on the off ramps and other areas to direct evacuees to shelters. The County also posted flyers on the doors of area gas stations and other businesses to guide evacuees to Alachua County shelters.

THE FORECAST

The following selected graphics are those which had the largest bearing on decision-making in the Alachua County EOC.

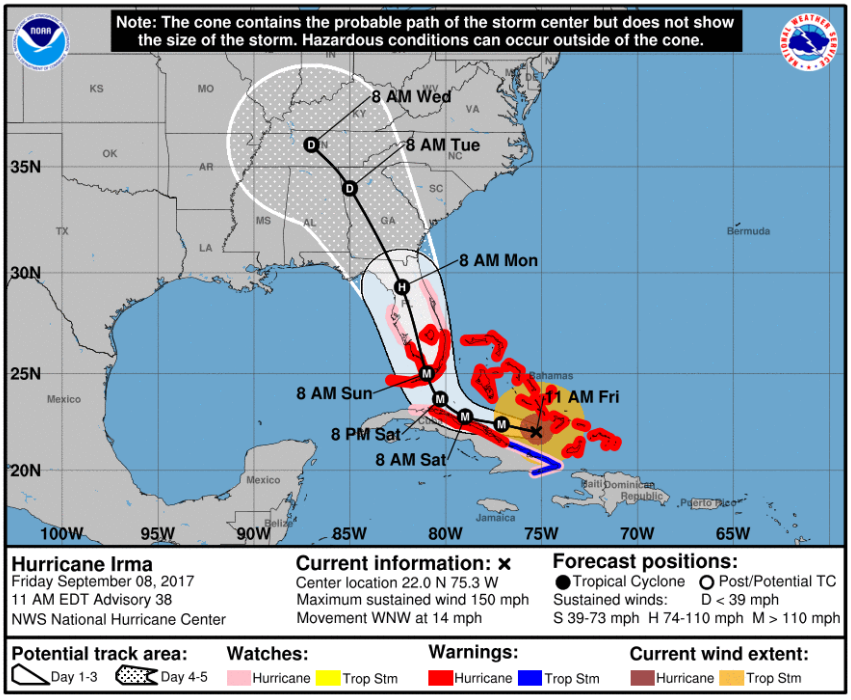
Advisory 34A (Figure 1) showed Hurricane Irma, then north of Hispaniola (965 miles from the Alachua County EOC) forecast to impact the Miami to West Palm Beach areas before heading offshore and staying adjacent to the coast of Florida, eventually impacting near Savannah, GA.

Figure 1: Hurricane Irma Advisory 34A



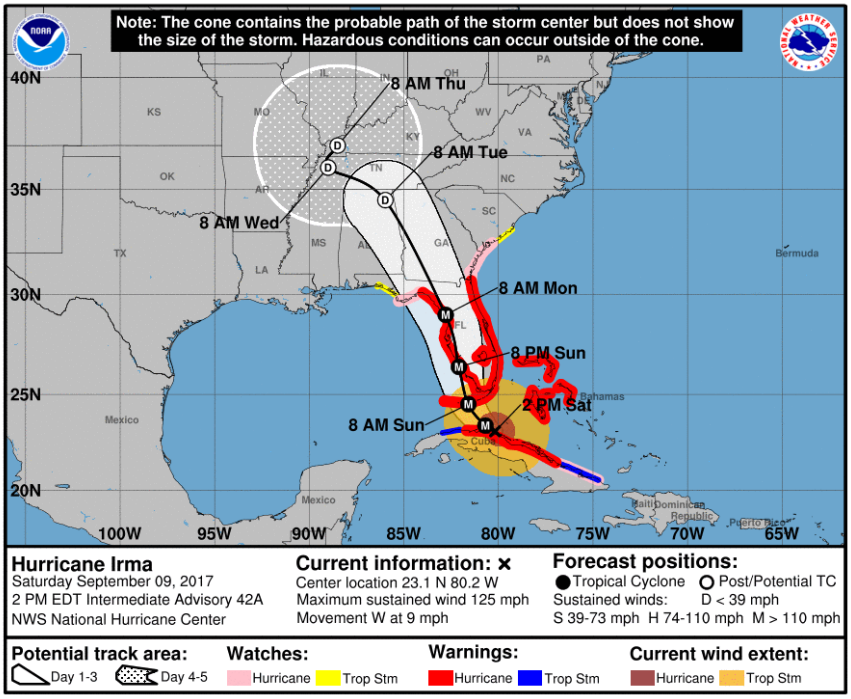
Advisory 38 (Figure 2) showed Hurricane Irma, then north of eastern Cuba (683 miles from the Alachua County EOC) forecast beginning to shift west to impact the Florida Keys and Southwest Florida, then traversing up the center of the peninsula. Hurricane Irma at this point was expected to still be a hurricane when passing over the Alachua County area.

Figure 2: Hurricane Irma Advisory 38



Advisory 42A (Figure 3) showed Hurricane Irma as it was about to depart Cuba and head towards the Lower Keys (470 miles from the Alachua County EOC) continuing the westward shift to potentially have a third landfall in the Crystal River area as a Major Hurricane.

Figure 3: Hurricane Irma Advisory 38



Advisory 49A (Figure 4) showed Tropical Storm Irma, then west of Alachua County (38 miles from the Alachua County EOC). Hurricane Irma significantly decreased in strength as it approached north Florida, and the impacts were less severe locally than anticipated 24 or 48 hours earlier.

Figure 4: Hurricane Irma Advisory 49A

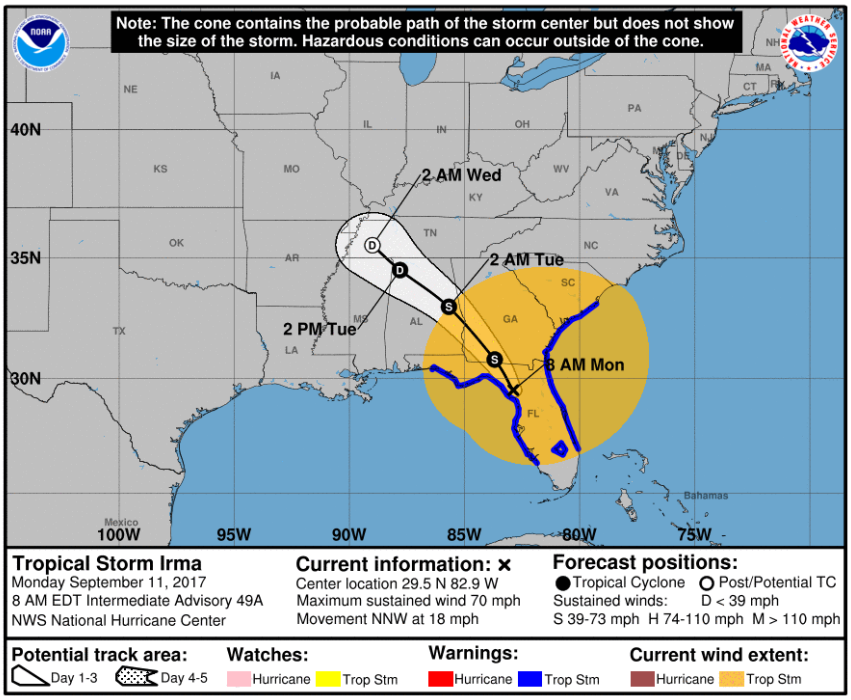
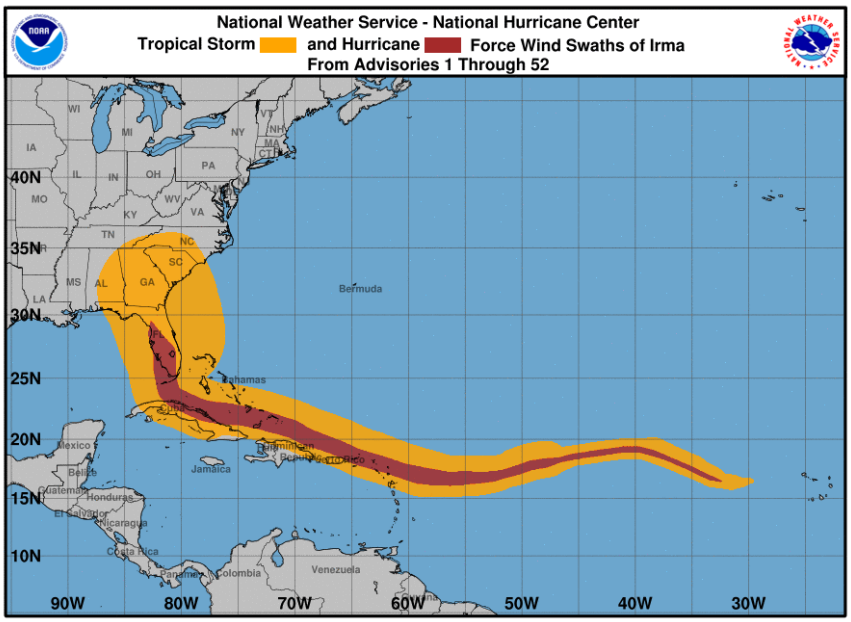


Figure 5 shows the tropical storm and hurricane force wind swaths of Hurricane Irma between Advisories 1 through 52. This graphic shows that the hurricane force wind swath came close to Alachua County, but does not appear to have actually had sustained hurricane force winds in Alachua County.

Figure 5: Tropical Storm and Hurricane Force Wind Swaths of Hurricane Irma Between Advisories 1 through 52



On September 7, 2017, Alachua County was informed by the Florida Division of Emergency Management (FDEM) Director Byran Koon that it would be a primary evacuation destination for Floridians statewide.

SHELTERING

Timeline

Opening the First Three Shelters

Alachua County EOC personnel determined shelters would be opened with the initial three shelters, followed by additional shelters as existing shelters exceed 75% capacity. The first three shelters opened were:

1) Alachua County Senior Center (Special Needs)
2) Easton Newberry Sports Complex (General Population)
3) Westwood Middle School (Special Needs and contingent upon the Alachua County Senior Center reaching 75% capacity)

Mission Tasking to Open Another 10 Shelters

On a statewide coordination call, the Florida Division of Emergency Management Director Bryan Koon advised they would be asking counties to open additional shelters. Based upon the current staffing projections, Alachua County believed opening another ten shelters was feasible. State Emergency Operations Center (SEOC) Mass Care representatives, acting upon this information, formally asked the County to open ten shelters in **Mission 626 (Alachua County is tasked to provide host sheltering)**. It was at this point the County determined pet-friendly shelters would also be in operation. The new list of open shelters was (note the Easton Newberry Sports Complex was converted from a general population shelter to a pet-friendly shelter) is depicted in **Table 1: Alachua County Opened 13 Shelters** below. This list was provided to the SEOC Mass Care representatives.

Table 1: Alachua County Opened 13 Shelters

Shelter Type	Name	Address	Capacity	Opening Time
General Population	Alachua Elementary School	13800 Northwest 152nd Place, Alachua, FL 32615	424	9/8/2017; 3:00 pm
General Population	Buchholz High School	5510 NW 27th Ave, Gainesville, FL 32606	2,592	9/8/2017; 4:00 pm
General Population	Chiles Elementary School	2525 School House Rd, Gainesville, FL 32608	356	9/8/2017; 3:00 pm
General Population	Kanapaha Middle School	5005 SW 75th St, Gainesville, FL 32608	500	9/8/2017; 5:00 pm
General Population	Meadowbrook Elementary School	11525 NW 39th Ave. Gainesville, FL 32606	1,584	9/8/2017; 3:00 pm
General Population	Rawlings Elementary School	3500 NE 15th St, Gainesville, FL 32609	795	9/8/2017; 4:00 pm
General Population	Santa Fe High School	16213 US-441, Alachua, FL 32615	527	9/8/2017; 4:00 pm
General Population	Shell Elementary School	21633 65th Ave, Hawthorne, FL 32640	231	9/8/2017; 3:00 pm
General Population	Williams Elementary School	1245 SE 7th Ave, Gainesville, FL 32641	264	9/8/2017; 3:00 pm
Special Needs	Alachua County Senior Center	5701 NW 34th Blvd, Gainesville, FL 32653	133	9/8/2017; 10:00 am
Special Needs	Westwood Middle School	3215 NW 15 Ave, Gainesville, FL 32605	239	WILL BE OPENED AFTER PRIMARY SPNS IS FULL (DOH is planning 6pm – off the record)
Pet-Friendly	Easton Newbery Sports Complex	24880 NW 16 Ave, Newberry, FL 32669	300	9/8/2017; 10:00 am
Pet-Friendly	Waldo Community School	14450 NE 148th Ave, Waldo, FL 32694	250	9/8/2017; 5:00 pm

Request to Open All Shelters

Within hours of the request to open another 10 shelters the Florida Division of Emergency Management Director Bryan Koon requested that Alachua County open all of its shelters to meet the likely demand. The state was planning for evacuees to be sent to Alachua County pending dangerous hurricane conditions.

It was also at this point that Alachua County EOC personnel realized the previously calculated capacity of the shelters was inconsistent with the actual capacity of the shelters. Shelter capacities were adjusted according to new calculations completed by EOC personnel.

Request for State Facilities to Open as Public Shelters

On September 7, 2017, the Florida Division of Emergency Management Director Bryan Koon requested the Alachua County to increase capacity to shelters by asking the higher education institutions to plan to shelter evacuees and to determine the necessary resources.

On September 7, 2017, Alachua County leadership asked the University of Florida and Santa Fe College to plan for this need.

On September 8, 2017, Alachua County Emergency Management Director formally requested of the University of Florida and Santa Fe College "refuge of last resort space and applicable needs and capacities previously identified by [the institution], per earlier discussions with [institution] officials and pursuant to Florida Statute 252.385." This request was entered into EMConstellation, the State Emergency Operations Center's web-based incident management system.

On September 9, 2017, both Santa Fe College and the University of Florida provided the Alachua County EOC with their available facilities and needed resources.

Reduced Need for Alachua County Shelters for Statewide Evacuees

On September 9, 2017, due to the change in forecast intensity and track, the state determined the contingency plan of sending evacuees to Alachua County was no longer necessary.

Demobilization and Consolidation of Shelters

As quickly as possible after the threat of tropical storm force winds, and pending safe roads, the shelter demobilization process began. The ESF-6 Mass Care, ESF-8 Health and Medical, and ESF-17 Animals staff collaborated to reduce the number of open shelters. Shelterees were transferred to other facilities or returned to their homes. The demobilization of shelters was also required to begin cleaning the shelters, particularly those which housed animals.

Host Sheltering

After the hurricane, during the shelter consolidation period, Alachua County and its partners opened two host shelters:

1) The Dr. Martin Luther King, Jr. Center in Gainesville (general population host)
2) Fellowship Baptist Church in High Springs (pet-friendly host)

Additional information on the host shelters, including capacities, in Alachua County is in **Table 2: Shelters in Alachua County by Type**.

Shelter Types

Historically, Alachua County has never opened more than a handful of shelters at a time, even during Hurricanes Hermine and Matthew. Further, Alachua County did not have any identified pet-friendly shelters prior to Hurricane Irma. Shelters were primarily opened in Alachua County for those who were in low-lying areas, medically dependent on electricity, or those who simply did not feel safe in their homes. Additionally, the majority of those sheltered in Alachua County came from surrounding and southern counties.

General Population Shelters

General population shelters were opened for those who were not medically dependent on electricity. Food was provided, but shelterees needed to bring their own cots and bedding to the shelter. Additionally, not all general population shelters had generator capabilities and thus a constant supply of electricity was not guaranteed. The general population shelters in use are listed in **Table 2: Shelters in Alachua County by Type**.

At peak occupancy, there were 2,051 people sheltered in the general population shelters.

Special Needs Shelters

Special needs shelters were opened for those who were medically dependent on electricity. The special needs shelters in use are listed in **Table 2: Shelters in Alachua County by Type**.

At peak occupancy, there were 348 people sheltered in the special needs shelters.

Pet-Friendly Shelters

When initiating sheltering operations, a known limitation is the number of individuals and families who will choose to not seek safe refuge if their pet would also not be welcome at that location.

Recognizing the vulnerabilities posed to the public by not having pet-friendly shelters in Alachua County, Board of County Commissioners Chair Ken Cornell, Interim County Manager Michele Lieberman, Emergency Management Director John Shaw, and Animal Services Director Ed Williams met with Superintendent Karen Clarke and her cabinet to discuss the possibility of opening pet-friendly shelters. Superintendent Clarke agreed to allow cats and dogs into certain shelters. Likewise, the Newberry Easton Sports Complex also agreed to allow pets into the shelter. The pet-friendly shelters in use are listed in **Table 2: Shelters in Alachua County by Type**.

Later, as the onset of tropical storm force winds hastened, the decision was made to allow pets into all shelters. This was done to prevent people from attempting to "ride-out" the storm in their vehicle with their pets, and the quantity of pets harbored in the shelters was small. These shelters were not pet-friendly shelters; rather, animals were allowed in as a contingency to maintain the safety of evacuees.

At peak occupancy, there were 237 pets sheltered in Alachua County.

Table 2: Shelters in Alachua County by Type

Shelter Type	Name	Address	Capacity
General	Alachua Elementary School	13800 Northwest 152nd Place, Alachua, FL 32615	358
General	Archer Community School	14533 SW 170th St, Archer, FL 32618	211
General	Buchholz High School	5510 NW 27th Ave, Gainesville, FL 32606	892
General	Chiles Elementary School	2525 School House Rd, Gainesville, FL 32608	356
General	High Springs Community School	1015 N Main, High Springs, FL 32643	296
General	Kanapaha Middle School	5005 SW 75th St, Gainesville, FL 32608	500
General	Meadowbrook Elementary School	11525 NW 39th Ave. Gainesville, FL 32606	1,989
General	Oak View Middle School	1203 SW 250 Street, Newberry, FL 32669	488
General	Rawlings Elementary School	3500 NE 15th St, Gainesville, FL 32609	207
General	Santa Fe High School	16213 US-441, Alachua, FL 32615	527
General	Shell Elementary School	21633 65th Ave, Hawthorne, FL 32640	184
General	Talbot Elementary School	5701 NW 43 Street, Gainesville, FL 32653	194
General	Williams Elementary School	1245 SE 7th Ave, Gainesville, FL 32641	209
Special Needs	Alachua County Senior Center	5701 NW 34th Blvd, Gainesville, FL 32653	160
Special Needs	Westwood Middle School	3215 NW 15 Ave, Gainesville, FL 32605	92
Pet-Friendly	Easton Newbery Sports Complex	24880 NW 16 Ave, Newberry, FL 32669	300
Pet-Friendly	Eastside High School	1201 SE 43 Street, Gainesville, FL 32641	841
Pet-Friendly	Waldo Community School	14450 NE 148th Ave, Waldo, FL 32694	250
Pet-Friendly Host	Fellowship Baptist Church	16916 NW us Hwy 441, High Springs, FL	150
Host	MLK Center	1028 NE 14th St, Gainesville, Florida 32601	400

PUBLIC INFORMATION

AlertAlachua

The Everbridge system, referred to in this document as "AlertAlachua," became active on June 1, 2017. This system is provided free-of-charge by the Florida Division of Emergency Management, and replaced the previous CodeRED system. In total, there were 18 alerts that were sent via AlertAlachua, including automated alerts from the National Weather Service and manual alerts developed by personnel at the Emergency Operations Center. The message title, date, time, sender, and quantity of recipients are available in **Table C1: AlertAlachua Emergency Notification Alerts**.

In addition to the automated National Weather Service alerts produced by AlertAlachua, four additional manual alerts were disseminated during the pre-impact preparations.

The first manual alert, "Voluntary Evacuation Order Issued for Alachua County," was sent at September 8, 2017 at 8:22 PM to 68,937 contacts within Alachua County.

> *Alachua County is issuing a voluntary evacuation order effective at 8 a.m. tomorrow morning, Saturday, September 9, 2017 for residents in mobile homes, manufactured homes, RVs, and homes in flood prone areas or if you feel unsafe in your home. Shelters are on a first come first served basis. Alachua County is accepting evacuees from other areas. If you feel that you need to go to a shelter, you should plan to go tomorrow morning. For up-to-date shelter information and opening times, call 311 or go to www.alachuacounty.us.*

The second manual alert, "Evacuation Order for Mobile Homes and Low Lying Areas," was sent at September 8, 2017 at 8:36 PM to 8,030 contacts within Alachua County (via Nixle only).

> *The evacuation order is for mobile homes, low lying areas, or if you feel unsafe in your home. Call 311 for more information.*

The third manual alert, "MANDATORY Evacuation Order Issued for Alachua County," was sent at September 9, 2017 at 12:45 PM to 71,298 contacts within Alachua County.

> *Alachua County is issuing a MANDATORY evacuation order effective NOW for residents in mobile homes, manufactured homes, RVs, and homes in flood prone areas or if you feel unsafe in your home. Shelters are on a first come first served basis. Alachua County shelters are quickly filling up. If you feel that you need to go to a shelter, you should plan to go NOW. For up-to-date shelter information and opening times, call 311 or go to www.alachuacounty.us.*

The fourth manual alert, "Expanded Mandatory Evacuation Order In Effect," was sent at September 13, 2017 at 5:37 PM to 3,131 contacts within Alachua County. More information on this notification, the only non-countywide manual alert, is available on page 12.

> *Expanded Mandatory Evacuation for the Santa Fe River to include properties adjacent to lakes, rivers, and streams north of NW US-441. This impacts the communities of High Springs, Alachua, and La Crosse. The river is expected to rise quickly over the next several hours. Go to www.alachuacounty.us or call 311 for shelter information.*

Accessible Hazard Alert System

The Accessible Hazard Alert System published 18 messages between Friday, September 8 and Tuesday, September 12. The message date, time, and titles are detailed in **Table C2: AHAS Emergency Notification Alerts**.

Social Media

Alachua County and supporting agencies frequently posted to social media, particularly Facebook and Twitter. As a result of the increased use of social media during Hurricane Irma, Recommendation INFO-003.1 in the Improvement Plan is to "Develop a dedicated social media monitoring function of the EOC." The implementation of this recommendation will allow for greater communications with the public during future incidents.

Television, Print, and Radio Media

Through the ESF-14 Public Information desk, television, print, and radio media were able to report on the current topics. Media present in the EOC for interviews filmed and Facebook Live streamed the interviews.

Press Conferences

Several press conferences were hosted in the Alachua County EOC Media Room. Speakers typically included Board of County Commissioners Chair Cornell, Alachua County Sheriff Darnell, Alachua County Emergency Management Director Shaw, and Alachua County Fire Rescue Chief Northcutt.

3-1-1 (Rumor Control)

The County Rumor Control line, operated primarily by volunteers, answered 11,000 calls during Hurricane Irma. The public was able to reach Rumor Control by dialing 3-1-1. If the public dialed 9-1-1 for a non-emergency question, they were transferred to Rumor Control.

Media Relations

Media relations during Hurricane Irma were positive. Media were present in the EOC during several early contentious discussions (an action which is recommended against for the future). Several reporters were embedded at the EOC while Hurricane Irma was passing the area (the Gainesville Sun, TV20, and CBS4). The embedded reporters had the opportunity for interviews during the storm, and were in the Media Room the entire time. The reporters left once conditions were safe outside.

Communications with Supporting Agencies, Municipalities, Institutions, and Elected Officials

Though there were significant issues with the A/V system in the EOC, County officials hosted at least once daily conference calls with supporting agencies, municipalities, institutions, and elected officials. These calls were critical to ensuring the needs of these partners were communicated to the County EOC. In the future, the County will work to develop stronger communications lines with the municipalities and other stakeholders, as identified in Recommendation EOCX-002.4.

Additionally, after Hurricane Irma, the County reached out to each of the known eligible entities in the Alachua County to apply for a "Request for Public Assistance:" the first step towards receiving aid from the Federal Emergency Management Agency.

Resource Request Process

The resource request process with outside entities was communicated via WebEOC, phone, and email. In the future, Emergency Management will work to develop a more defined resource request process to ensure all needs are met and to reduce the opportunity for miscommunications. Refer to Recommendations EOCX-002.1, EOCX-002.2, EOCX-002.3, and EOCX-002.4 for further information on the forthcoming process improvement efforts.

EOC ACTIVATION: SANTA FE RIVER FLOODING

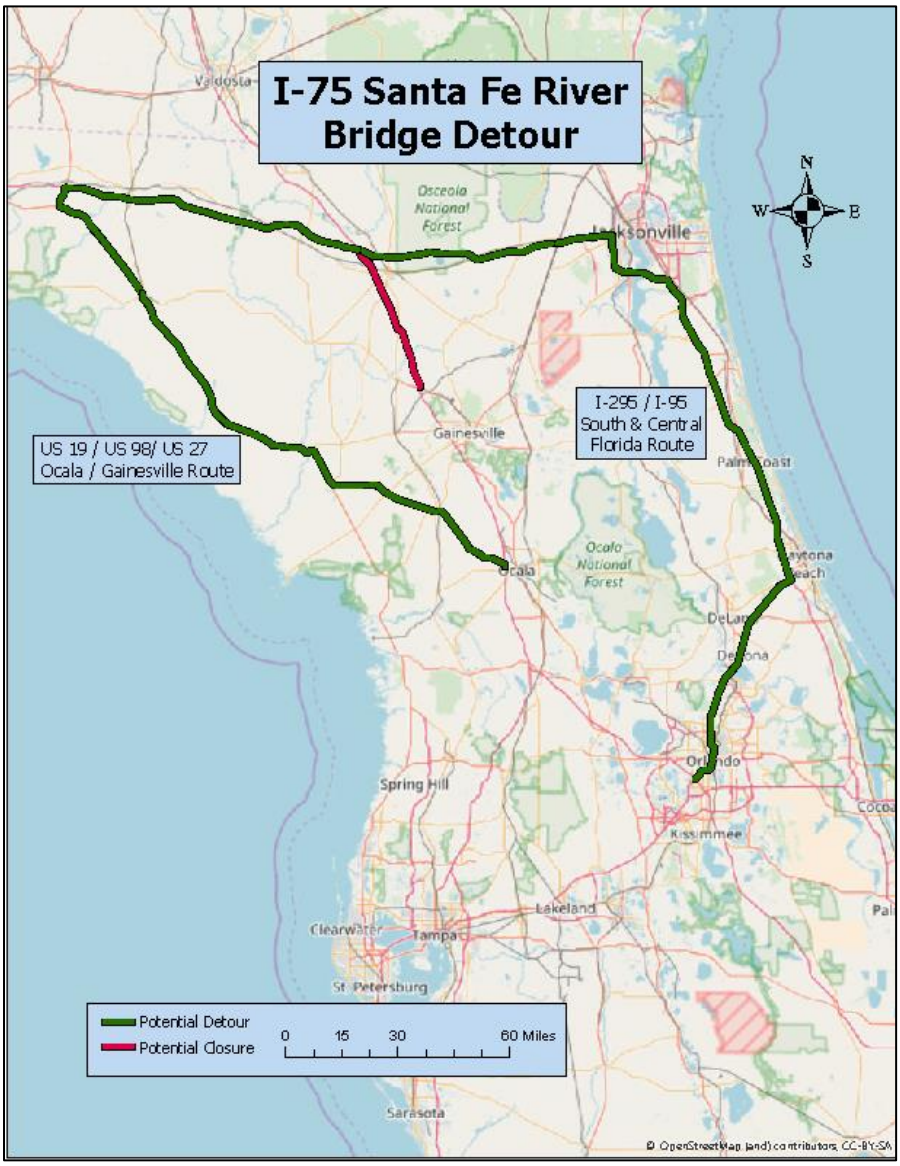
At 1950 hrs on September 12, 2017, Alachua County Emergency Management received a call from the Florida Highway Patrol advising of a conference call with the FDOT Secretary at 2000 hrs. This conference call outlined the concerns regarding the potential road closures resulting from the flooding of the Santa Fe River, including I-75. Prior to this event, the state did not have a plan for the complete closure of I-75 at the Santa Fe River.

At the state level, a plan was drafted overnight and released in the morning (Refer to **Figure 6: I-75 Santa Fe River Bridge Detour**), detailing the closure of -75 at the I-10/I-75 Interchange. Due to the lower elevations of the other bridges impacted (US-27, US-41, and SR-47), the only feasible routes would involve one of two options:

- Traffic heading to Gainesville and Ocala would be re-routed from I-10 to US-19 (in Jefferson County, south of Monticello), then to US-98 and finally US-27 to Ocala. I-75 north to Alachua would remain open, but closed prior to reaching the Santa Fe River.
- Traffic heading to South and Central Florida would be re-rerouted from I-10 to I-295 (Jacksonville), then to I-95 and I-4 to Orlando.

The proposed evacuation route would have significantly increased the traffic volume on the detour roads, not only causing difficulties in sending needed resources to Alachua County, but also to South Florida. The US-27, US-41, and SR-47 bridges were closed as a result of flooding; however, the floodwaters did not reach the closure threshold for the I-75 bridge and the detour plan was not implemented.

Figure 6: I-75 Santa Fe River Bridge Detour



Flood Monitoring with UAVs

To maintain situational awareness, the ACFR Unmanned Aerial Vehicles (UAV) Team deployed to High Springs and monitored the Santa Fe River levels at the I-75 bridge utilizing drone aircraft. The utilization of this team was critical to increased information sharing among agencies regarding the status of the I-75 bridge.

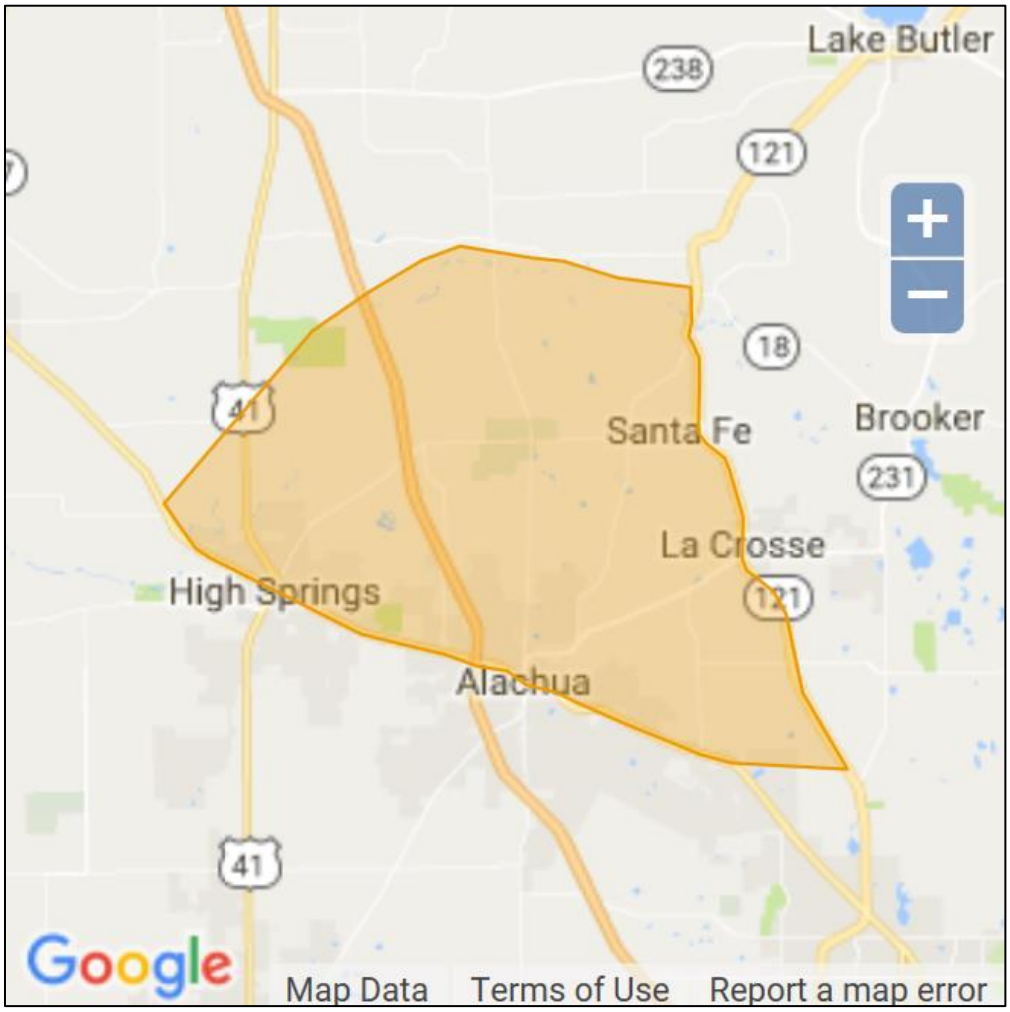
Evacuation Order

Determining the Area Exposed to the Flooding Hazard

The decision was made to issue a mandatory evacuation order for areas which would be impacted by the flooding of the Santa Fe River; however, this data was unavailable as the flooding exceeded the known floodplain. The decision on the geographic extent of the evacuation order was made using subject matter experts in the County EOC and GIS technology. Ultimately, a three-dimensional model of the potential flooding areas was developed, given the topography of the land.

After this mapped region was determined to be under threat from a worst-scenario of the potential flooding outcome, the area was expanded to include those properties that, though unaffected by water intrusion, would be isolated from the flooding threat. The area affected by the mandatory evacuation order is depicted in **Figure 7: Santa Fe River Expanded Mandatory Evacuation Order Map**.

Figure 7: Santa Fe River Expanded Mandatory Evacuation Order Map



AlertAlachua

On September 13, at 1737 hrs, an "Expanded Mandatory Evacuation Order in Effect" emergency notification was issued via AlertAlachua. This message was sent to 3,131 contacts in the Everbridge System. This message was targeted to the geographic area highlighted in **Figure 7: Santa Fe River Expanded Mandatory Evacuation Order Map**.

Figure 8: Expanded Mandatory Evacuation Order in Effect: Status

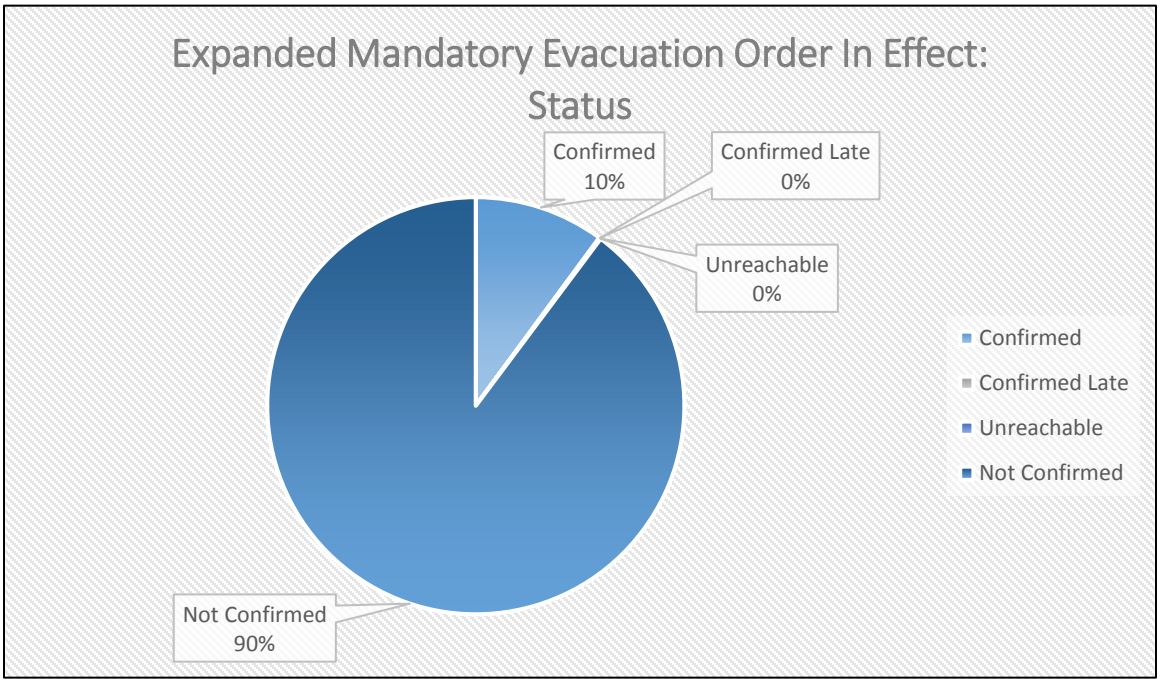
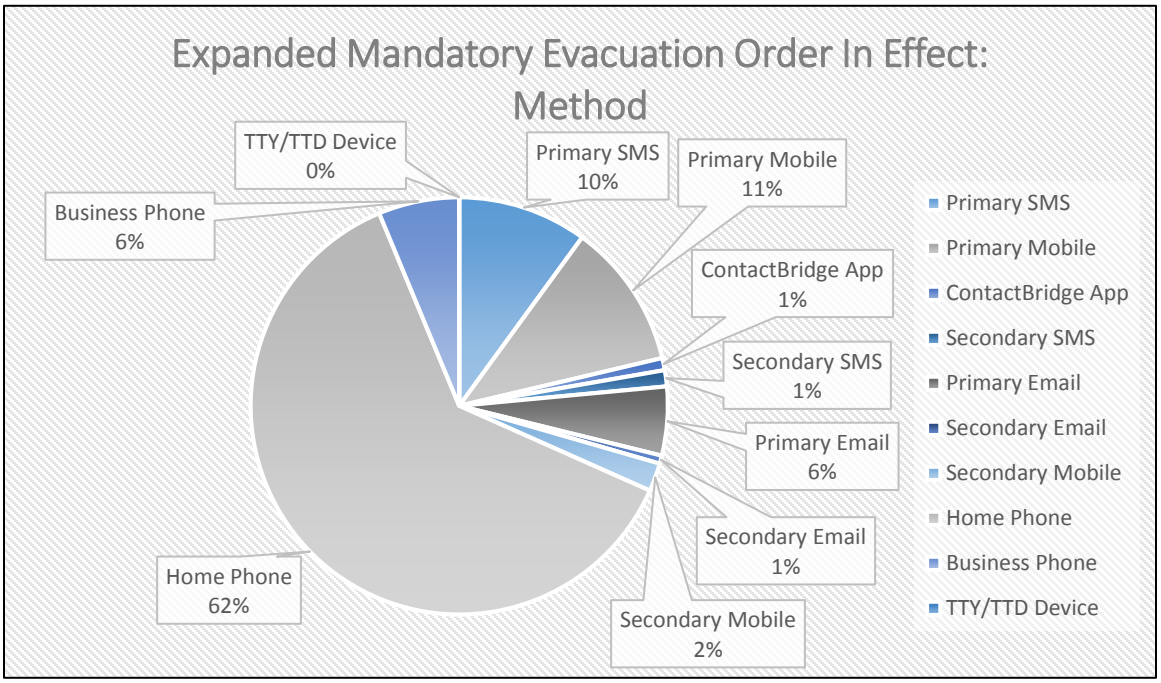


Figure 9: Expanded Mandatory Evacuation Order in Effect: Method



Door-to-Door Notifications

ACSO and ACFR personnel knocked on the doors of hundreds of homes to ensure that all in the potential flooding area were notified of the flood threat, in addition to the emergency notifications and media notifications released.

Sheltering

In response to the Santa Fe River flooding, Alachua County and its community partners opened two host shelters:

- Fellowship Baptist Church in High Springs (pet-friendly), and
- Dr. Martin Luther King, Jr. Center in Gainesville (general population).

Additionally, RTS, as ESF-1 Transportation, staged a bus in High Springs to take evacuees to the Dr. Martin Luther King, Jr. Center. Ultimately, few residents evacuated to the shelters.

EVALUATION AND HOT WASH

Full evaluation responses are available in **Appendix B: Evaluation Results**.

Full after action meeting notes and survey responses are available in **Appendix D: After Action Meetings, Meeting Notes, and Survey Responses**.

CONCLUSION

Hurricane Irma was a challenging incident. County EOC personnel were highly flexible and adaptable to the shifting priorities, forecasts, and realities of an historic hurricane.

County EOC personnel and partners were instrumental in identifying the findings and offering recommendations to ensure that the response to future incidents is well-coordinated and well-planned. The findings, recommendations, and deadlines are included in **Appendix A: Improvement Plan**.

APPENDIX A: IMPROVEMENT PLAN

Table A1: Improvement Plan Findings – Communications

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
COMM-001	For hurricanes and other known events, develop phased messaging indicating important personal and professional preparedness information.	COMM-001.1	Integrate phased messaging to all county employees into the Hurricane SOG and the Comprehensive Emergency Management Plan.		• ACEM (Shaw)	12/01/2018	
		COMM-001.2	Integrate phased messaging to the public into the Hurricane SOG and the Comprehensive Emergency Management Plan and distribute across media and social media platforms.		• ACEM (Shaw) • CMO (Sexton)	06/01/2018	
		COMM-001.3	Initiate a quarterly call-down drill using the AlertAlachua system for EOC personnel.		• ACEM (Shaw)	06/01/2018	
COMM-002	No SOP on Communications Protocol during emergencies.	COMM-002.1	Develop protocols for communicating with primary and secondary EOC personnel.		• ACEM (Shaw)	06/01/2018	
		COMM-002.2	Develop protocols for communicating with ESAP personnel.		• ACEM (Shaw)	09/01/2018	
		COMM-002.3	Develop protocols for communicating with external stakeholders.		• ACEM (Shaw)	06/01/2018	
		COMM-002.4	Develop protocols for communicating with all other personnel, including volunteers such as the Community Emergency Response Team Members.		• ACEM (Shaw)	06/01/2018	
COMM-003	No GRUCom representation in the EOC.	COMM-003.1	Develop a relationship with GRUCom to have a presence in the EOC during activations.		• ACEM (Shaw) • CCC (Lanier)	06/01/2018	
COMM-004	Radio training is needed for field personnel performing their functions over the radio after in a post-disaster environment.	COMM-004.1	Develop and provide radio training for field personnel in Public Works.		• ACEM (Bielling)	06/01/2018	
		COMM-004.2	Develop and provide radio training for ESAP personnel depending on their assignments.		• ACEM (Bielling)	09/01/2018	
COMM-005	Countywide radio communications network needs improvement.	COMM-005.1	Replace the countywide radio communications network.		• CCC (Lanier) • ACFR (Godwin)	06/01/2020	

Table A2: Improvement Plan Findings – Damage Assessment

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
DAMG-001	New technologies (GIS/UAS) were leveraged for post-storm damage assessment.	DAMG-001.1	Continue to further develop the web-based damage assessment app, which integrated with ESRI GIS.		• E-911 (Poulson) • ACEM (Shaw)	09/01/2018	
		DAMG-001.2	Continue to further develop the Unmanned Aerial Systems (UAS) operations to perform initial situational awareness reconnaissance followed by damage assessment activities, particularly in the flooded areas and areas with access blocked by damages.		• ACFR IT (Davis/Fielding) • ACEM (Shaw)	06/30/2018	
		DAMG-001.3	Coordinate and train further with the UAV Team to better understand the capabilities of the UAV Team in a post-disaster scenario.		• ACFR IT (Davis/Fielding) • ACEM (Shaw)		
DAMG-002	Greater situational awareness was necessary for the unprecedented and unexpected flooding of the Santa Fe River, closing multiple bridges and nearly closing the I-75 bridge.	DAMG-002.1	Develop the capabilities of the UAV Team to include UAS daylight zoom capabilities.		• ACFR IT (Davis/Fielding) • ACEM (Shaw)	10/01/2019	
		DAMG-002.2	Develop the capabilities of the UAV Team to include UAS thermal cameras.		• ACFR IT (Davis/Fielding) • ACEM (Shaw)	10/01/2019	
DAMG-003	The web-based damage assessment app had deficiencies related to addressing (GPS-based location versus manually entering it) and the type of damages (“flooding” type of damages were not readily noted for users).	DAMG-003.1	Develop an option wherein the user can select to manually enter their location (useful if they are reporting damages remotely), or they may use their smartphone’s GPS location as the site of damages (“current location”).		• E-911 (Poulson)	09/01/2018	
		DAMG-003.2	Refine the types of damages and the prominence of the input within the web-based app.		• E-911 (Poulson)	09/01/2018	
DAMG-003	As disaster declarations are declared Federally at the county level, a coordinated approach to conducting damage assessments is needed, to include utilities, municipalities, and the County.	DAMG-004.1	Develop a damage assessment strategy in partnership with the area utilities, municipalities, and County personnel.		• ACEM (Shaw)	09/01/2019	

Table A3: Improvement Plan Findings – Debris

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
DBRS-001	Communications between the emergency access teams from ACSO, ACFR, GRU, and Public Works needed improvement.	DBRS-001.1	Develop a WebEOC Board for coordinating the cut and toss operations.		• ACEM (Shaw)	06/01/2018	
		DBRS-001.2	Request higher-ranking individuals from partner agencies to be in the EOC to respond to potential communications issues sooner in the response.		• ACEM (Shaw)	06/01/2018	
DBRS-002	Debris sites were not opened quickly enough.	DBRS-002.1	Open the citizen drop off sites as soon as regular operations resume, pending access to the sites after a hurricane to expedite the cleanup process (add to protocols)		• Solid Waste (Palmi)	06/01/2018	
DBRS-003	Trees were not far back enough from the road, leading to more vegetative debris on the roadways.	DBRS-003.1	Cut trees further from the roadway to reduce vegetative debris if trees are dead or represent a clear and present danger.		• Public Works (Gavarrete)	09/01/2018	
DBRS-004	Debris protocol letters to contractors are needed.	DBRS-004.1	Send debris protocol letters to all contractors prior to the start of hurricane season.		• Solid Waste (Palmi)	05/15/2018	

Table A4: Improvement Plan Findings – Emergency Operations Center Functionality

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
EOCX-001	Phones in the EOC rolled to Rumor Control (3-1-1) when the line was busy.	EOCX-001.1	Install Voice-over-IP (VoIP) phones in the EOC.		• ITS (Smith)	09/30/2018	
		EOCX-001.2	Create and allow for voicemail messages on each phone.		• ITS (Smith)	09/30/2018	
		EOCX-001.3	Train EOC personnel on how to retrieve voicemails from the phones.		• ACEM (Shaw)	09/30/2018	
EOCX-002	Municipalities need a designated person in the EOC they can reach to follow-up on resource requests and to ensure they are aware of the developing situation.	EOCX-002.1	Assign the Municipal Liaison Officer position in the EOC (primary and alternate).		• ACEM (Shaw)	06/01/2018	
		EOCX-002.2	Develop a more formal process by which municipalities and higher education institutions can report their status and needs.		• ACEM (Shaw)	06/01/2018	
		EOCX-002.3	Develop a WebEOC board to track the status updates of all municipalities and higher education institutions.		• ACEM (Shaw)	06/01/2018	
		EOCX-002.4	Increase coordination between County and municipal and higher education EOCs before, during, and after the incident.		• ACEM (Shaw)	06/01/2018	
EOCX-003	Teleconference system failed at the start of Hurricane Irma and the A/V system failed during the incident multiple times.	EOCX-003.1	Replace A/V system to include an improved teleconference system.		• ACEM (Shaw) • Purchasing (White)	10/01/2018	
EOCX-004	Media Room needs to be updated.	EOCX-004.1	Improve the set-up of the Media Room, to include a printed backdrop for press conferences.		• ACEM (Shaw)	06/01/2019	
		EOCX-004.2	Remove the curtains and windows looking into the EOC (replace with drywall).		• ACEM (Shaw)	06/01/2019	
		EOCX-004.3	Replace media room equipment (computers, monitors, and supporting systems).		• ACEM (Shaw)	06/01/2019	
		EOCX-004.4	Replace media room camera with a better quality camera and reposition so the camera is at average-height eye level.		• ACEM (Shaw)	06/01/2019	
		EOCX-004.5	Purchase and install a teleprompter with the media room camera to foster more professional press conferences, with the speaker looking directly at the camera instead of their notes.		• ACEM (Shaw)	06/01/2019	
		EOCX-004.6	Install insulation in the walls surrounding the media room, as the sound easily carries between there and the EOC.		• ACEM (Shaw)	06/01/2019	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
EOCX-005	The Emergency Support Function system led to an unacceptable span of control (approximately 25 direct reports) and lacked the regimented schedule and other qualities of the Incident Command System.	EOCX-005.1	Adopt the Incident Command System as the organizational structure of the Alachua County Emergency Operations Center.		• ACEM (Shaw)	06/01/2018	
		EOCX-005.2	Revise the Alachua County Comprehensive Emergency Management Plan to utilize the Incident Command System for EOC operations.		• ACEM (Shaw)	12/01/2018	
		EOCX-005.3	Follow the “Planning P” meeting schedule.		• ACEM (Shaw)	06/01/2018	
		EOCX-005.4	Maintain and follow the Battle Rhythm.		• ACEM (Shaw)	06/01/2018	
		EOCX-005.5	Replace the Coordination and Support Plan (a document unique to Alachua County) with an Incident Action Plan, consistent with the Incident Command System.		• ACEM (Shaw)	06/01/2018	
EOCX-006	Though Situation Reports and Coordination & Support Plans were completed, they were not disseminated to EOC personnel (the documents were uploaded to WebEOC, but EOC personnel were unaware) or they were not disseminated in a timely manner.	EOCX-006.1	Develop a mechanism to notify EOC personnel of new Situation Reports.		• ACEM (Shaw)	06/01/2018	
		EOCX-006.2	Empower the Planning Section Chief to publish the Situation Reports independent of Incident Commander/Unified Command approval.		• ACEM (Shaw)	06/01/2018	
		EOCX-006.3	Develop a mechanism to notify EOC personnel of new Incident Action Plans.		• ACEM (Shaw)	06/01/2018	
		EOCX-006.4	Utilize the Incident Action Plan building capabilities of WebEOC.		• ACEM (Shaw)	06/01/2018	
EOCX-007	EOC chairs are aging (not all are able to be adjusted).	EOCX-007.1	Repair or replace EOC Chairs.		• ACEM (Shaw)	06/01/2018	
EOCX-008	The existing layout and footprint of the EOC is not conducive to the workload required during EOC operations.	EOCX-008.1	Move the Emergency Management Director’s Office and establish that room as the Emergency Services Room of the EOC.		• ACEM (Shaw)	06/01/2018	Achieved 01/15/2018
		EOCX-008.2	Purchase and outfit the Emergency Services Room with large wall-mounted monitors and desktops to allow for coordination of resources by Emergency Services personnel.		• ACEM (Shaw)	06/01/2019	
EOCX-009	There are no places in the EOC where a Tactics Meeting, with the correct limited amount of people, can occur.	EOCX-009.1	Construct a Tactics Room in the EOC, complete with a conference table, computer, and 55”monitor.		• ACEM (Shaw)	06/01/2018	
		EOCX-009.2	Obtain 4’x6’ ICS-215 Form to identify the quantity of required resources, the quantity of available resources, and the quantity of needed resources for each incident assignment.		• ACEM (Shaw)	12/01/2018	
		EOCX-009.3	Obtain a large map of Alachua County to identify shelters, points of distribution, and damage areas. Map may be magnetic, a whiteboard, digital, or a combination thereof.		• ACEM (Shaw)	12/01/2018	
EOCX-010	WebEOC entry time stamps are incorrect, which gives an inaccurate representation of actions taken by EOC personnel.	EOCX-010.1	Work with County ITS to remedy the WebEOC timestamp error.	No.	• ACEM (Shaw) • ACFR (Davis; Fielding) • ITS (Bledsoe)	02/01/2018	

EOCX-011	Not all positions in the EOC were filled as needed, requiring some roles to be unrealized, and other positions to operate below their full capabilities.	EOCX-011.1	Ensure the Municipal Liaison Officer position is filled during incidents that impact the entire county or incidents that impact more than one municipality.		• ACEM (Shaw)	06/01/2018	
		EOCX-011.2	Ensure the ESF-15 Volunteers and Donations position is filled to coordinate the receipt, staging, and distribution of donated resources and volunteers.		• ACEM (Shaw)	06/01/2018	
		EOCX-011.3	Utilize employees in the Emergency Staffing Assignments Program to help fill lower-level positions in the EOC.		• ACEM (Shaw) • Human Resources (Peebles)	09/01/2018	
EOCX-012	Alachua County does not have a policy regarding the use of volunteers, which hinders the use of volunteers during incidents.	EOCX-012.1	Develop a volunteer policy to allow the Community Emergency Response Team members (CERTs), Amateur Radio Operators, and others to work in the EOC or in support of EOC operations.		• Human Resources (Peebles)	09/01/2018	
		EOCX-012.2	Develop a volunteer policy which includes the credentialing of volunteers in disaster situations, including spontaneous volunteers.		• Human Resources (Peebles)	09/01/2018	
EOCX-013	Community Emergency Response Team members (CERTs) were not utilized during the hurricane response nor during the hurricane recovery.	EOCX-013.1	Keep the CERTs aware of the situation as it develops to either a) inform them they may be needed or b) inform them they will likely not be needed.		• ACEM (Shaw)	06/01/2018	
		EOCX-013.2	Notify the CERTs before the onset of tropical storm-force winds.		• ACEM (Shaw)	06/01/2018	
		EOCX-013.3	Include and develop missions for CERTs to assist with disaster response and recovery operations as force multipliers.		• ACEM (Shaw)	09/01/2018	
		EOCX-013.4	Extend the use of CERTs to be used as a resource for the municipalities.		• ACEM (Shaw)	09/01/2018	
		EOCX-013.5	Increase the quantity of available CERTs and recruit individuals for specific roles (such as shelter staff, Status/Check-In Recorders, call-takers, EOC staff, and others).		• ACEM (Shaw)	09/01/2018	
EOCX-014	There is limited space available to sleep during activations (four bunks in one room or personnel had to sleep in any available space they could find, including the hallway, which became a trip hazard).	EOCX-014.1	Identify additional spaces for sleeping for EOC and support personnel.		• ACEM (Shaw) • CSS (Tuck)	12/01/2018	
		EOCX-014.2	Purchase tension rods and blackout curtains for the EOC offices to allow the offices to function as sleeping quarters, if necessary.		• ACEM (Shaw)	06/01/2018	
		EOCX-014.3	Expand the available facilities to use during activations to include the Community Support Services administrative facility, pending hardening of those facilities.		• ACEM (Shaw) • CSS (Tuck)	07/01/2018	
		EOCX-014.4	Explore the installation of walkway lighting to prevent personnel from tripping over sleeping persons when the lights are turned off.		• ACEM (Shaw)	12/01/2018	
EOCX-015	While the EOC personnel during Hurricane Irma performed exceptionally well, there is no clear process for evaluating the performance of personnel on an individual basis.	EOCX-015.1	Utilize the ICS-225 (Incident Personnel Performance Rating) Form to determine an individual's performance on an incident. This form will be completed by the individual's assigned supervisor during the incident.		• ACEM (Shaw)	06/01/2018	

EOCX-016	Field personnel (particularly the Public Works personnel) were not included in the headcount for food and did not receive meals.	EOCX-016.1	ESF-11 Food and Water (future Food Unit) is to work with ESF-7 Resource Management (future Resources Unit) to ensure field resources are properly accounted for.		• ACEM (Shaw)	06/01/2018	
		EOCX-016.2	ESF-7 Resource Management (future Resources Unit) is to work with all functional areas to ensure accurate headcounts of EOC and field personnel.		• ACEM (Shaw)	06/01/2018	
EOCX-017	ESF-7 Resource Management did not have any indication of how many resources (personnel or equipment) were involved in the response, leading to omissions of critical information, such as required, available, and needed resources and meal distributions.	EOCX-017.1	ESF-7 Resource Management (future Resources Unit) personnel need to attend the L-965 NIMS ICS All-Hazards Resource Unit Leader training.		• ACEM (Shaw)	06/01/2019	
		EOCX-017.2	ESF-7 Resource Management personnel need to utilize a resource tracking system, such as T-Cards or WebEOC (L-965 training is required).		• ACEM (Shaw)	06/01/2019	
		EOCX-017.3	Develop WebEOC boards to support resource management activities, including the financial components.		• ACEM (Shaw)	12/01/2018	
EOCX-018	The embedded National Weather Service (NWS) Jacksonville meteorologist was extremely helpful in determining the likely impacts to Alachua County.	EOCX-018.1	Work with NWS-Jacksonville to ensure that an embedded meteorologist would be available during future incidents.		• ACEM (Shaw)	06/01/2018	
EOCX-019	The resource management process is obstructive and does not readily allow for a simple tracking approval process.	EOCX-019.1	Develop a new resource management process for practice that involves receiving the request, supervisory approval, sending it to ESF-7 Resource Management for approval, then to Finance for procurement if necessary. If the resource will be a request to the state, then the process would need to identify the request and tracking number.		• ACEM (Shaw)	12/01/2018	
		EOCX-019.2	Copy the process listed above to be utilized via WebEOC.		• ACEM (Shaw)	12/01/2018	
EOCX-020	During activations of the EOC, Finance needs to be centralized. The Finance position in the EOC was not well-defined.	EOCX-020.1	Develop the Finance function in the EOC to be staffed by personnel with the authority to make appropriate decisions.		• ACEM (Shaw) • OMB (Crosby)	06/01/2018	
		EOCX-020.2	Create a space for the Finance Section in the EOC.		• ACEM (Shaw)	10/01/2018	
		EOCX-020.3	Work with Finance Section personnel to develop the procedures for executing Finance functions in the EOC, to include timekeeping, procurement, cost tracking, and compensation and claims tracking.		• ACEM (Shaw) • OMB (Crosby) • ACFR (Ellis) • OMB (Fair)	06/01/2018	
EOCX-021	A dedicated EOC conference call system, with the capacity to video conference and share a computer screen, is critical to ensuring better cooperation between agencies.	EOCX-021.1	Obtain a GoToMeeting Plus license for Emergency Management.		• ACEM (Shaw) • ITS (Evans)	06/01/2018	
		EOCX-021.2	Develop a countywide conference camera system for use by BOCC agencies, elected officials, municipalities, institutions of higher learning and key partners. This would involve purchasing conference cameras and would be functional with the previously identified GoToMeeting Plus license.		• ACEM (Shaw) • ITS (Evans)	06/01/2019	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
EOCX-022	WebEOC: to enter 9-1-1 calls into WebEOC, a CCC supervisor (or higher) manually typed them in when they had available time, which may have resulted in coordination delays.	EOCX-022.1	Develop a mechanism by which the data from CAD can be exported by the CCC and imported into a select WebEOC board.		• ACEM (Shaw) • CCC (Moorhouse) • ITS (Evans)	06/01/2018	
		EOCX-022.2	Work with the CCC to copy and paste calls into WebEOC in real time (if data export/import process described in EOCX-022.1 is unsuccessful).		• ACEM (Shaw) • CCC (Klement)	06/01/2018	
		EOCX-022.3	Develop a WebEOC 9-1-1 Call Log with entries that can be assigned to specific functions in the EOC.		• ACEM (Shaw)	06/01/2018	
EOCX-023	WebEOC: Rumor Control only added entries on an as-needed basis, meaning the majority of calls were not entered into WebEOC to be shared with appropriate ESF-14 representatives. Real-time information would allow EOC personnel to better push public information messages to the media and social media sites.	EOCX-023.1	Develop a WebEOC Rumor Control Log that is simple an easy to use to allow Rumor Control operators to enter each call into WebEOC. The Rumor Control entries can then be assigned to specific functions in the EOC.		• ACEM (Shaw) • CSS (Martinez)	06/01/2018	
		EOCX-023.2	Work with Community Support Services to develop a process by which every call is logged into the WebEOC board.		• ACEM (Shaw) • CSS (Martinez)	06/01/2018	
		EOCX-023.3	Develop WebEOC Boards to allow more efficient Rumor Control and 9-1-1 call data entry, including mapping functions, that can be assigned to EOC personnel.		• ACEM (Shaw) • CSS (Martinez)	06/01/2018	
EOCX-024	The existing printer/copier jammed and was not multifunctional and limited the printing capabilities of personnel.	EOCX-024.1	Install a new printer/copier that meets the needs of the EOC, including emailing directly to the printer without networking to the printer.		• Darryl Kight (Purchasing) • John Shaw (ACEM)	06/01/2018	Achieved 10/10/2017
EOCX-025	Several EOC personnel brought their personal laptop computers into the EOC and connected to the network, potentially compromising the network.	EOCX-025.1	Develop support from EOC personnel and/or their leadership to ensure personnel will report with a government-issued laptop computer.		• ACEM (Shaw)	06/01/2018	
		EOCX-025.2	Enforce a policy excluding personal computers from being connected to the network.		• ACEM (Shaw) • ITS (Vensamoye)	06/01/2018	
		EOCX-025.3	Develop network access protocols to prevent unapproved devices from accessing the County network.		• ITS (Vensamoye)	06/01/2018	
EOCX-026	Not all EOC personnel were prepared with the necessary equipment (adapters, USB drives, etc.).	EOCX-026.1	Acquire a cache of electronic supplies for the EOC personnel to use in the event they do not have their own accessories.		• ACEM (Shaw)	12/01/2018	
		EOCX-026.2	Include in EOC personnel notification emails the resources that should be brought to the EOC by personnel for their use.		• ACEM (Shaw) • Human Resources (Peebles)	06/01/2018	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
EOCX-027	Not all personnel fully understood the role of leadership to develop and direct the operation at the macro-level.	EOCX-027.1	Codify an Executive Group (multi-agency coordination group), as recommended in the practice of the Incident Command System, to provide formal guidance and direction of incident operations, particularly those which have communitywide implications. This group may consist of: 1) ACFR Chief 2) Asst. Mgr – Public Safety 3) Asst. Mgr – Finance 4) BOCC Chair 5) Chamber President 6) County Attorney 7) County Manager 8) DOH Administrator 9) EM Director 10) City of Gainesville 11) GRU GM 12) Sheriff 13) Superintendent 14) University of Florida		• CAO (Swain) • CMO (Lieberman) • ACEM (Shaw)	10/01/2018	
		EOCX-027.2	Develop procedures wherein Incident Command leadership (Incident Commander/Unified Command) would consult with the Executive Group for guidance and direction.		• ACEM (Shaw)	12/01/2018	
EOCX-028	Security was not stationed at the EOC lobby.	EOCX-028.1	Work with the Sheriff's Office to have a law enforcement officer present and stationed in the lobby of the EOC to maintain the security of the building.		• ACEM (Shaw)	06/01/2018	
EOCX-029	GIS integration with WebEOC was inadequate.	EOCX-029.1	Develop the integration of the mapping functions with WebEOC for greater incident coordination.		• ACEM (Shaw)	06/01/2018	
EOCX-030	Signage/Labeling regarding where each ESF can be found was non-existent.	EOCX-030.1	Obtain table signage to identify the different EOC positions.		• ACEM (Shaw)	06/01/2018	
		EOCX-030.2	Obtain shirts for EOC personnel.		• ACEM (Shaw)	06/01/2018	
EOCX-031	EOC personnel often worked beyond their shift, potentially leading to exhaustion and burnout quicker.	EOCX-031.1	Enforce shift limits on personnel.		• ACEM (Shaw)	09/01/2018	
		EOCX-031.2	Develop more depth of EOC positions (at least to tertiary level) to allow EOC personnel to have more breaks.		• ACEM (Shaw)	09/01/2018	
EOCX-032	Utility providers, while present, were sometimes unavailable to answer questions in a timely manner.	EOCX-032.1	Recruit decision-makers from utility providers to be at the EOC, particularly during the alpha shift.		• ACEM (Shaw)	06/01/2018	
		EOCX-032.2	Improve the information sharing relationship between utility providers and other functions of the EOC by integrating relationship building into the training materials and position checklists.		• ACEM (Shaw)	06/01/2018	
		EOCX-032.3	Ensure utility providers have a list of the schools, shelters, assisted living facilities, nursing homes, and other healthcare facilities in their territory(ies).		• ACEM (Shaw)	09/01/2018	
		EOCX-032.4	Develop a protocol wherein the utility provider can verify the power is restored to a structure prior to shelterees at Special Needs Shelters returning home.		• ACEM (Shaw) • DOH-Alachua (Myers)	09/01/2018	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
EOCX-033	The transition between "Level 2 – Partial Activation" and "Level 1 – Full Activation" was not fully understood.	EOCX-033.1	Simplify the terminology of the EOC to either be "Activated" or "Not Activated."		• ACEM (Shaw)	06/01/2018	
		EOCX-033.2	Reflect the simplified activation language in the Alachua County CEMP.		• ACEM (Shaw)	12/01/2018	
EOCX-034	WebEOC: The Road Closures board was not regularly updated and road closure times were unclear.	EOCX-034.1	Improve the WebEOC Road Closures Status Board to reflect the anticipated opening and closing times.		• ACEM (Shaw)	06/01/2018	
		EOCX-034.2	Work with EOC personnel to ensure information is regularly inputted into WebEOC in a timely and efficient manner.		• ACEM (Shaw)	06/01/2018	
EOCX-035	There is no badging/credentialing system for EOC personnel.	EOCX-035.1	Acquire and implement a badging system for the EOC.		• ACEM (Shaw)	09/01/2018	
		EOCX-035.2	Include in the badge design easily noticed type for identifying personnel positions.		• ACEM (Shaw)	09/01/2018	
EOCX-036	There is no dedicated GIS staff assigned at the EOC, whose responsibility would be to create useful maps, tracking apps, managing the readiness of data, ensuring up-to-date data, and hardware and software readiness.	EOCX-036.1	Work with County departments to recruit additional personnel to work in the EOC during activations.		• ACEM (Shaw)	09/01/2018	
EOCX-037	The County EOC space is insufficiently sized for the multi-agency response and coordination of today's hazards and is in need of additional bunk rooms, a commercial kitchen, a cafeteria, larger lockerrooms, and new staff offices to include temporary office spaces for leadership.	EOCX-037.1	Explore future funding possibilities related to expanding the size of the EOC to two stories.		• ACEM (Shaw) • CMO (Lieberman)	12/31/2022	
		EOCX-037.2	Explore future funding opportunities related to constructing a new EOC at an off-site location.		• ACEM (Shaw) • CMO (Lieberman)	12/31/2022	
		EOCX-037.3	Visit other county EOCs around the state to determine the best design and layout to ensure a fully functional and appropriately sized EOC for the next 30-50 years.		• ACEM (Shaw)	06/01/2019	
		EOCX-037.4	Create additional meeting spaces in the EOC for use during activations.		• ACEM (Shaw)	12/01/2018	
		EOCX-037.5	Renovate the existing staff offices to serve a dual purpose as breakout rooms.		• ACEM (Shaw)	12/01/2018	
EOCX-038	The AT&T cellular signal in the EOC is weak.	EOCX-038.1	Work with AT&T to boost the signal in the EOC.		• ACEM (Shaw) • ITS (Smith)	06/01/2019	
EOCX-039	A plan regarding the use of the EOC/CCC generator during emergencies is needed.	EOCX-039.1	Work with Public Works and the CCC to determine a policy for the use of the CCC/EOC generator during emergencies.		• ACEM (Shaw) • CCC (Moorhouse) • Public Works (Gavarrete)	06/01/2018	
EOCX-040	The EOC was not on a building UPS and as a result, systems failed when reliable power connections became inconsistent.	EOCX-040.1	Install a UPS for the A/V system.		• ACEM (Shaw)	10/01/2018	
		EOCX-040.2	Install a UPS for the building and identify UPS-protected outlets.		• ACEM (Shaw) • CCC (Moorhouse)	06/01/2020	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
EOCX-041	Purchasing was present, but not all expenses went through Purchasing.	EOCX-041.1	Require that EOC personnel must use WebEOC for all purchases supporting the incident, to ensure costs are appropriately tracked and documented.		• ACEM (Shaw) • Purchasing (Sapp)	09/01/2018	
		EOCX-041.2	Develop a WebEOC Board to track purchases.		• ACEM (Shaw)	09/01/2018	
EOCX-042	There was no coordination with healthcare facilities (such as assisted living facilities, nursing homes, and dialysis centers) regarding their status during the hurricane.	EOCX-042.1	Work with the North Central Florida Healthcare Coalition to staff the EOC with a liaison who can coordinate with area healthcare facilities for status updates, ensure patients have access to critical services/patients are comfortable, and coordinate with utility providers to ensure the services are restored quickly to the facilities.		• ACEM (Shaw) • ACFR (Theus) as NCFLHCC	06/01/2018	
		EOCX-042.2	Develop a WebEOC board to track the status of the healthcare facilities.		• ACEM (Shaw)	06/01/2018	
		EOCX-042.3	Share the WebEOC board with surrounding counties as they are also dependent upon many of the same healthcare facilities.		• ACEM (Shaw)	09/01/2018	
EOCX-043	The FDOT Liaison assigned to the Alachua County EOC was a biologist and did not understand his role in the County EOC.	EOCX-043.1	Work with FDOT to ensure the liaison(s) assigned to the county are knowledgeable about their mission.		• ACEM (Shaw)	06/01/2018	
		EOCX-043.2	Emergency Management and Public Works will work together to set better expectations of FDOT Liaisons, to include inputting the expectations into the resource request to the state.		• ACEM (Shaw) • ACPW (Gavarrete)	06/01/2018	
EOCX-044	The County was largely left out of the evacuation planning and implementation with FDOT and FHP, a concern that was addressed in an August workshop with state officials.	EOCX-044.1	Develop a stronger evacuation implementation and coordination plan with FDOT, FHP, ACSO, ACPW, and ACEM.		• ACEM (Shaw)	06/01/2018	
EOCX-045	Donations were accepted in shelters without clear guidance on how to accept, distribute, acceptable conditions of donated resources, and possession and disposition of the donated resources after the incident.	EOCX-045.1	Provide shelter staff and the media with guidance on donations, to include: • How to accept donations, • Referral of Financial donations, • How to distribute donations between facilities, • Acceptable conditions of donated resources, • Possession of the donated resources after the incident, and • Disposition of the donated resources after the incident.		• ACEM (Shaw)	09/01/2018	
		EOCX-045.2	Further develop procedures based upon the guidance developed in Recommendation EOCX-045.1.		• ACEM (Shaw)	09/01/2018	
EOCX-046	Additional sandbag locations are needed.	EOCX-046.1	Create additional sandbag locations.		• ACPW (Gavarrete)	09/01/2018	
EOCX-047	Personnel are unsure where to refer residents with “unmet needs.”	EOCX-047.1	Work with area nonprofits and Florida VOAD (Volunteers Active in Disasters) to better address and manage cases of unmet needs.		• ACEM (Shaw) • CSSS (Tuck)	09/01/2018	

Table A5: Improvement Plan Findings – Emergency Staffing Assignment Program

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
ESAP-001	Improve employee participation in responding to the need for emergency staffing, as some employees refused to work when requested during Hurricane Irma.	ESAP-001.1	Add to employee job specifications that all employees are critical and may need to work during a disaster.		• Human Resources (Peebles)	09/01/2018	In progress.
		ESAP-001.2	Develop pre-scripted email that clearly spells out County employees' responsibility during an emergency and the expectations of their assignment.		• ACEM (Shaw) • Human Resources (Peebles)	09/01/2018	
		ESAP-001.3	Ensure continuity of communications between County leadership and employees during disasters.		• Human Resources (Peebles)	06/01/2018	
		ESAP-001.4	Develop protocols to ensure ESAP personnel are aware of a potential activation days prior to a known incident.		• ACEM (Shaw)	06/01/2018	
		ESAP-001.5	Develop a disciplinary process which employees may be subject to if they do not respond accordingly when summoned.		• Human Resources (Peebles)	09/01/2018	
		ESAP-001.6	Develop a FAQ sheet regarding the ESAP for employees.		• ACEM (Shaw)	09/01/2018	
ESAP-002	Improve the emergency staffing assignments database functionality.	ESAP-002.1	Include in the Microsoft Outlook system the emergency staffing assignments of County personnel, in addition to their normal position assignments. • Emergency role • Emergency shift • Emergency priority (primary, secondary, tertiary) – rotate this each year among employees • Emergency assignment location		• ITS (Evans) • ACEM (Shaw) • Human Resources (Peebles)	09/01/2018	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
ESAP-003	Improve employee alert and notification procedures, including who is on the team for each shelter and the shift schedules.	ESAP-003.1	Integrate the emergency staffing assignments into the AlertAlachua system (on the "Private" Organization), with the same content as that which is available into Outlook as described in Recommendation ESAP-002.1.		• ACEM (Shaw)	09/01/2018	
		ESAP-003.2	Notify County employees at the start of hurricane season regarding their emergency staffing assignment.		• ACEM (Shaw) • Human Resources (Peebles)	06/01/2018	
		ESAP-003.3	Explore the potential to utilize phone trees for supervisors to inform their direct reports they are activated, versus using an automated system.		• ACEM (Shaw)	09/01/2018	
		ESAP-003.4	The day prior to the cancellation of government offices, offer activated employees leave (annual or administrative) to prepare their homes, families, and pets).		• Human Resources (Peebles)	06/01/2018	
		ESAP-003.5	Ensure shelter staff are told the details of their assignment in the notification message and that this information is known to the Emergency Staffing Unit personnel at the EOC: • Who is the shelter manager • Who is on their team • Shelter address, building description/location on campus, and parking instructions • Reporting time and expected end time of assignment • Shift times • Contact number for EOC for issues		• ACEM (Shaw) • ODT (Causier) • CSS (Tuck)	09/01/2018	
		ESAP-003.6	Ensure the shelter managers are aware of what staff they should expect at their shelter and when the staff will arrive.		• ACEM (Shaw) • ODT (Causier) • CSS (Tuck)	09/01/2018	
		ESAP-003.7	Ensure the shelter managers are equipped and trained to create the shift schedule.		• ACEM (Shaw) • CSS (Tuck)	09/01/2018	
		ESAP-003.8	Ensure if an assignment changes prior to the next shift starting (such as the closing of a shelter), personnel on the next shift are notified of the change.		• ACEM (Shaw) • CSS (Tuck)	09/01/2018	
ESAP-004	Establish a system by which the other local public entities' employees may participate in the Emergency Staffing Assignments Program.	ESAP-004.1	Integrate the Emergency Staffing Assignments Program into a countywide program including other local public entities (refer to Recommendation LEGL-005.1) for more information.		• ACEM (Shaw)	06/01/2019	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
ESAP-005	Throughout County departments, new employees are not consistently filling out ESAP paperwork and/or the information is not updated.	ESAP-005.1	Tie ESAP paperwork to supervisor or division director performance review.		• Human Resources (Peebles)	06/01/2019	
		ESAP-005.2	Tie ESAP paperwork to HR Liaison performance review.		• Human Resources (Peebles)	06/01/2019	
		ESAP-005.3	Include information on ESAP in the HR Liaison Manual.		• Human Resources (Peebles)	09/01/2018	
		ESAP-005.4	Work with the HR Liaisons and ITS to ensure employee information is maintained and up-to-date.		• Human Resources (Peebles) • ACEM (Shaw)	09/01/2018	
		ESAP-005.5	Host/Attend monthly or bi-monthly meetings with HR leadership and the HR Liaisons regarding the ESAP.		• ACEM (Shaw) • Human Resources (Peebles)	07/01/2018	
		ESAP-005.6	Make form available online so employees can directly fill it out and access it to update their information as changes occur.		• ITS (Evans) • ACEM (Shaw) • Human Resources (Peebles)	09/01/2018	
		ESAP-005.7	New employees receive form/supplemental information on ESAP during payroll sign-up.		• ACEM (Shaw) • Human Resources (Peebles)	09/01/2018	
ESAP-006	Many County employees believed being in Group D was an automatic, permanent exemption from working during an emergency. Many employees have circumstances that limit, but do not discount them from working in some capacity. Other employees have circumstances that no longer warrant a restrictions (e.g. form from 3 years ago asks for restriction because of newborn baby)	ESAP-006.1	Funnel All requests for a special needs restriction or full exemption through the EO office and Risk Management for evaluation and follow up.		• ACEM (Shaw) • Human Resources (Peebles) • EO (Chung) • ACRM (Carnell)	09/01/2018	
		ESAP-006.2	Prioritize accommodating positions for those employees on limited duty or with restrictions, but who do not qualify for an exemption.		• ACEM (Shaw)	09/01/2018	
ESAP-007	Assignable employees not aware of their emergency assignment/assume the preference they identified on their form would be their assignment	ESAP-007.1	Countywide education on the Emergency Staffing Assignment Program. New employee orientation should include info on ESAP.		• ACEM (Shaw) • ODT (Causier)	09/01/2018	
		ESAP-007.2	Identify mechanism to ensure EOC personnel notify employees and their supervisor of emergency assignment upon selection validation by ACEM and the appropriate EOC personnel.		• ACEM (Shaw)	09/01/2018	
		ESAP-007.3	Pre-hurricane season notification to all employees informing them of their role/assignment. Offer preparedness resources, as well		• ACEM (Shaw) • Human Resources (Peebles)	06/01/2019	
		ESAP-007.4	Explore tying the location assignments to the quadrants of the county where the employee lives to reduce the travel burden after a disaster.		• ACEM (Shaw)	09/01/2018	
ESAP-008	Not all ESFs train their assigned employees	ESAP-008.1	Tie emergency assignment training to performance review for all applicable Emergency Coordinating Officers.		• ACEM (Shaw)	06/01/2019	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
ESAP-009	Sharepoint site does not function well. All information must be manually entered by an HR Liaison, and is not tied to any other system for automation. Additionally, during activations, there was no mechanism in the site for Emergency Support Team staff in the EOC to track who they had called, where they were assigning people, reporting times, etc.	ESAP-009.1	Explore migrating the Emergency Staffing Assignments Program database from Sharepoint site to New World. All employee data is in this system. When an employee quits or is terminated, their information is purged from the system, or that action is noted in some way. Add fields to New World that capture questionnaire data, including during activations		• ACEM (Shaw) • Human Resources (Peebles) • ITS (Smith)	09/01/2018	
		ESAP-009.2	Identify other software/programs already in use that can be automated with employee data and harmonize the data with the SharePoint Emergency Staffing Assignments Program database site on a frequent basis.		• ACEM (Shaw) • ITS (Smith)	09/01/2018	
ESAP-010	Improve the ESAP Questionnaire to more accurately reflect potential needs.	ESAP-010.1	Develop a stronger questionnaire to better assign employees in emergencies.		• ACEM (Shaw) • Human Resources (Peebles)	09/01/2018	
ESAP-011	Additional training for supervisors regarding: • Alert and notification • Call-out procedures • Reporting procedures • Shifts • Employee Q&A	ESAP-011.1	Develop ESAP FAQs Training for Supervisors to include: • Alert and notification • Call-out procedures • Reporting procedures • Shifts • Employee Q&A		• ACEM (Shaw)	06/01/2018	
ESAP-012	Fuel shortages in Alachua County presented the risk of critical County employees being unable to report to work.	ESAP-012.1	Develop a plan to provide temporary take-home vehicles to county employees so they may get to and from work.		• Fleet Management (Bailey)	06/01/2018	
		ESAP-012.2	Develop a plan to provide county fuel to county employees in the event temporary take-home vehicles are not available.		• Fleet Management (Bailey)	06/01/2018	
ESAP-013	Some positions in the EOC lack the adequate depth to sustain operations for an extended period of time.	ESAP-013.1	Recruit additional personnel for secondary or tertiary roles in the EOC.		• ACEM (Shaw)	06/01/2018	
ESAP-014	No current, updated volunteer list to call and help with staffing issues.	ESAP-014.1	Develop an auxiliary volunteer list to utilize when the availability of public employees is exhausted.		• ACEM (Bielling)	09/01/2018	
ESAP-015	Employees of different pay grades performed the same function at the shelters, but were not compensated the same.	ESAP-015.1	Develop a pay plan for use during emergencies based on the assignment of the personnel.		• Human Resources (Peebles) • ACEM (Shaw)	09/01/2018	
ESAP-016	The workload for Shelter Managers would be better managed with delegation to a coordinator.	ESAP-016.1	Add a Shift Coordinator or like position to the roster of positions for each shelter to be tasked with handling routine communications, reporting shift census, relaying requests, etc.		• ACEM (Shaw)	09/01/2018	

Table A6: Improvement Plan Findings – Evacuations

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
EVAC-001	Understand the evacuation and entry processes coastal counties may implement that affect the shelters, roadways, and commodities available in Alachua County	EVAC 001.1	Complete G-358 Evacuation and Re-Entry Planning training.		• ACEM (Shaw)	02/23/2018	
		EVAC-001.2	Work with surrounding counties to stay informed of their evacuation and re-entry timelines.		• ACEM (Shaw) • FDEM (Lambert)	06/01/2018	
EVAC-002	Better facilitate future evacuations and re-entries into neighborhoods and communities affected by the Santa Fe River flooding	EVAC-002.1	Work with the National Weather Service to improve the identification of the floodplain.		• ACEM (Shaw) • ACEM (Bielling) • ACPW (Lalwani)	09/01/2018	
		EVAC-002.2	Develop an evacuation plan for low-lying areas of the county.		• ACEM (Shaw)	06/01/2019	
EVAC-003	Commodities shortfalls in Alachua County, particularly that of fuel, were the worst of any county which had the potential to impact not only evacuees from other counties, but also residents of Alachua County and public employees with critical job functions.	EVAC-003.1	Ahead of a major storm, request increased commercial deliveries of necessary commodities, including fuel, to Alachua County gas stations (document in Hurricane Checklist).		• ACEM (Shaw)	06/01/2018	
EVAC-004	Based upon evacuations in South Florida, the state informed Alachua County leadership that non-home-county evacuees would be sent to Alachua County for safety. This plan resulted in Alachua County opening all shelters and requesting Santa Fe College and the University of Florida to develop plans for opening shelters.	EVAC-004.1	Work with the state to develop a stronger relationship regarding local support of statewide evacuations.		• ACEM (Shaw)	06/01/2019	

Table A7: Improvement Plan Findings – Legal Issues

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
LEGL-001	Allowing pets to stay in all shelters as a contingency when the threat of tropical storm force winds was immediate saved lives.	LEGL-001.1	Develop an Interlocal Agreement with the Alachua County Public Schools to allow pets in shelters on a contingency, last resort basis pending specific weather conditions, to ensure all shelterees have a safe place to stay.		• CAO (Swain) • ACPS (Clarke) • CSS (Tuck) • ACEM (Shaw)	09/01/2018	
LEGL-002	Prior to Hurricane Irma, there were no pet-friendly shelter capabilities in Alachua County; the decision of the ACPS to allow pet friendly shelters saved lives.	LEGL-002.1	Develop an Interlocal Agreement with Alachua County Public Schools to designate certain facilities as "Pet-Friendly Shelters."	AAR-IP.2017.TTXRecovery.25	• CAO (Swain) • ACPS (Clarke) • ACAS (Williams) • ACEM (Shaw)	09/01/2018	
LEGL-003	Prior to Hurricane Irma, there were no pet-friendly shelter capabilities in Alachua County; the decision of the Newberry Easton Sports Complex to allow pet friendly shelters saved lives.	LEGL-003.1	Develop a MOU with the Newberry Easton Sports Complex to designate the facility as a "Pet-Friendly Shelter."	AAR-IP.2017.TTXRecovery.25	• CAO (Swain) • ACAS (Williams) • ACEM (Shaw)	09/01/2018	
LEGL-004	Additional non-school-based pet-friendly shelters are necessary in the City of Gainesville.	LEGL-004.1	Develop an Interlocal Agreement with the City of Gainesville to designate the Dr. Martin Luther King, Jr. Center as a "Pet-Friendly Shelter" and to also ensure the facility would be closed to recreational use while in operation as a shelter.		• CAO (Swain) • ACAS (Williams) • ACEM (Shaw)	09/01/2018	
LEGL-005	The success of shelter staffing – without state resources as was used in many counties – was the unprecedented coordination between jurisdictions to support a community need.	LEGL-005.1	Develop Interlocal Agreements with the municipalities and Constitutional Offices to include their employees in the Emergency Staffing Assignments Program, contingent on the exhaustion of County and facility owner resources to establish the parameters and recall priorities of the relationship.		• CAO (Swain) • ACEM (Shaw)	06/01/2019	
LEGL-006	The legal authorities in place under a local state of emergency are not widely known or understood by all stakeholders.	LEGL-006.1	Develop an Emergency Management Legal Issues Training for all county stakeholders to participate for consistent understanding on the legal issues of an emergency within local, state, and Federal rules and laws.		• CAO (Swain) • ACEM (Shaw)	09/01/2018	
LEGL-007	Existing Ordinance Code language referencing disasters is not clear and can be confusing (local versus general declaration of emergencies).	LEGL-007.1	Revise the Ordinance Code to streamline the Emergency Management language and processes set forth therein, including the simplification of the types of declarations that may be executed.		• CAO (Swain) • ACEM (Shaw)	10/01/2018	
LEGL-008	Shelter residents as well as the general public offered their service as shelter staff during the incident.	LEGL-008.1	Develop a policy regarding the use of spontaneous volunteers in shelters, including how the volunteers are accepted, how they are vetted/background checked (particularly when interacting with children), and the liability coverage of spontaneous volunteers.		• CAO (Swain) • ACEM (Shaw) • Human Resources (Peebles)	09/01/2018	
LEGL-009	Trash exceeded the capacity of the dumpsters at the shelter facilities.	LEGL-009.1	Procure a contingency contract with a waste company to increase the quantity of dumpsters at shelters and to increase the speed at which the waste is retrieved from the site when safe to do so.		• CAO (Swain) • ACEM (Shaw)	09/01/2018	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
LEGL-010	There was no food contract available, meaning personnel had to purchase food for the EOC at the same time as the rest of the public is stocking their hurricane supplies.	LEGL-010.1	Execute a contingency contract to allow for food supplies and/or catering to the EOC.		• CAO (Swain) • ACEM (Shaw)	06/01/2018	

Table A8: Improvement Plan Findings – Public Information

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
INFO-001	Emergency-specific information for the public, such as debris collection, preparedness tips, and how to register for assistance should be located on a single clearinghouse website before the incident, instead of sending the public to multiple websites.	INFO-001.1	Develop a county website where this information will be updated before the incident as well as during and after.		• ACEM (Shaw) • ITS (Evans) • CMO (Sexton)	06/01/2018	
		INFO-001.2	Updates, occurring outside of the press release schedule/frequency, shall be included on the site.		• ITS (Evans) • CMO (Sexton)	06/01/2018	
		INFO-001.3	Work with other local, state, and online presences to ensure the information requests are being funneled to the correct site for Alachua County.		• ACEM (Shaw)	06/01/2018	
		INFO-001.4	Develop a process to better release real time data (include time stamps of information updates) during the incident, such as: • Shelter openings (with times) • Shelter closings (with times) • Shelter capacities • Sandbag locations • Road closures • Etc.		• ACEM (Shaw) • ITS (Evans) • CMO (Sexton)	06/01/2018	
		INFO-001.5	Ensure the staff at Rumor Control (3-1-1) have access to this information to better inform the public.		• ACEM (Shaw) • CSS (Martinez)	06/01/2018	
INFO-002	No American Sign Language interpreter was used during press conferences.	INFO-002.1	Utilize existing county contracts for American Sign Language interpretation services.		• ACEM (Shaw) • CMO (Sexton) • EO (Chung)	06/01/2018	
INFO-003	There is no designated space for social media monitoring.	INFO-003.1	Develop a dedicated social media monitoring function of the EOC.		• ACEM (Shaw) • CMO (Sexton)	09/01/2018	
		INFO-003.2	Utilize ESAP personnel to monitor social media during activations.		• ACEM (Shaw) • CMO (Sexton)	09/01/2018	
INFO-004	Media were present in the EOC during tactical discussions, potentially leading to misinformation contrary to what the Public Information Officer was pushing.	INFO-004.1	Develop an EOC Media Policy, including limiting the presence of the media in the EOC.		• ACEM (Shaw) • CMO (Sexton)	09/01/2018	
		INFO-004.2	If media are present in the EOC, participants on conference calls should be made aware. Include in protocols.		• ACEM (Shaw)	06/01/2018	
INFO-005	Curtains in the media room are meant to be backdrop curtains, not a privacy measure. When the media was in the Media Room during later tactical discussions in the EOC, there was the potential that they could open the curtains to view/record the details in the EOC.	INFO-005.1	Remove the windows and replace with insulated drywall.		• ACEM (Shaw)	09/01/2018	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
INFO-006	The media room windows looking into the EOC were distracting during press conferences; personnel were seen eating their food while County leadership were talking.	INFO-006.1	Do not allow media to video or take still images while personnel are consuming meals and snacks.		• ACEM (Shaw) • CMO (Sexton)	06/01/2018	
INFO-007	Shelter staff and residents did not receive timely updates regarding the current status of the incident; which can lead to further stress and concern.	INFO-007.1	Develop a process to increase information sharing and situational awareness updates to shelter staff and shelterees during an incident.		• ACEM (Shaw) • CSS (Tuck)	06/01/2018	
INFO-008	Additional personnel need to be trained to utilize the Everbridge (AlertAlachua) system for public and employee notifications.	INFO-008.1	Develop procedures for utilizing the Everbridge system.		• ACEM (Shaw)	06/01/2018	
INFO-009	There was no single unified message among the different agencies in Alachua County (external to the county-level agencies in the EOC).	INFO-009.1	Develop relationships with the area PIOs.		• ACEM (Shaw) • CMO (Sexton)	06/01/2018	
		INFO-009.2	Coordinate with the area PIOs and the Municipal Liaison Officer during incidents to ensure a common unified message is released.		• ACEM (Shaw) • CMO (Sexton)	06/01/2018	
INFO-010	Many shelterees arrived without bedding, cots, mats, air mattresses, or personal food items (they expected either these services would be provided or to stay in professional lodging establishments instead of a shelter).	INFO-010.1	Communicate with statewide media outlets and the State EOC to ensure the evacuees from other parts of Florida are made aware of the expectations of sheltering in Alachua County.		• ACEM (Shaw) • CMO (Sexton)	06/01/2018	

Table A9: Improvement Plan Findings – Sheltering

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
SHLT-001	Increase training of employees assigned to shelters.	SHLT-001.1	Increase training to shelter managers.		• CSS (Tuck) • ACEM (Shaw)	09/01/2018	
		SHLT-001.2	Provide leadership training to shelter managers, including shift-based work/rest requirements for shelter staff, the use of volunteers (shelterees), sign-in procedures for staff and shelterees, donations procedures, and information sharing protocols to assist in shelter operations.		• CAO (Durham) • CSS (Tuck)	06/01/2019	
		SHLT-001.3	Increase training to shelter staff.		• CSS (Tuck) • ACEM (Shaw)	09/01/2018	
		SHLT-001.4	Ensure that all shelter staff sign in when reporting to the shelter, regardless of the organization (include the organization name on the sign-in sheet).		• CSS (Tuck) • ACEM (Shaw)	06/01/2018	
		SHLT-001.5	Host and facilitate a pre-hurricane season meeting between the Shelter Managers and Alachua County Public Schools employees to allow for familiarity and information sharing (such as contact numbers).		• ACEM (Shaw) • CSS (Tuck) • ACPS (Clarke)	05/31/2018	
SHLT-002	Develop shelter teams to improve familiarity and working relationships between shelter staff.	SHLT-002.1	Develop shelter teams based upon the geographic quadrant of the county (or closest quadrant if out of county) where an employee lives.		• ACEM (Shaw)	09/01/2018	
		SHLT-002.2	Provide joint training to shelter teams annually.		• ACEM (Shaw)	06/01/2019	
SHLT-003	Some pet owners in shelters did not want to stay with their pets, keep them leashed, or regarded shelter staff as responsible for taking care of their pets, including picking up after them.	SHLT-003.1	Develop and print materials (such as signs) to clearly detail the expectations of pet owners at pet-friendly shelters.		• ACEM (Shaw) • ACAS (Williams) • CSS (Tuck)	09/01/2018	
SHLT-004	Improve intake and management of large groups from facilities.	SHLT-004.1	If a large group from a facility presents at a shelter (the facility is no longer safe), require the group leader coordinates with the shelter manager or designee to receive important information, such as shelter rules and operating procedures; the group leader will also be responsible for ensuring the group follows the shelter rules.		• ACEM (Shaw) • CSS (Tuck) • CAO (Swain)	06/01/2018	
SHLT-005	Businesses provided large quantities of food to some shelters, while others were eating basic sandwiches the entire time.	SHLT-005.1	Develop a process by which food is more equally distributed to the shelters.		• CSS (Tuck) • ACEM (Shaw)	09/01/2018	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
SHLT-006	Communications issues arose with some of the remotely located shelters, but were resolved with assistance from law enforcement.	SHLT-006.1	Develop protocols wherein if a shelter manager has not checked in with the EOC Sheltering Branch desk then a request will be sent to EOC Law Enforcement to relay information.		• ACEM (Shaw) • CSS (Tuck)	06/01/2018	
		SHLT-006.2	Recruit additional amateur radio operators to be present at the shelters to ensure communications do not falter.		• ACEM (Shaw) • CSS (Tuck)	06/01/2018	
		SHLT-006.3	Explore the possibility of shelter managers obtaining their amateur radio license to utilize the amateur radio equipment on a contingency basis if licensed operators are in short supply.		• ACEM (Shaw) • CSS (Tuck)	06/01/2019	
		SHLT-006.4	Increase the quantity of amateur radio kits to support all shelters.		• ACEM (Shaw)	06/01/2019	
		SHLT-006.5	Install amateur radio antennae pass-throughs to allow for better radio signals.		• ACEM (Shaw) • ACPS (Clarke)	06/01/2018	
		SHLT-006.6	Explore the possibility of obtaining portable phone chargers (power banks) to support shelter operations in the event there is no generator at the shelter and other means of communication have failed or are inoperable.		• ACEM (Shaw) • CSS (Tuck)	06/01/2019	
		SHLT-006.7	Increase the use of WebEOC within the shelters by the Shelter Manager or designee, pending technological capabilities (additional equipment is necessary to allow for the use of the WebEOC, such as computers or smartphones).		• ACEM (Shaw) • CSS (Tuck)	06/01/2018	
		SHLT-006.8	Explore the use of group texting apps for shelter managers on personal phones that can a) operate across different operating systems and b) have archival properties to allow for preserving communications to, from, and between government employees.		• CSS (Tuck) • CAO (Swain) • ACEM (Shaw)	06/01/2018	
SHLT-007	Shelters were in a situational awareness silo, limiting the information known to the shelter staff and the shelterees.	SHLT-007.1	Develop a strategy to increase situational awareness to shelters.		• ITS (Evans) • ACEM (Shaw) • CSS (Tuck) • DOH-Alachua (Myers)	06/01/2018	
		SHLT-007.2	Explore the possibility of equipping each shelter with a smartphone to increase situational awareness and more easily share information.		• ACEM (Shaw) • CSS (Tuck)	06/01/2018	
		SHLT-007.3	Increase the amount of information shared with the amateur radio operators to ensure greater situational awareness at the shelters.		• ACEM (Shaw) • CSS (Tuck)	06/01/2018	
		SHLT-007.4	Schedule a sheltering conference call with all shelters, EOC Sheltering Branch, EOC Donations Unit, and partner agencies as appropriate at least once per shift to better coordinate between facilities (add to the Battle Rhythm).		• ACEM (Shaw) • CSS (Tuck)	06/01/2018	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
SHLT-008	Facilities housing personnel during tropical storm force or stronger winds are in need of wind retrofitting to render them safe during wind events.	SHLT-008.1	Harden the Community Support Services building where 3-1-1 (Rumor Control) is housed, pending the availability of funding.		• CSS (Tuck)	06/30/2019	
		SHLT-008.2	Harden the Public Works Warehouse where the Ready Room, which is where personnel berth during disasters, is housed, pending the availability of funding.		• ACPW (Gavarrete)	06/30/2020	
		SHLT-008.3	Harden the Animal Services facility where personnel are housed in support of keeping pets safe during a disaster, pending the availability of funding.		• ACAS (Williams)	06/30/2020	
		SHLT-008.4	Harden Fire Rescue Headquarters where critical information technology resources are housed, pending the availability of funding.		• ACFR (Theus)	06/30/2020	
SHLT-009	Pet-friendly shelters, as a new concept, were not prepared in terms of the forms and other resources necessary to set them up.	SHLT-009.1	Work with CSS and Animal Services to develop the necessary forms and kits to establish pet-friendly shelters.		• ACEM (Shaw) • ACAS (Williams) • CSS (Tuck)	06/01/2018	
SHLT-010	Shelters need additional supplies.	SHLT-010.1	Increase the equipment available to shelters, including flashlights, lanterns, chairs, zip ties, coolers, ice, file boxes, pen holders, signs, forms, power supplies, etc.		• CSS (Tuck)	06/01/2019	
		SHLT-010.2	Explore the possibility of adding cots/air mattresses/mats to the shelter kits.		• CSS (Tuck)	06/01/2019	
		SHLT-010.3	Increase the sharing of donated resources such as blankets, pillows, chairs, and bedding between shelters (use ESAP personnel supporting the EOC Donations Unit)		• ACEM (Shaw) • CSS (Tuck)	06/01/2019	
SHLT-011	Shelter staff were unsure if they were interfering with school cleaning operations towards the end of the shelter activation.	SHLT-011.1	Develop a stronger relationship between the EOC Sheltering Branch and the School Board to have a consensus-based approach to managing the shelter staff.		• ACEM (Shaw) • CSS (Tuck) • ACPS (Clarke) • CAO (Swain)	09/01/2018	
SHLT-012	The Dr. Martin Luther King, Jr Center maintained recreational operations while the facility was being used as a Special Needs Shelter, creating a loud and anti-patient care atmosphere. The recreational use of the facility was dependent upon the City employees present and was inconsistent between shifts.	SHLT-012.1	Work with the City of Gainesville to ensure the Dr. Martin Luther King, Jr Center would be closed to recreational activities while conducting sheltering operations.		• ACEM (Shaw) • CSS (Tuck) • DOH-Alachua (Myers) • CAO (Swain)	09/01/2018	
SHLT-013	Shelter staff were not easily identifiable to the shelterees or each other.	SHLT-013.1	Purchase brightly-colored, reflective vests marked “STAFF” to identify shelter staff to the public and other personnel.		• CSS (Tuck)	06/01/2018	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
SHLT-014	Shelter capacities, as previously identified, were inaccurate.	SHLT-014.1	Re-examine and validate the shelter capacities based upon capabilities observed during Hurricane Irma.		• ACEM (Shaw)	06/30/2018	
		SHLT-014.2	Update the Sheltering Plan, WebEOC Shelter Board, and the Emergency Shelters Report with the newly calculated and accurate data.		• ACEM (Shaw)	06/30/2018	
SHLT-015	Shelter locations on school grounds were not clear for staff nor for the shelterees arriving destined for the shelter.	SHLT-015.1	Increase the visibility of signage at shelters to easily identify the location of the shelter on school grounds.		• ACEM (Shaw) • CSS (Tuck)	06/01/2018	
		SHLT-015.2	Explore the possibility of creating and installing custom traffic/road signs to easily convey the locations of the shelters on campus (installation to be done as part of the storm preparation activities, not as permanent signs).		• ACEM (Shaw) • CSS (Tuck)	06/01/2018	
		SHLT-015.3	Explore the possibility of creating custom lawn signs to direct shelterees to the location of the shelter on campus.		• ACEM (Shaw) • CSS (Tuck)	06/01/2018	
		SHLT-015.4	Print indoor signage to direct shelterees to the shelter locations within the facility.		• ACEM (Shaw) • CSS (Tuck)	06/01/2018	
SHLT-016	Within the shelters, outlet space for charging devices was in short supply. Staff at at least one shelter successfully created a charging station for shelterees.	SHLT-016.1	Explore the possibility of creating designated charging stations in shelters to reduce the conflict and wait times for outlets.		• ACEM (Shaw) • CSS (Tuck)	06/01/2019	

Table A10: Improvement Plan Findings – Training

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
TRNG-001	Improve emergency management training for county employees.	TRNG-001.1	Migrate the existing training methods, largely reliant upon the general ICS-100, 200, 300, 400, 700, and 800 courses, to more specific and appropriate training courses developed by county personnel for county employees.		• ACEM (Shaw)	09/01/2018	
		TRNG-001.2	Develop training which can be completed using SkillPort.		• ACEM (Shaw)	09/01/2018	
		TRNG-001.3	Create a position in ACEM to coordinate and deliver emergency management training to county employees and the public.		• ACEM (Shaw)	10/01/2022	
		TRNG-001.4	Require all county employees to complete the emergency management full training for county personnel initially, followed by annual refresher trainings.		• Human Resources (Peebles) • ACEM (Shaw)	09/01/2018	
		TRNG-001.5	Revise the "required" Incident Command System course list for county employees to courses developed by ACEM that would match their incident responsibilities.		• ACEM (Shaw)	09/01/2018	
TRNG-002	Additional ESF-specific training is needed.	TRNG-002.1	Develop a formal training plan for EOC personnel.		• ACEM (Shaw)	09/01/2018	
		TRNG-002.2	Host strategic planning meetings with EOC personnel to further refine and develop plans, policies, and procedures based upon pervious issues, changes, and improvements, including the capabilities and needs of WebEOC.		• ACEM (Shaw)	06/01/2019	
		TRNG-002.3	Require EOC personnel to complete prescribed trainings.		• ACEM (Shaw)	06/01/2019	
		TRNG-002.4	Develop and facilitate an ICS Forms Training, with particular stress on the importance of the forms' roles in the FEMA reimbursement process.		• ACEM (Shaw)	06/01/2019	
TRNG-003	Additional WebEOC training is needed.	TRNG-003.1	Host monthly WebEOC Overview training sessions to ensure users can create/edit entries, understand the capabilities, and embrace the use of WebEOC (recommend action is after the changes are made to the WebEOC system in Spring 2018).		• ACEM (Shaw)	09/01/2018	
TRNG-004	Not all personnel knew how to operate the software and web-based programs they are expected to utilize during activations.	TRNG-004.1	Host quarterly training session on how to use necessary platforms, including: Hurrevac, CAMEO, etc.		• ACEM (Bielling)	09/01/2018	
TRNG-005	Not all EOC personnel regularly attend the trainings offered, causing an atrophy of the skills necessary to adequately maintain and sustain emergency operations during a large-scale disaster.	TRNG-005.1	Enforce trainings as a requirement of being a member of the EOC staff.		• ACEM (Shaw)	06/01/2019	
		TRNG-005.2	Provide Tactics Meeting training to the appropriate EOC personnel.		• ACEM (Shaw)	06/01/2018	
		TRNG-005.3	Provide Planning Meeting training to the appropriate EOC personnel.		• ACEM (Shaw)	06/01/2018	

Item No	Finding	Rec. No	Recommendation	Is This a Previously Identified Finding?	Recommendation Assignments	Deadline to Implement	Recommendation Status
TRNG-006	Refresher training for government heads to be aware of their role and expectations during a disaster is necessary.	TRNG-006.1	Develop and deliver a training for leadership regarding their expected roles and actions during disasters.		• ACEM (Shaw)	06/01/2019	
TRNG-007	The information sharing and resource request process between the EOC and the municipalities needs to be better detailed.	TRNG-007.1	Develop and facilitate the County-Municipal EOC Interface training (pending completion of relevant WebEOC boards).		• ACEM (Shaw)	09/01/2018	

APPENDIX B: EVALUATION RESULTS

Rated Questions on the Information Portion

The data presented below is unadulterated and the responses are input as marked on the forms.

The rated questions were as follows:

1. **Clear Information** Pertinent incident information was presented clearly.
2. **Understood Others' Decisions** I fully understood the decisions made that affected my area.
3. **Understood My Actions** I fully understood how my actions supported other functional areas of the EOC.
4. **I Coordinated with Others** Overall, I successfully coordinated with others affected by my actions.
5. **Others Coordinated with Me** Overall, other personnel successfully coordinated with me regarding their actions that affected my area.
6. **Aware of Situational Changes** I was aware of situational changes that affected my area (weather conditions, evacuation impacts, etc.)

Evaluation Form respondents generally favored the sharing of information during the incident (Refer to Figure B2: Positive and Negative Rated Responses on Information for detailed information).

- Most (87%) either agreed or strongly agreed the information was presented clearly.
- Most (84%) either agreed or strongly agreed the understood the decisions made by others.
- Most (93%) either agreed or strongly agreed they understood how their actions supported other functional areas of the EOC.
- Most (85%) either agreed or strongly agreed they successfully coordinated with others affected by their actions.
- Most (73%) either agreed or strongly agreed other personnel successfully coordinated with them regarding their actions that affected their area.
- Most (73%) either agreed or strongly agreed they were aware of situational changes that affected their area.

Figure B1: Summary of Rated Responses on Information

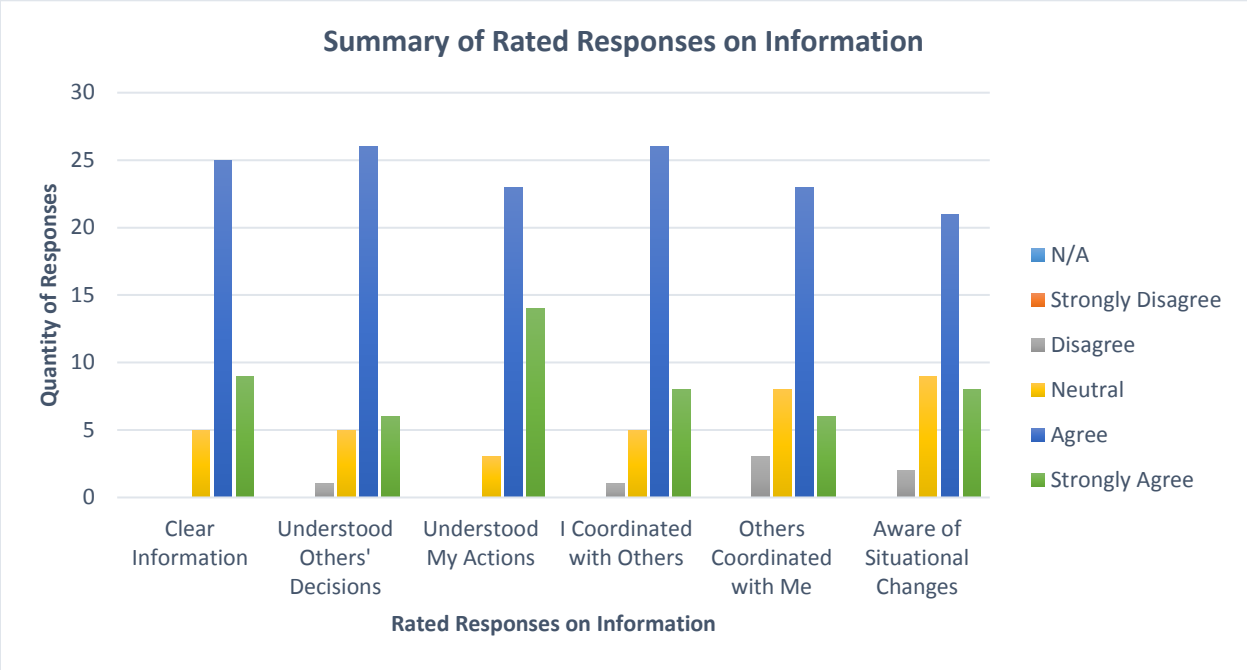
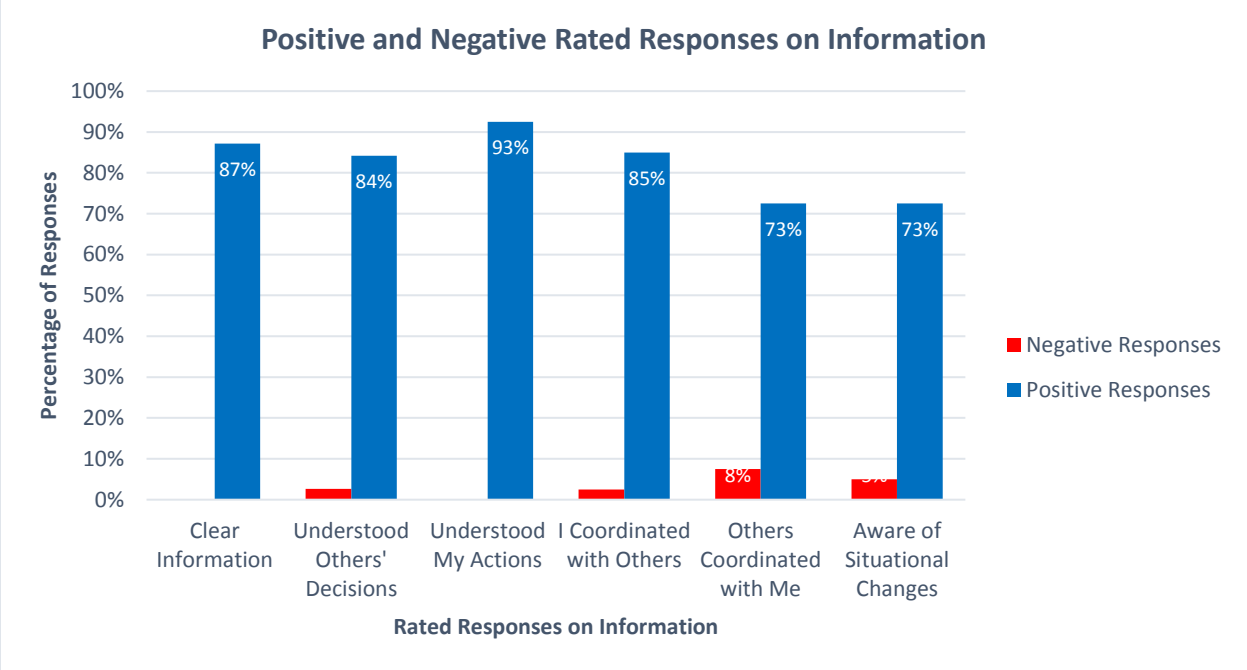


Figure B2: Positive and Negative Rated Responses on Information



Rated Questions on the Resources Portion

The data presented below is unadulterated and the responses are input as marked on the forms.

The rated questions were as follows:

7. **Resources Available Assisted Me** The resources available to me assisted me in completing the mission.
8. **…Personnel** The personnel available to me assisted me in completing the mission.
9. **…Equipment** The equipment available to me assisted me in completing the mission.
10. **…WebEOC** WebEOC assisted me in completing the mission.
11. **…EOC Facility** The EOC facility assisted me in completing the mission.

Evaluation Form respondents generally favored the resources available to them during the incident (Refer to Figure B4: Positive and Negative Rated Responses on Resources for detailed information).

- Most (78%) either agreed or strongly agreed the resources available assisted them in completing the mission.
- Most (87%) either agreed or strongly agreed the personnel available assisted them in completing the mission.
- Most (77%) either agreed or strongly agreed the equipment available assisted them in completing the mission.
- Most (73%) either agreed or strongly agreed WebEOC assisted them in completing the mission.
- Most (82%) either agreed or strongly agreed the EOC facility (environment, seating arrangements, etc.) assisted them in completing the mission.

Figure B3: Summary of Rated Responses on Resources

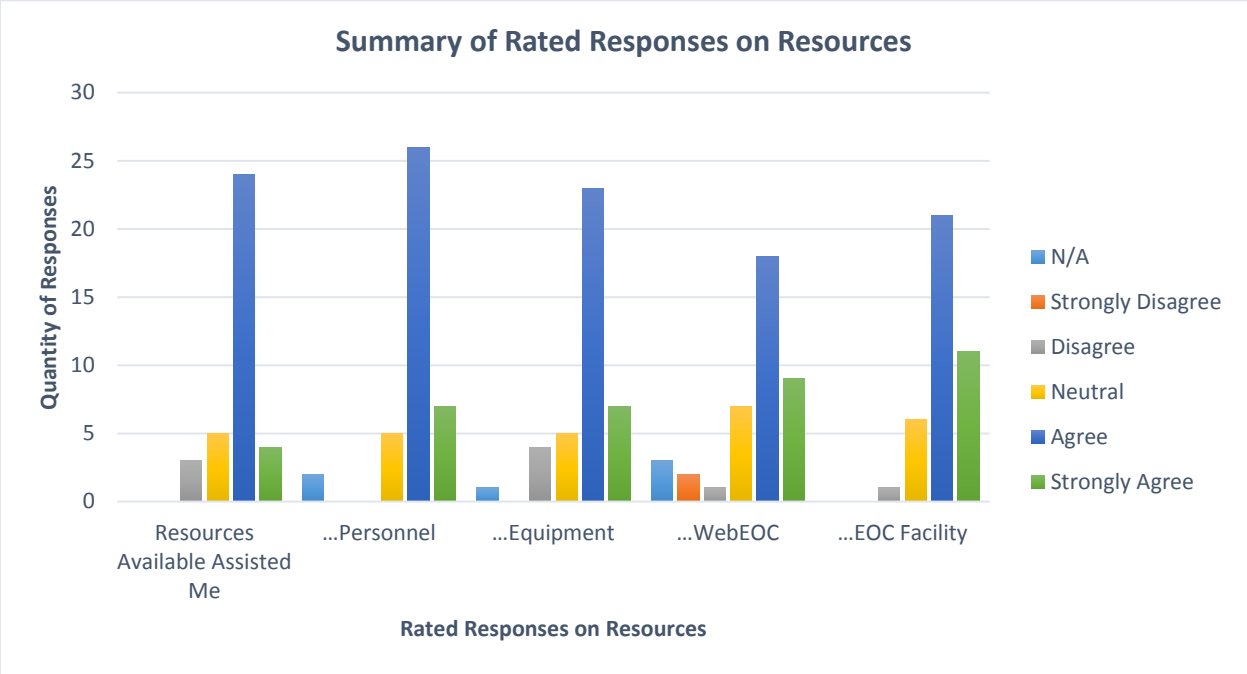
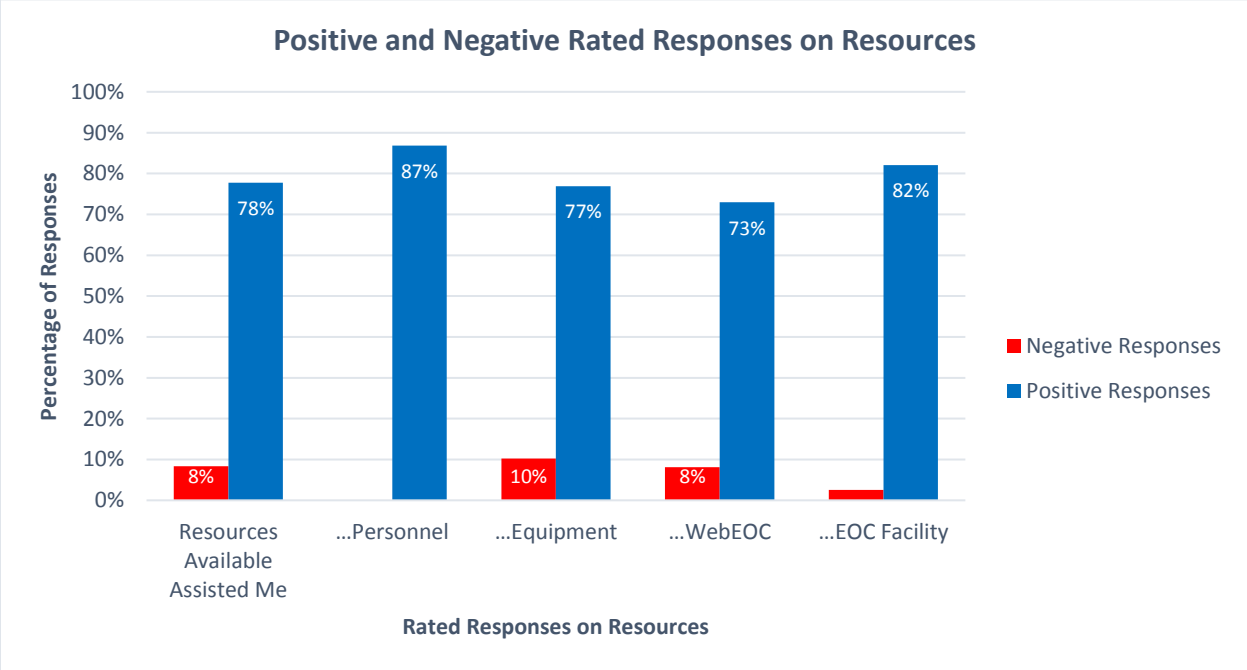


Figure B4: Positive and Negative Rated Responses on Resources



Rated Questions on the Personal Incident Assignment Portion

The data presented below is unadulterated and the responses are input as marked on the forms.

The rated questions were as follows:

12. **Felt Prepared for My Role Before the Incident** I felt prepared for my role before this incident.
13. **Better Understand My Role After the Incident** I better understand my role after this incident.
14. **I am the Right Person for this Role** This incident was a good use of my time / I am the right person for this role.

Evaluation Form respondents generally favored their incident assignment, but clearly, the need for additional training regarding their incident assignment is necessary (Refer to Figure B6: Positive and Negative Rated Responses on Personal Incident Assignments for detailed information).

- Most (65%) either agreed or strongly agreed they felt prepared for their role before this incident.
- Most (89%) either agreed or strongly agreed they better understand their role after this incident.
- More (83%) either agreed or strongly agreed the incident was a good use of their time and/or they were the right person for this assignment.

Figure B5: Summary of Rated Responses on Personal Incident Assignments

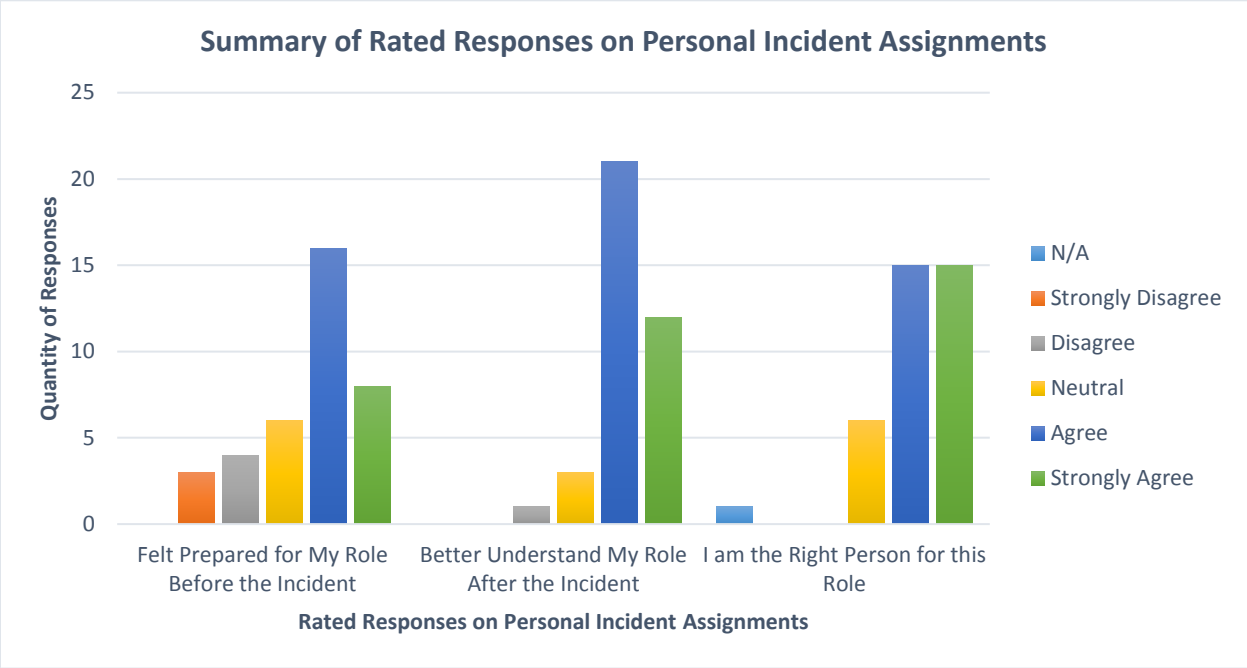
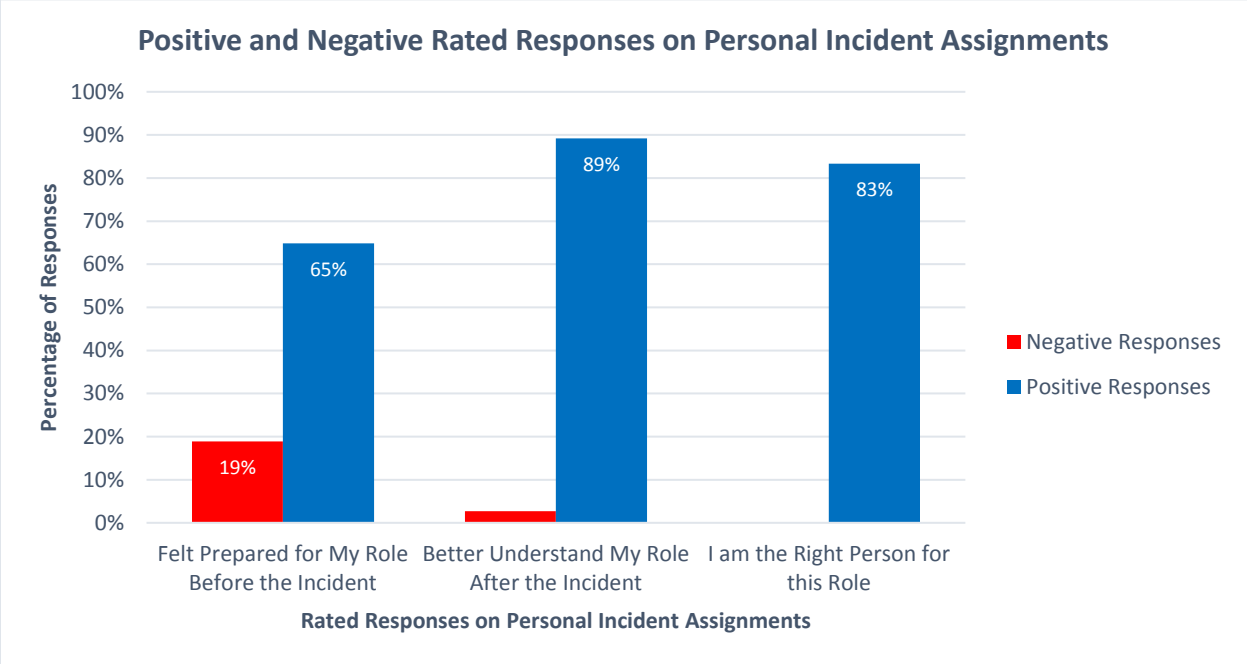


Figure B6: Positive and Negative Rated Responses on Personal Incident Assignments



Free-Response Questions

The free-response questions, and the information gathered from discussions and the hotwash, are the sources of the Improvement Plan Findings.

Five free-response questions were asked of respondents:

16. What went well during this EOC activation?
17. What could have been done to improve this EOC activation?
18. What would you like to see as a focus of future training opportunities and/or exercises?
19. What is one thing you would change about the organizational or physical structure of the EOC?
20. What other comments do you have?

The received responses were as follows:

What went well during this EOC activation?

- Coordination at EOC with ESFs
- Communication for road closures on Facebook page about I-75 display
- Sandbags used by citizens (approximately 70,000)
- Providing road signs to direct to school shelters.
- GIS from E-911 and Growth Management helpful to do the flooding outreach.
- County IT infrastructure worked well. We have the right resources (human and equipment) available to respond to every request.
- Better communication in this event – Kenny was amazing! Felt that ESFs were very willing to help other ESFs that were very busy.
- Employees who stepped up to help.
- Implementation of pet-friendly shelters.
- School board stepping up.
- IT/Website
- Good real-time updates to website
- NWS support
- Big help – would love to have an NWS employee embedded for every hurricane
- I (we) had specific people to go to that had the information we needed to show on a map. Examples are the blocked roads/updates and areas of focus, such as High Springs.
- Great support especially from the Alachua County School Board, Santa Fe College, and all involved with shelter operations. Excellent communication between GRU and Alachua County Public Works and ESF-8.
- Coordination with the Health Department was outstanding.
- The briefings were well-coordinated and informative. Communication throughout the incident was smooth and efficient.
- Communication was effective. Briefings were timely and informative.
- Cooperation between ESFs was very good.
- Briefs by weather service and Emergency Manager.
- People made themselves available and worked together to keep Alachua County Citizens safe and weather the storm to the best of our ability.
- The overall professionalism of everyone tasked with an assignment in taking this event seriously and being “all in” from an engagement standpoint. Even though most of us suffered from

"meeting fatigue" it was clear the advance preparations were necessary and valuable to the success.

- The professionalism and overall cooperative attitude exhibited by all.
- Overall effective and consistent communication from EOC and Executive Leadership as far as situational awareness – it was refreshing to see dialogue occurring for example between BoCC Chair/County Manager and executive staff/Sheriff executive staff – and have the results of that dialogue shared as appropriate with staff in the EOC.

  There was in general more dialogue as well between EOC representatives during this activation than in the past…however, there was still silos with some ESFs (which came to a head with the ACSO/GRU situation).
- Cooperation and assistance from law enforcement which helped overcome communications issues with some of the remotely located shelters. Overall communication was very good and fostered working partnerships with others including Animal Services and Communications, i.e., pet friendly shelters. Collaboration with the Salvation Army and Red Cross was another strong point.
- Adaptive decision-making and management was based upon situational awareness.
- Better use of limited space available in the EOC by allowing some ESF functions (e.g. ESF 10) to communicate remotely instead of being required to have a representative located within the EOC during the entire activation period.
- Making sure citizens' had a place to go to be safe.
- It seemed like the County was prepared for the "worst" and the started early on getting things lined up and in order.
- Use of UAV and GIS technology! Also, Leadership always present in the EOC to support and give guidance as needed.
- I was not at the EOC during the storm but came in post-storm to relieve personnel. I was given assignments and sufficient authority and personnel/equipment to complete them. Communication between ESF personnel while I was in the EOC was prompt and clear. I did not notice any issues and was not negatively impacted by decisions being made around me. When an issue arose, it seemed to originate from "the field" in an attempt to solve an issue.
- All safe.
- Exchange of information and updates.
- Coordination with internal County staff; notification of updates for county staff; response by most all county staff to their emergency roles.
- From an IT perspective; we kept everything running. Even when the building shifted electrical connections we kept vital equipment running. Years of hard work and dedication were found to have been well worth the effort.
- Al IT functions were running perfectly without interruptions. All failover systems worked as expected. The coordination of tasks with the Web Applications and Telecommunications teams were key for the success of this event.
- Communication back to the EOC for live streaming UAS operations. New technologies were utilized for post storm damage assessment.
- New technologies were able to be utilized both during and after the Hurricane to help support EOC functions. GIS mapping and UAS video in particular. Communications of needs and support were great.
- Communication with other ESF representatives present at ACEOC.

- Situational Awareness
- Preparedness and readiness for incidents and evolving incidents
- Our general ability to coordinate with everyone inside of the facility.
- Good teamwork within the Operation Center. Good software to work with.
- I think there was a strong collaboration before during and after the storm period. Individuals who have been activated before seemed to have a better understanding of what their role was and when to arrive at EOC. The daily briefings were critically helpful in understanding the time lines, expectations and changes in information.
- Use of WebEOC & my coordination with other utilities, law enforcement, & healthcare facilities. The food & beverage service were better than I expected.
- The weather updates with anticipated activity, especially regarding flooding, were very helpful. The briefings were also greatly beneficial.
- Ham radio comms at EOC: Cindy and Susan did a great job.
- Ham radio comms in my area: I was able to set up both VHF and HF antennas and reach both local and distant support. Checked into a federal SHARES net during the hurricane, a first for me.
- Emergency Response Team functioned reasonably well, all be it with some on the job training for new team members

What could have been done to improve this EOC activation?

- Need to have training for radios.
- Have another sandbag location.
- E-911 intake should have proper address and issues such as "flooding" etc. on the front sheet.
- Need better coordination (GRU with Public Works with the Sheriff)
- County personnel need to be better prepared with their IT equipment. Example: Use county-owned equipment only; don't wait until the activation to test equipment; bring adapters; USB Drives, etc. An IT protocol must be in place.
- Strategic planning prior to the hurricane season – small group (individual ESFs) to work on previous issues, changes, improvements, etc.
- More organized training before the incident before we were activated.
- Quality of conference calls.
- Notification IN ADVANCE of hurricane season on assignment (calling people after the activation is too Late!!!)
- Emergency Staffing
- Conflicting emails sent to county employees about obligations to work during Irma – I believe was the reason for many employees opting not to help.
- Need buy-in on staffing program – HR liaison need to keep information up to date.
- Shelter Opening Timeline
- ESF-6 staff not involved in the decision to open remaining shelters.
- Should follow our plan of waiting until shelter is 75% full before opening another one.
- Understand that the state asked us to open shelters but the state is not responsible for Alachua County – we are.
- Additional staff needed:
- Phone call-takers
- Check-in/security
- Conference calls

- What a mess.
- Many are of limited utility to whole ERT and disrupt actual work.
- Big decisions
- Need to involve the entire ERT, as these decisions affect the entire ERT
- Special Needs process
- Unprecedented influx of new Special Needs registrations – more than 3 people could handle – need to fix this issue.
- Post-storm unmet needs
- Unclear where to send some people for help
- GIS
- WebEOC GIS integration would be nice but expensive
- ESF-5
- Difficult to get things (CSP, SitReps) signed – information was no longer good/valid because of lag time in signature.
- Feeding
- Need contracts in place for feeding
- WebEOC in shelters
- Need to use it in Special Needs shelters
- Would increase situational awareness in Gen Pop shelters – something shelter managers said was lacking
- Resources
- Shelter laptops, cell phones and MiFis
- Printing capability
- Printing station
- Email to printer
- Media
- Media should not be allowed in the EOC – if they are allowed that needs to be made clear to all participants on the conference call
- Have a GIS system that is either connected directly to the up-to-date data of departments whom are responsible or manually update the systems with an external hard-drive. I think the firewall policies prevent the most efficient solution of connecting directly to the outside systems. Other GIS personnel whom are familiar with the facilities and resources that will actually be used during the recovery phase (such as debris removal).
- [Agency] did not communicate using the Chain of Command, WebEOC, or Liaison Structure. I found it in bad taste that GRU-related concerns would only be brought out during Operational Period Conference Calls/Briefings instead of working issues through the Liaison Structure.
- I really believe from our perspective that we got this one right.
- A clearer way for 3-1-1 to communicate non-emergency but important information to EOC/LPO.
- Requiring a decision-maker from the City of Gainesville to be present throughout the activation.
- I have been to many other EOC's in the state and many of them have signs or placards on the seat, over head, or on the desk identifying the ESF. I overheard people coming into the EOC looking for this or that ESF.
- Nothing that I can think of. I thought people worked well together. the school board was very accommodating when getting shelters set up and allowing pets in the facilities. I was a little

surprised they didn't have the containers ready to keep the dogs in, not sure if it is lack of funding or another issue.

- The infrastructure of the County EOC needs updating, especially in regards to the telephone system and internet and wireless capability.
- The County needs to invest in I.T. infrastructure inside the EOC (i.e., I.T., telephone upgrades, and video).
- One recommendation I would make is to provide temporary key access to Amateur Radio operators to allow access.
- From the CCC (public safety communications) perspective it would have been good to have a representative from GRUCom (the radio division) and not just GRU (utility power) at the EOC.
- Labeling ESFs on tables
- Employees:
    - Training at orientation.
    - Training annually or every other year for job assigned.
- Communications – SOP on communications protocol during emergencies
- Animal services – hardened area to ensure employees can stay and care for animals
- 311 Rumor Control – hardened area to ensure employees can stay and respond to calls safely
- The telephone system lacks voice mail capabilities which if available may have improved shelter communications with the ESF 6 EOC personnel.
- Due to the EOC's technical audio problems, phone in participants were sometimes unable to hear the discussions going on within the EOC.
- A current, updated volunteer list to call would have helped. Also, have County employees already assigned to duties prior to an EOC activation.
- The municipalities need to communicate their status in a moral formal way – maybe specific questions on the conference call? It was confusing whether citizens needed assistance (i.e. food/water).
- Speaker system in the EOC. A better rotation of workers at the EOC as there seemed to be some who were working far beyond their operational period. A better rotation of workers at the EOC as there seemed to be some who were working far beyond their operational period. Better communications to the shelters. For Fire Rescue, it was hard to contact our personnel when needed (based upon my experience).
- There were some technical issues with some of the phone conference #s.
- Education of county staff of emergency roles; coordination of school officials for consistency of meals at shelters; technology improvements needed; upgrades to the facility infrastructure – expansion of the EOC.
- My department has taken action to ensure that our staff is relieved regularly and ensure some cross over training.
- Invite essential personal with experience to the EOC.
- From the IT perspective, the personnel assigned to EOC duties must be better prepared with the right equipment, cables, adapters, and more importantly. to have knowledge of the functions they are supposed to perform. In couple of instances, we had personnel either with very old equipment or not IT equipment at all.
- In regards to UAS operations, we lacked specific equipment to allow for night operations and detailed structure evaluation. Specifically we lacked UAS thermal cameras and daylight zoom capability. Had there'd been a night search and rescue request or night damage assessment we would have in ineffective.

- There were a lot of last minute technology additions, and some communication failures, particularly the video/phone conference system. The EOC's technolgy needs to be updated. UAS operations were hampered by lack of equipment which could be used in night time operations or for structural damage assessment.
- Easier recognition of ESF locations in EOC (markers of some sort)
- Better communication within agency for deployments, resource requests to outside agencies, and need for clarification of SERP and SWMAA.
- I think that since the Applications division is a new presence inside the activate EOC we could look at the over all functions and goals of the team to accomplish while activated. I think that we should be working closely with PIO and the shelter teams to have updates put on the website that is not released with Press Releases. I also would like to have a information plan worked out with other state, local, or online presences to better direct citizens coming from their platforms to the correct location on the alachuacounty.us website due to the location change of the newer EM site.
- Mandatory basic and IT specific training before the incident.
- Leverage more of the custom features of WebEOC and the Everbridge system.
- Better local and remote data integration with WebEOC. This would allow us to integrate real time data into the website, such as shelter openings, closings and capacities, sandbag locations, road closures, etc.
- A better understanding of the current EOC audio/video system.
- Better communications with the municipalities and utility providers.
- There still seems to be some confusion with scheduling and shifts. In my role there are only 2 of us so we can work out the schedule ourselves, but we weren't always clear on when we were moving from partial to full activation etc. that be an error on our part.
- Better knowledge of the public schools in my territory along with better knowledge of the nursing homes in my coverage area.
- #4: It would have been helpful to have better identification of the people in the room and their role (possibly through name placards or something similar).
- #1-6: I got more information from the briefings than I did from WebEOC, which meant some of the information was old. There were several sources of information for the status of the shelters that were conflicting, and the information on WebEOC was rarely updated. It would have been helpful to receive the road closure locations in writing sooner. It also was not clear when they were taking effect.
- Please see our written document "Hurricane IRMA After Action Report" Section 3: Improvement plan, pp 15-16 for 11 enumerated items. This is also available from Amazon at: https://www.amazon.com/Hurricane-Irma-After-Action-Report/dp/197773362X
- CRUCIALLY: ANTENNA AND TRANSMISSION LINE PASS THROUGHS AT SHELTERS CRUCIALLY: WORKING AMATEUR RADIO ANTENNAS AT EOC (CURRENT ANTENNAS ARE FRANKLY POOR.)
- Some folks could better understand their role and the expectations of that role in the activation.

What would you like to see as a focus of future training opportunities and/or exercises?

- Radio training
- Food plan for EOC/CCC – storage – meal prep, etc.
- I would just like to have training in the future before the next incident. I am willing and able to do anything, but I would like to better understand my role.
- Pet-friendly shelter set-up/tear down, forms, layout.

- Flood, fire, riot, scenarios for this county and for the nearby counties. If Alachua will be responsible for the nearby counties, then more data will need to be managed (see other comment sections). It is too much to have high expectations of employees from other sections to be up-to-speed at a moment's notice with old data and equipment, products, or work flows.
- EOC should address damage assessment coordination. LEO, Fire Rescue, Public Works, City of Gainesville, GRU, and other Utilities should be invited to put together a strategy. This type of Operational/Tactical teams and expectations as to team Activation and Logistics need to be put in place ahead of these events.
- Communication across different departments via WebEOC.
- Have WebEOC incorporated for future exercises.
- Just have them. We used to train regularly but that hasn't happened lately.
- Include a realistic tabletop for use in real time as a 3D method to track resources. Also develop a way to real time track personnel and resources via GPS tracking or similar technology.
- Refresher training for government heads reference their role, responsibility, and authority when required to be in the EOC during an incident.
- Utilizing WebEOC more effectively – especially as it relates to information input and potential CCC CAD interaction (note – the CCC CAD interaction could be more of an exploratory project between EOC and CCC leadership)…but I do feel overall that WebEOC was not used as a primary tool by the ESFs enough.
- Overview of WebEOC capabilities and uses.
- More effective use of GIS and smart phone apps to support emergency operations during extreme weather events.
- I would like an overview of the whole process.
- Better use of ICS forms to document activities. This will help the finance people when putting reimbursements together.
- WebEOC was used differently than prior activations. Training and exercises would definitely help the effectiveness of the program.
- ESF specific training. Who is responsible for the ESF? Who will work pre-, during, and post-event? What is their role? Identification of the ESF in the EOC (vests, photo, or color coding). It was often difficult to know who was in charge of an ESF when you needed them. Not everyone knew everyone and their roles.
- Actually need to have mock activation with accelerated times and change of mission during mock.
- Involve the municipalities during the training exercises.
- I would like to see future training incorporate more Web EOC Functions. More importantly, insist that county employees use their county owned equipment rather than personally owned computers.
- More WebEOC training in a mock full scale scenario
- In regards to UAS operations I'd like to see more joint training with ASO and other entities that could be involved or directing UAS missions.
- Better understanding of my particular role in the EOC during activation. Joint training with other agencies regards UAS capabilities and understanding what other resources we could assist.
- Training that focuses on operational period transition and information transferal.
- More training that includes use of resource requests from and deployments to regional and statewide partners.
- Standard operating procedure before, during and after a hurricane or flooding incident.

- As we complete major system upgrades to the EOC we should consider having trainings for all designated operators that will be affected.
- My role is still new and evolving. I think this time I was utilized more fully than in the past. In training, I would like to see more direction on what my role should be and other areas I can also assist in.
- Listing nursing home facilities as critical customers.
- #12: I think the trainings would run smoother if the exercise progressed without requiring the participants to make it up. This could be accomplished by the coordinator providing periodic updates that required action or a booklet with such situational updates on subsequent pages.
- #10: Continuing to focus on how to successfully use WebEOC to its full potential would also be helpful. It did not seem like everyone was posting situational updates. Additionally, without a notification that a message was received, my messages went unanswered.
- Would like to see much better collaboration between EOC and local volunteer comms people in full scale exercises. We've had some collaboration but more would be better and would avoid some of the "discoveries" made during Irma!
- Review of basics/fundamentals of EOC activation and response activities.
- I would like to see training focused upon so that personnel understand and can accomplish their activation tasks

What is one thing you would change about the organizational or physical structure of the EOC?

- Laptops should be available at EOC.
- We struggled with the conference call. I know a new A/V system is coming. Dedicated internet connection for external agencies.
- Better areas to sleep in a dark and quiet room.
- Assigned seats/phones and conference call.
- Have a dedicated GIS person whose responsibility is the creation of useful maps and tracking apps for emergency events; managing the readiness of data; ensuring up-to-date data; hardware and software readiness.
- It appears that we had IT and telephone issues at the EOC from time to time during meetings. Those should be researched and resolved.
- Upgrade the technology of the EOC. Sound system, wifi bandwidth and more available television monitors.
- Designated sleeping areas.
- I would suggest the phones be placed on a stand to get them off the desk, which would result in creating more horizontal space on the desks.
- The County EOC needs to be re-designed to create increased usable space and potentially add a second floor for offices and on-site shelter capabilities for staff (EOC and CCC).
- Additional space needed for the EOC. In the event of a major catastrophic event there is not enough space to accommodate all the people needed for a true unified command center.
- Nothing.
- Available access to the building.
- The one thing overall is to expand the physical size of the room that houses the ESFs.

  But within that there also should be more specific ESF designated areas – for example having clusters of tables with ESF reps who have a common thread (LEA, Fire, CCC, Military for example at one cluster).

For those who do not already have offices here in the building, I would imagine that expanding the bunk/housing area is a primary request.

Also EOC should have its own kitchen area (industrial cooking and feeding type).

- Social media – potential for dedicated monitoring room
- Media room
- Blocking visibility of those in EOC at least with food
- Emblems – pull down option for ACFR, ACSO, County, and Joint Logo
- Telephone upgrade to include voice mail, improved cellular signal (AT&T).
- Larger meeting space for EOC that would allow seating arrangement that is more interactive and inclusive with the entire group instead of current space that is compartmentalized. Also better sound absorption to reduce hearing interference when many conversations are occurring simultaneously.
- Have a dedicated finance person/team present in the EOC collecting information and documentation to make reimbursement requests easier and more accurate. It's very difficult to recreate that information after the fact.
- Seemed to work well. Lots of improvement has already taken place since as far as break out rooms and TV monitors.
- Telephone systems.
- Initial phone issues appeared to be corrected. Should evaluate on a routine basis.
- Expansion of the footprint; align seating to classroom/stadium style; improve the phone and PA system to allow ESFs to remain in place while participating in discussion.
- I think you need better storage for food items. The Jimmy Dean breakfast sandwiches lost their merit quite quickly.
- The ESF team in charge of the food does a great job providing meals to the EOC crew, but the resources to them need to be revised like better food storage, access to meal preparation facilities, etc.
- Also, the lights were killing my eyes after 5-6 hours in the room trying to read computer screens all the time. And of course our PA / conference call system needs a complete re-design, I know you are working on this.
- A/V system needs a significant upgrade.
- A/V system is woefully inadequate to support the needs of the EOC. (and in second place network capabilities need improvement)
- More areas for rehabilitation/rest between shifts and during lulls
- Further separation of media area from EOC operations area.
- I would consider expanding the large area in the center of the EOC to better accommodate visiting agencies and organizations.
- Its very cold but nothing other than that.
- More small rooms to hold phone conversations. Sometimes it can get pretty loud in the Ops Center.
- #11: Some changes that would make the physical structure of the EOC even better are more showers and space for wet towels/toiletries, a gym that is connected to the building so you don't have to go outside in the storm to get to it, and walkway lighting to safely maneuver through people who are sleeping.

- In Process: multiple operating positions for amateur radio at EOC. Both HF and VHF working stations
- SHARES capabilities at the EOC. Currently I may be the only SHARES licensed station in the County.
- Designate ESF ECO locations at tables. Complete the ham radio equipment upgrades. update the AV system and train several people on its operation and maintenance/repair to extent that it is user serviceable.

What other comments do you have?

- No FDOT representative at the EOC.
- Overall was an improvement over prior events. EOC staff very helpful.
- I will gladly serve as municipal liaison as assigned. I was reassigned during the event, but the cities obviously need a point of contact.
- Alachua County EOC staff were great. Aside from [comments] from [another agency], I believe that great things happened because of our involvement at the EOC. Local and State support for all GRU-related matters was received in a timely manner and were greatly appreciated.
- Very impressed with the coordination of the EOC with all the county/community departments involved.
- Coordinate for all County GIS staff to have a role in the EOC to provide GIS support with one department taking the lead in coordination, information sharing, scheduling, etc.
- The EOC staff is knowledgeable and conscientious I believe they care about the community and I think they do a good job of trying to get organizations (like herding cats) to come together during events and incidents to ensure a positive outcome for the community in general.
- The University of Florida and City of Gainesville should research and consider implementation of the use of CCTV.
- Everyone did an excellent job and worked well together it made me proud to be a part of such an awesome team.
- Overall this was the most professional, integrated and proactive activation since my 5 years here at ACSO.
- Public facilities – facilities guide on what to shut down and how to prepare work area.
- County vehicles – determine essential employees and have plan for vehicle distribution.
- Good job overall.
- All things considered, as a long term County department head who has participated in previous hurricane EOC events, I was extremely impressed at the high level of performance and professionalism shown by EOC staff and participants. In particular, the handling of setting up and staffing the shelters on such short notice.
- I think new employees need to be made aware of the process and their roles when they start with the County.
- I think the call outs to request the County employees work at the shelters could have been done via “phone tree” through managers and supervisors. Employees know their supervisors and supervisors know the employees. The calls would have been received better which would have improved participation. Even before employees are dismissed due to emergency, supervisors should document who is available to stay/return/etc. and forward that information to the staffing function in the EOC.
- My experience was a positive one. I came from the coast where we had a number of hurricane activations and this one went no worse than any other I’ve been involved in. I was impressed at

the flexible nature of the organization especially in terms of opening shelters and facing rising flood waters after the main event. I thought the team was cohesive. There is always room for learning and improvement but overall I thought it was handled well.

- From an HR perspective – employee volun-told list must be updated accurately. Coordination with employees homes sites as to volunteer sites. Need to allow employee volunteers time off early in the hurricane season to prep homes and prepare grab bags. Need to allow volunteers to have time off leading up to the storm to prepare homes, family and pets. Need back up to relieve volunteer workers. All need shelter training.
- Overall no major issues.
- This was my eleventh storm working in either our EOC or in law enforcement I've never seen one behave quite like this one.

  I was very happy with the years of hard work put in place that allowed your IT infrastructure to remain working during the storm.
- John Shaw and the entire EOC crew did a magnificent job. The response from the School Board to open an unprecedented number of shelters set a new standard, and this was possible thanks to the great job of Community Support Services and the volunteers. These are just a few examples,my personal gratitude as citizen and as employee goes to the entire EOC crew for a job well done for our community.
- Initially we felt we were self-assigning UAS missions by monitoring the reported damage. The heat maps provided didn't translate well to UAS needs. As this was the first exposure of UAS to county government this was expected.

  To reach the full potential of UAS operations during future emergencies we will need additional funding to better equip the team for the diverse responses we could be assigned, specifically thermal and zoom capability.
- Because this was the first deployment of the UAS team for county government no one had an understanding of the ability of UAS operations to assist the EOC and other agencies. The team was basically wandering looking for damage and flooding with little initial guidance. Better coordination and training of what assistance the UAS assets can provide to the EOC is needed to help them better gather information and/or assist citizens. In addition, new types of hardware and software are need to help make the information and tasking more useful.
- I think everyone did a wonderful job during the hurricane. There was effective teamwork and collaboration among agencies. The briefings really helped all of us understand what was going on globally in our area.
- I do not believe my role was well understood originally, which was detrimental to our coordination initially. As a liaison, my role was simply information sharing, not decision-making on behalf of UF or UFPD. That also meant it was very important that I receive significant event/decision information in real-time. It would have been helpful for me to receive clear communication on time-sensitive items, such as road closures, shelters reaching capacity or opening, and evacuations, to provide to our EOC. Being a part of the PIO's conversations when they drafted public statements regarding those significant incidents would have also assisted us in delivering a unified message.
- Call in communications had some clarity/audio issues, that hopefully can be overcome prior to the next Hurricane Season.

Otherwise, everything else was spot on for our activation.

- IT WOULD BE GREAT TO HAVE EOC INVOLVEMENT WITH OUR FEB 24TH EMERGENCY SYMPOSIUM INVOLVING MULTIPLE COUNTIES AND STATES.

APPENDIX C: EMERGENCY NOTIFICATION ALERTS

Table C1: AlertAlachua Emergency Notification Alerts

Message Title	Sent By	Sent	Recipients
Voluntary Evacuation Order Issued for Alachua County	John Shaw	2017-09-08 20:22:38 EDT	68,937
Evacuation Order for Mobile Homes and Low Lying Areas	John Shaw	2017-09-08 20:36:14 EDT	8,030
Archer Shelter Opens At Noon	John Shaw	2017-09-08 20:40:46 EDT	221
Archer Shelter Opens At Noon	John Shaw	2017-09-08 20:44:59 EDT	358
Hurricane Warning	System	2017-09-09 11:20:47 EDT	49
MANDATORY Evacuation Order Issued for Alachua County	John Shaw	2017-09-09 12:45:32 EDT	71,298
Areal Flood Warning	System	2017-09-10 08:15:27 EDT	17
Areal Flood Warning	System	2017-09-10 09:12:28 EDT	6167
Areal Flood Warning	System	2017-09-10 10:12:47 EDT	43
Flood Warning	System	2017-09-10 10:20:32 EDT	7
Areal Flood Warning	System	2017-09-10 11:58:27 EDT	190
Tornado Watch	System	2017-09-10 12:03:53 EDT	6621
Areal Flood Warning	System	2017-09-10 20:39:50 EDT	4381
Tornado Watch	System	2017-09-10 23:51:42 EDT	116
Areal Flood Warning	System	2017-09-11 05:08:47 EDT	89
Expanded Mandatory Evacuation Order In Effect	John Shaw	2017-09-13 17:37:11 EDT	3131
CITY OF ALACHUA BOIL WATER NOTICE	Jennifer Frohberg	2017-09-14 11:05:29 EDT	3170
Areal Flood Warning	System	2017-09-15 18:46:57 EDT	2500

Table C2: AHAS Emergency Notification Alerts

Date	Time	Message Title
Friday, September 08, 2017	9:49 AM	HURRICANE IRMA – ALACHUA COUNTY OPENING SHELTERS 9/8
Friday, September 08, 2017	2:39 PM	HURRICANE PREPAREDNESS INFORMATION
Friday, September 08, 2017	10:12 PM	Flash Flood Watch
Friday, September 08, 2017	10:26 PM	HURRICANE WATCH
Saturday, September 09, 2017	10:41 AM	HURRICANE WARNING
Saturday, September 09, 2017	11:55 AM	Flash Flood Watch
Saturday, September 09, 2017	6:08 PM	HURRICANE WARNINGS AND TROPICAL STORM WARNINGS EXTENDED ACROSS ENTIRE AREA
Saturday, September 09, 2017	8:57 PM	Flood Warning
Sunday, September 10, 2017	4:39 AM	Flash Flood Watch
Sunday, September 10, 2017	9:44 AM	FLOOD WARNING
Sunday, September 10, 2017	11:14 AM	Areal Flood Warning
Sunday, September 10, 2017	11:26 AM	Tornado Watch
Sunday, September 10, 2017	7:51 PM	FLOOD WARNING
Sunday, September 10, 2017	11:13 PM	Tornado Watch
Monday, September 11, 2017	7:33 AM	Tropical Storm Warning extended
Monday, September 11, 2017	4:29 PM	WATCH AND WARNING CANCELLATIONS
Monday, September 11, 2017	9:02 PM	FLOOD WARNING CONTINUED
Tuesday, September 12, 2017	8:27 AM	Areal Flood Warning

Figure C1: Initial Coordination Meeting Email

John Shaw

Subject:	Hurricane Irma - Initial Coordination Meeting
Location:	Alachua County EOC, 1100 SE 27th Street, Gainesville, FL 32641
Start:	Tue 9/5/2017 5:15 PM
End:	Tue 9/5/2017 6:45 PM
Show Time As:	Tentative
Recurrence:	(none)
Meeting Status:	Not yet responded
Organizer:	John Shaw
Required Attendees:	Olajuwon White; Marie D. Small; Paul Myers; 'Dennis, Anthony D'; 'Caron, Brad'; 'Dolz, Roger'; Tom Tonkavich; Claudia Tuck; Toya Bauer; 'Borchers, Christine'; Jane Grantman; Lin Santerfeit; Cynthia B. Sanders; Gail Foote; Kevin Wesley; Charles A. Tannachion; Joey Malphurs; Chris Bird; Gus Olmos; Chris Gilbert (EPD); George Corwine; David Lee; Bella Blizzard; Millie Crawford (ESF-1; RTS); 'gomezjm@cityofgainesville.org'; 'minee@cityofgainesville.org'; Edward Griffin; Susie Westfall; Michelle Klement (mklement@alachuasheriff.org); Jim Bledsoe; Lalit Lalwani; 'BaysingerGL@gru.com'; John Clemons; Chris Dawson; Leslie McLendon; Larry M. Sapp; Charlie R. Jackson; Mark Sexton; Edgar Campa-Palafox; Ed Williams; John Carnell (jcarnell@alachuacounty.us); R. Sam Sullivan; Sally C. Palmi; Kenneth Fair; William K. Northcutt; Carl Smart; Jeffery Bielling (jbielling@alachuacounty.us); 'Jennifer Horner (jhorner@alachuacounty.us)'; Chief Ed Book (Santa Fe) (ed.book@sfcollege.edu); mcintiredw@cityofgainesville.org; Kenneth Allen (UFEM); Hal Grieb (UFEM); Lambert, Gina; Bob Swain (bswain@alachuacounty.us); Michele Lieberman; Cheryl Ellis (canderson@alachuacounty.us); Bret Bostock (ESF-14); Takumi Sullivan; Alan M. Yeatter

Good morning,

Tonight, we will hold our initial briefing regarding Hurricane Irma. This meeting time coincides with the state coordination call. We will discuss the anticipated needs for Alachua County immediately after the state call.

At this time, Hurricane Irma is expected to impact Florida as a Category 3 or 4, but it is too soon to forecast the potential impacts it will have on our area. It appears that at a minimum, we can expect to conduct host sheltering operations over the weekend.

Also – moments ago, the National Hurricane Center advised the following:

> **...HURRICANE IRMA BECOMES A CATEGORY 5 ON THE SAFFIR-SIMPSON HURRICANE WIND SCALE...**
> At 745am AST, Hurricane Irma was located 270 miles east of Antigua with **maximum sustained winds of 175 mph** and a minimum central pressure of 929 mb.
>
> NOAA and Air Force hurricane hunter aircraft data indicate Hurricane Irma has intensified into an extremely dangerous **Category 5** hurricane on the Saffir-Simpson Hurricane Wind Scale with maximum winds of 175 mph with higher gusts.

We are carefully monitoring this storm. If possible, please attend tonight's coordination meeting. We will have additional meetings every day this week (calendar invites will be sent today).

Thank you,

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APPENDIX D: AFTER ACTION MEETINGS, MEETING NOTES, AND SURVEY RESPONSES

After Action Meetings

After Action Meetings were held on the following dates:

1) October 2, 2017
   Post-Irma Town Hall Meeting
2) October 25, 2017
   BOCC only
3) December 7, 2017
   As part of the PSG/CSG Meeting
4) December 7, 2017
   With Claudia Tuck, John Shaw, and Jen Horner
5) January 11, 2018
   EOC Personnel

Post-Irma Town Hall Meeting – October 2, 2017

County residents participated in a "Post Irma Town Hall Meeting" on October 2, at the Alachua County Senior Recreation Center. The main purpose of the meeting was to hear from the public and to share ideas about how our community can better handle major storms in the future.

Speakers included Alachua County Commission Chair Ken Cornell, Alachua County Sheriff Sadie Darnell, Gainesville Mayor Lauren Poe, Alachua County Emergency Management Director John Shaw, FEMA representatives, and representatives of the many inter-governmentally staffed Emergency Support Functions that responded to our local state of emergency.

Hurricane Irma After Action Review Meeting (BOCC-only) – October 25, 2017

- Other, outside ESFs were not taking their role seriously –bring up with everyone in the AAR
- Personnel came in late (not when their shift began)
- Shift change was haphazard – we did not do a good job
- Not all ESFs were present
    - The storm was over and it appeared that in their minds, the activation was over
- Roles and responsibilities in the day-to-day organizational chart change in a disaster
    - Example: generator on/off times
    - When do things start/stop (checklists?)?
- Interagency coordination/collaboration between EOCs is necessary
    - City/UF/etc.
- Strike teams worked well
    - Requesting tabletop exercsises
    - GRU/Clay need to do a better job working with us
    - Deputies – valuable resources – is there something that can relieve a deputy that is part of the Chainsaw Crew?
- Requesting a more gradual opening of shelters per the plan
- Staffing – some departments have expectations of their roles
- SurveyMonkey to shelter managers and staff

Public Works Hurricane Irma Recommendations – October 2017

1. Website updates posted immediately
    a. Closed parks
    b. Road closures
    c. Waste collection
    d. Sandbag locations
    e. Availability of communications to and from citizens including phone numbers they can use and phones not working
2. Communications to others
    a. Inform Communications Office of road closures, waste collection, closed parks, and pre-storm education
    b. More effective communication with ACSO to maximize interagency cooperation
    c. Coordinate with GRU/Clay Electric pre-storm
    d. Consistently provide update info to the following:
        i. Front desk, customer service reps in Admin, Solid Waste, Parks and Fleet
    e. Make sure new phone system is setup for emergency situations
    f. PW employees access to Alachua County email system
    g. Incorporate a local radio station/EOC
    h. A better way of communicating with operators (phones) on different subjects
    i. Need to talk to IT about new system with a voice recording that indicates the system is down and call back later
3. Update our Emergency Response Plan
    a. Contacting PW staff through phone to assist at shelters
    b. Information hubs for PW employees to check for locations of current job sites
    c. Have a designated back to work time for PW employees after the storm
    d. Crews stay with their specific daily assignments (e.g. pumping, clearing roads, etc.) until completed and carry stakes to indicate high water marks
    e. Revisit the pump plans and put into emergency manual. This could be a GIS map
4. Sandbags
    a. Pre-fill sandbags
    b. Provide appropriate tools (garden shovels are best)
    c. Traffic control
    d. Signs put up in advance (vehicles purchasing gas to use an alternate route)
    e. Public sandbags filled in advance. Inmates would do a lot of this work
    f. During State of Emergency. Sandbags can be given out to whomever and we need to be sure we have enough. Look at Gator Nationals for sandbag locations. We could have joint city/county locations.
5. Debris management
    a. Open debris sites and transfer station in advance/sooner
    b. Cutting trees back further from the road (ACSO, GRU, etc.)
    c. Letters sent to contractors pre-storm regarding debris protocol
6. Challenges
    a. How to communicate with the public
    b. More effective work flow
    c. Use current work order system to submit assignments
    d. Better communications with PW employees

e. Feed PW employees on site

7. EOC
    a. Different entities to communicate better (city not there; Clay was there; FDOT was there)
    b. Need better representation from FDOT
    c. A lot of ESFs were missing their contact information (responsible to have in advance)
    d. Program (WebEOC) not working properly. Calls that came had a two-step process to get into
    e. WebEOC logins not working properly
    f. Emails would be copies to two or three persons you did not know who was responding to it
    g. Have person at PW be the original contact, then allow them to distribute the assignments as needed
    h. Conference call system did not work properly. Could not depend on the call system. We had to be at the EOC because the system was not working properly and therefore the EOC was full
    i. Provided microphones at each table
    j. Ramon Gavarrete will be looking at who will be going to the EOC since Cathy is retiring
    k. ESF areas were not marked
8. Public Works
    a. Constantly update employees about PW being "Disaster Essential." You come to work. Only time you do not come is when the winds are blowing.
    b. MUST CALL IN or come in
    c. Employees should have basic first aid, CPR, and blood borne pathogens training
    d. Staging area to inventory assets. Signs were scattered. Before season starts inventory the signs for what is available
    e. When road closures are put into place: one person needs to be the head of road closures and then they report to appropriate staff to respond
    f. More designations of employees to be head of certain issues
    g. The Sheriff's Office can use our fuel sites per Ramon Gavarrete
    h. Looking at county-owned fuel sites in Jonesville and East Side. Fuel for all County staff at those locations
    i. Understanding who we report to
    j. Work orders input instead of email. New work order system would require someone to be at the EOC if it is going to be done this way
    k. Short of signs needed in the field. Monitor sign use when water has receded. Pick up signs as you go. Monitoring every location would be difficult
    l. Need more 16-foot tractor trailers. Perfect for storm response
    m. Need emergency response trailer designated (Gerald will take care of this). It can be used for other projects, as well.
    n. Inventory piping and fittings. Your inventory changes constantly. Pipes stored without seals in them. Seals need to be in climate-controlled environment
    o. Telling citizens directly what areas are priority. BOCC needs to understand what flooding actually is. We need to define a structure
    p. We could rent pumps because we are short. Two should be delivered prior to the storm. Put vendor under contract to be sure they are available
    q. Put a lift station at Robin Lane, Red Lobster, and 35th Street basins

r. During an emergency, we will go and make roads passable. Including Private road after public roads
s. Sometimes the signs are in the trucks and not used. We need a central location for signs and barricades after the storm hits. Traffic maintenance needs to keep track of the signs. Put this in the emergency plan
t. Food for employees
    i. We will not depend on anybody elese
    ii. We need it to be available by 11AM for delivery by noon or 1:00 PM to the crews
u. What should we pre-stick for food? Walmart and Sam's Club will open the store during the storm. A few days ahead call and set up the purchase of food
v. Radios did not work well. We need 20 radios for us. They need to be dependable
w. Trailer does not have emergency backup (Gerald will get a quote). We should consider showers at the Ready Room and/or consider a trailer with showers to lease

2017 Shelter Assignment Questionnaire – October 2017

The following are the text responses provided in the SurveyMonkey survey sent to all shelter workers.

Q5. Were you able to take breaks during your assignments? If no, what typically kept you from being able to take a break?
a. Work flow
b. I could have but choose to allow others working longer shifts a chance to sleep.
c. meeting the needs of the citizens
d. Shortage of shelter staff. Plenty of community volunteers but shelter manager was unwilling to allow shelter staff to take breaks and leave volunteers alone.
e. Short staffed
f. As the Shelter Manager everyone needed decisions made
g. The excessive number of shelter residents and the variety of their needs, issues, coupled with minimal staffing.
h. I was only able to volunteer for 4 hours. I didn't take breaks.
i. The only breaks I took were occasional breaks to sleep for a few hours. When I was awake I was working
j. Didn't work long enough to take one.
k. We had 3 volunteers the first night and 4 volunteers the 2nd and 3rd night including myself. On the third and fourth night, we had 112-130 evacuees to our 4 people.
l. Insufficient staff/volunteers to properly cover shelter Call and texts at all hours - staff at shelter did not have prior experience in shelter and were uncomfortable in staying alone Emergency situations with residents

Q6. Did you have all needed supplies?
a. Needed more flashlights and lanterns since we lost power for 32 hour, and the emergency light only operated for 8 hours. We had 10 rooms to light up with guests in each room. At Waldo Elementary, we also, needed 4-6 chairs for staff. Hard chairs for elementary school children weren't adequate for sitting for more than 30-45 minutes. Ideally the County would provide 3 twin air mattresses and an air pump. One employee had a queen size personal mattress, but this was too big for the space since we had multiple workers sleeping in a 8' x 8' space. A small microwave for parents to heat up formula and other needs of guests. Zip ties to tie laminated signs to posts instead of taping them (this method lasts even in the rain.) Ice. Sandbags. Small file box to keep on check-in desk since the

large container was too big to keep by the registration desk. 2 pen holders to hold pens at the registration desk.

b. It would have been good to have had some blankets and pillows.
c. chairs, bedding
d. Copies of required forms were made by the school principal. Forms arrived after the shelter was open. I had to handwrite shelter signs prior to opening. No cots or pillows - especially hard on the elderly. I brought pens/markers/tape from home - those supplies arrived after the shelter opened. Power extension cords were supplied, upon request, by the school. Computer equipment arrived many hours after the shelter opened and did not function properly. Used county issued equipment that I brought from my office.
e. Armbands and power cords
f. chairs.. we needed chairs badly
g. Signs, tape
h. shelter staff identification, signs, more equipment in shelter kits
i. We needed extension cords with multiple outlets on them and surge protection. We had a few people come in with C-Pap Machines. We found them outlets, however it would have been more helpful to them if we had had extension cords.
j. Additional wrist bands, more staff
k. The school allowed us to use some of there equipment, like radios, and helped with making copies of forms that we ran out of. We also ran out of wrist bans. The community donated plenty of food, bedding, mattresses, and toiletries
l. A cot or blow up bed to sleep on. I slept in a chair.
m. Arm Bands and proper signage.
n. Needed hurricane supply box up front. IT did come later
o. wristbands were not available to control the accountability of poeple
p. We were in need of more generators. Our shelter was without power from 1am Monday and we were forced to close. We were there at 9pm when the power came back on.
q. More Shelter wristbands. Our on site director did a great job getting copies made to ensure no forms or other paper supplies ran low, but we could not restock on wristbands.
r. We never receive arm band, laptop or phone. We also only had one container of Clorox wipes to sanitize.
s. Television for information
t. Wrist bands, proper signage, no real equipment/supplies to help staff feel a bit more at ease; very limited items in general
u. Cots for staff. If you are asking employees to stay 24 hours a day to work, you need to provide us bedding and not require employees to spend their personal money to be able to sleep on site. Our shelter manager had to sleep on the floor. Hospitals and fire stations provide similar accommodation, there is no reason we should not be able to as well. -Walkie talkies- our shelter was very large and had poor cell signal -Spanish language registration materials and signage - Printed shelter instructional guides- we often did not have time to train new staff immediately, being able to give them a printed guide to filling out registration forms would have been helpful. It also could answer common questions like whether ID was required, whether we can turn people away for capacity, etc. These questions came up and most folks could not remember from shelter training what the answer was and would often assume incorrectly. -Shelter phone that actually worked inside the building/ did not require using T9 word to text

v. Cots, bedding, communication to the outside world (that was NOT just a laptop), clearer instructions of how to set up the shelter (figured out the painter tape was for carving out the floor to have set paths AFTER the chaos). Everything else though was top-notch
w. cots for some guests who could not sleep on the floor.
x. I managed a shelter that had to open unexpectedly. I did make due by using school printers for forms, pens, paper for signs, etc. Having premade signs in English and Spanish, kept at all schools that could be used as a shelter, would be a big help.
y. Arm bands and pet friendly registration forms.

Q7. Rate the communication you received regarding getting your shelter schedule and assignments

a. It was rushed, but under the circumstances, I think it was understandable. The triggering event was unprecedented in its scope and very hard to plan for
b. Given the circumstances the communication was satisfactory. The main scheduling issue had to do with whether and how long the shelter would remain open. This changed constantly throughout the day, from closing to remaining open and back again. The circumstances of changing flood conditions and people's needs were no doubt part of this challenge, as well as coordination between all the agencies involved - the shelter was open for people with special medical needs. The assignments were relatively simple but varied and needed the entire time from start to finish; I was happy to do anything I could to help. The shelter supervisor I worked under was excellent, a county employee that was a real pleasure to work with. She also did the very best she could with the circumstances
c. Emails should go out at the start of the storm season to recruit volunteer staff. Make the case early on and have Commissioners pitching this as well as the County Manager. They should be applauding last year's efforts and recognize the employees who served and the great work they did. Also, talk about the additional pay employees earn. The County should be proud of the work its employees have done and in turn the employees will see this as meaningful work that they want to be part of, and not the stressful and highly taxing assignment that most currently see it as. Then, an email should go out as soon as the County is considering opening a shelter to alert all County employees that there is the potential for emergency shelter work in the next 3 days. This gives employees time to prepare their own home in case they are called to work. Also, notice should be given in the email that all employees are expected to work unless they have prior approval and that any new leave requests will have to be considered with their impact on the County's emergency shelter responsibilities. In this first email, the County should ask for all employees who want to work to immediately notify their Director so they can be activated first and potentially the County would have no need to call in employees who don't want to work. Additionally, they should be asked if they prefer an alpha shift (7am-7pm) or bravo shift (7pm-7am), because the County will receive more volunteers if they take precautions to work employees for no more than 12 hours. Local law enforcement does this as does fire rescue and hospital staff during times of emergency. Develop plan A, B and C scenarios. Plan A would be a need for a small response, such 1-3 shelters, and the number of employees to run these with an alpha team and bravo team. You assign the 10-30 volunteer staff members all with the idea that you may not need them. Admin can be simultaneously working on plan B and C scenarios and have started a list of the next 30-60 volunteer staff, or a way to recruit them if there aren't enough volunteers yet. Have 1-3 leadership level employees in each Dept to go around FF to speak with employees to recruit for Plan B is ideal, although email communication is needed too. Once you've identified 10-30 people for plan A, email them to say that they were selected

for shelter and to keep an eye out for emails. Then, email them every day or every few days either to say that they are still on hold and no new info is available, they are no longer needed, or they will be activated and will receive more direction on where to go and what time as soon as its known. Also, once shelters are open, determine who will be communicating info from this point forward and how it will be done. The same process would happen for plan B and C. Of course, assigning staff to shelters will be needed since its unlikely you'll have enough volunteers. Get Commissioners and high level administrators to pitch this and make all staff members feel that they are being called up to provide a meaningful service to the County. Then, the best recruitment for the next storm is recognizing employees after each storm. This should be done by high level Admin and Commissioners in person, in email and publicly. Another issue is once a shelter is opened, keep all shelters up-to-date on who is working each shift. Ideally, you have the same folks coming in to work the alpha and bravo shift throughout the length of time the shelter is open, but it might also be possible to switch folks out. Either way, make sure shelter managers know the schedules. As manager, I had people showing up without any notice that they were coming. I could have planned better and given my other staff the time off knowing that new staff were coming

d. When I initially arrived, the shelter manager did not give us a set schedule to work because she did not know how many people were assigned to the shelter. The group got together and made a schedule based on who arrived on site. Between the number of clients we had to serve, the various agencies coming in and out of the shelter and the volunteers that wanted to help, it was difficult to get a set schedule with everyone being pulled in different directions. It eventually became a word of mouth schedule instead of something written down and planned out
e. I understand that the decision to open additional shelters came late, but it would have been easier to have contacted staff before being dismissed from work.
f. Kept being told that we would receive additional shelter staff for coverage/breaks and never received staff coverage assistance besides community volunteers. Was told by shelter manager that community volunteers could not be considered as "shelter staff." Also, was not allowed to sleep more than 5 hrs in a 24 hour day; was not told in advance that this was expected.
g. Received call late Friday evening with request to be shelter manager and attend training at another facility. Was scheduled for on-site training at Alachua Elementary for 2 hours. Arrived at assigned shelter at 2pm in preparation for opening at 4pm. When I officially received notice of expected arrival and opening time, the caller was short, appeared to be frustrated, and lacked significant information. I was not told who I would be meeting, were the shelter location was on school grounds, or if/when I would have any shelter support staff or shelter management relief.
h. I was notified when to report to Shelter by my Shelter Manager but there was never clarification on how long my shifts would be or when relief staff would be sent. I ended up working 79 hours straight
i. It was difficult to communicate inside the concrete shelter due to limitations in cell phone service. Text was a little bit better. I did not know who was being assigned and how long they were supposed to work. I had some volunteers show up and I did not know what limitations if any they had, such as should I treat them like an employee or in a different manner. When I could get through to the EOC, Claudia Tuck, Tom Tonkavich and Susannah Causier were outstanding. As the power went out in the shelters, it would have been

helpful to have a batter backup for the cell phones. That may be a personal item that I would recommend to all who have to stay at the shelter bring with them

j. As a supervisor there was confusion over staff who were designated Exempt vs non Exempt due to personal circumstances. The exemption documentation had been completed prior to the call for shelter work, however staff who were designated exempt where on the list for shelter assignments and I was expected/advised to contact them to work. When staff designated exempt refused to work, they felt "bullied to work, although due to circumstances, they were unable to report. Other staff felt the need to share familys medical information via email to demonstrate she could not work, although she had previously completed documentation requesting exemption
k. I think the initial call asking me to report to shelter was very late, with the hurricane impacts beginning at time I was to report. Ideally it would be better for shelter staff to know further in advance. Once I was at the shelter I knew who was in charge and was introduced to a few other people. I was made aware of assignment and who to report to, as well as the shelter schedule
l. I didn't get my assignment until the day I was supposed to go to my shelter. I felt it was very short notice for a hurricane we knew was going to hit us for nearly two weeks
m. I didn't get my assignment till 2 hours before my shift. It would have been ideal if there was a automated system that had the assignments pre formulated or if thee was an opportunity for multiple staff members to call those working in the shelters instead of relying on just one person
n. I started at Talbot Elementary. Very organized and thorough. Management seemed to be on top of things. Due to low turnout, it was determined I was needed in Hawthorne. I left and reported to the Hawthorne shelter. It was not very organized despite attempts by the staff to understand policies and proper interactions with guests
o. My boss text asked when we could work. She tried to put us close to home or appropriate shelter for us.
p. Was not notified in a timely manner of where I would be or what my role would be. Random county staff showed up to work 12 hours shifts with no notice to current shelter staff. No replacement staff were sent to relieve the staff that opened the shelter on day one
q. I was called by my shelter manager not county admin. County admin called me two days into my assignment
r. Weren't sure who all was coming and when. It was very much "see who arrives" to see how the shelter would be staffed
s. Decisions were made at the EOC level that effected shelter operations and not communicated to staff in a timely manner
t. In my situation I was suppose to be on the exempt list due to my personal situation. I think that if we were given these forms ahead of time to fill out in order to be on the exempt list, that list should be honored. I was basically forced to work a shelter or face disciplinary action!
u. I received professional communication, but it was last minute. I was expected to report the same morning that I received the call. Also, while the reporting time was clear, I was never given an "ending" time for the assignment. Several people came to the shelter knowing the end time, but I did not. It was very helpful that I had my choice of shelter. I was able to get the one closest to my home. Thank you
v. I was asked in advance and told I would be trained on site

w. Everything was good until the last day more or less. The school we were in was trying to get rid of the shelter workers and the residents. They were asking if we could sleep in the same room as the residents so they could clean rooms and shut things down. We weren't informed by the County that our shelter was being closed and residents would be moved to MLK until there was a bus outside the school to move the residents. That caused stress and confusion.
x. When I got the first call, it was not expected for me to stay at the shelter all three days. When I got there, story was completely different.
y. Had very little warning about getting my shelter schedule and assignment. I was contacted on the day I was expected to be there and only a few hours before I was asked to arrive. It was also not clear that I was expected to stay for the entire time the shelter was open.
z. Where and when I needed to be was made clear, but where on site staff/volunteers should park was not, leading me to park on the opposite end of the facility.
aa. Communication could have been a lot better. I didn't know when my next volunteers would come in and had to beg some to stay until the end because no one else was coming. I also didn't know I was going to be a shelter manager until and hour before I needed to be there to open the shelter
bb. Would have been good with advance notice, being told at 10:00 on Friday to report at 2:00 for shelter duty when I had no expectation that I would be called at all. Many things went well, improvements should be considered.
cc. It was unsatisfactory, but cannot say it could have been truly improved due to the last minute requirements to open additional shelters
dd. I was essentially told I had to go to shelter to open and staff it 3 hours before it happened. There was no communication as to the schedule, or how much staff we would be receiving, or if we would receive any shift relief. At the time I was attempting to get a medical exemption because I did not have access to medication that I needed for the weekend. I could not get my medication because I could not get in touch with my doctor who had closed due to the storm, and the county doctor cannot prescribe my medication. I was told the day of my assignment that I had to have a doctors note to receive this exemption, again without any consideration that I could not get in touch with them at all. Most of my awareness of the schedule seemed to come through gossip or county press release instead of department heads
ee. In the middle. Only reason I think I was asked was because I was in the office and Mr. Perry was also here looking for bodies. Pretty cut and dry after that. Was assigned a shelter and went to the shelter until it closed
ff. Considering the scale of the event, communication was ok. In future events, one person, maybe the shelter manager or LEO, should be point of contact with updates. At my location, updates were coming from too many people
gg. It was a last minute plea for volunteers. Please send an email each year before Hurricane season notifying me of which shelter/shift I am expected to work so I know if/when it opens when/where to report
hh. Due to some of the building (High Springs) there was no internet , had to go outside to make and receive phone calls. The flip phones that were given to us were out dated , had to use personal cell phones - some people did not have unlimied services

Q8. Rate collaboration below before the storm

a. More communication or orientation before the storm concerning what county staff might be asked or required to do, and when, would be very helpful. I was not sure about those

things as it became clear the storm was a threat, did not know where to find out, and was preoccupied at that point with my own family preparations. The time to cover all that is when there is no storm. This is probably a common situation. My colleagues seemed the same, no one knew clearly what our responsibilities as county employees were. I kept in touch, informally through text and email, with other employees as much as possible throughout the storm.

b. Improvement needs to be made with Admin's communication with employees about emergency shelter work. Emails, flyers and promotion of the importance of this work at the start of the storm season. Advance discussions with all County employees, recruitment and explaining how this is important and unique work must be done to ensure staff members buy in and to prevent burn out. Then, at least 3 days in advance, high level Admin staff should be contacting all County employees to prepare them that this is a potential. Even with storms being unpredictable, staff should be communicated with earlier even if its to say, be prepared this is the potential. Then, once its over, Admin and Commissioners need to recognize employees publicly and how they contributed.
c. There was no collaboration from any agency before the storm except by email. The email stated that there may be people called but no one was called to be given an assignment. We were contacted and informed of possible shelter openings and to elicit a preference of shelter site but nothing past that
d. Very unclear directions on if emergency staffing assignments would be required or were voluntary. Staff had already started making statements about not 'being available' if the calls came and were stating they were unaware of the policy
e. I think we all knew where/when to report but not exactly what to expect.
f. The Emergency Assignment List for the County Employees was over three years old and very out dated. I believe that all employees should be mandated to have an emergency assignment and be trained on how to do it, (with a few medical exceptions as appropriate). There was very little information sent out to employees ahead of time advising them of their responsibilities. I am terribly disappointed that alot of County staff were reluctant to work during the storm. The School Board staff basically opened the doors and went into their offices, I had to call them when I needed assistance on a walkie talkie. In addition, during the storm, they refused to allow an animal into the building despite directions from the EOC. The Sheriff Deputies and the Fire Rescue Paramedics were very professional. With the exception of one EOC staff member, all were truly outstanding to work with. Only leaders with critical thinking skills should be allowed to work at the EOC.
g. Highs: Overall, I think the County as a whole did a great job. Lows: 1) Staff was emailed notices at night informing them not to report to work the next day, which put hourly employees in harms way. Specifically, they're counseled to not perform work related work related activities when off duty. 2) many staff missed another important message because it wasn't transmitted until close to 5 PM.
h. Communication was slightly challenging with county staff who were either in the EOC of CSS office due to the reception of my shelter. However, I felt that the shelter I was at had exceptional relationships and assistance with non county staff. The school board staff were available around the clock and actually stayed at the shelter for the duration of the storm making it that much easier for them to maintain (help move tables, clean bathrooms, sweep/mop sleeping area, etc) the shelter. We had several the schools resource officer in attendance most of the time as well as other GPD patrol officers and

detectives. We always had two or more officers in the shelter at a time, until Sunday evening when we had one officer who was outside while the national guard were stationed inside. Additionally, we enjoyed having a medical first responder at our shelter 24/7. I believe residents found that comforting

i. Just prior to leaving my residence, as the storm was beginning, the power went out. Fortunately as GRU was still working and power was restored. Therefore I was not too worried about the persons sheltering at my home. At the County shelter I think there was good collaboration. I worked with City and School Board staff, and had brief interactions with Law Enforcement and the Ham Radio volunteer (who I actually remembered from the 2004 storm season). I do know that some of the persons sheltering thought it would be better if cats and dogs were separated more (one room at EHS included both). Also some persons would have liked to have their pets nearby. I do understand it would not be likely to have a shelter with all the animals and persons sharing a single space
j. emails sent out after hours
k. Whenever the school board staff would come to our shelter, the only thing they did is form a group(s) and talk. Most of them didn't even ask if we needed help with anything.
l. Decisions should be made quicker on closing of business. People need time to prepare their homes and family.
m. I don't fully understand what "before the storm means." I'm going to take it as before Monday morning when Irma made landfall. We received little to no update on what was going on with the storm. No one communicated to us when other staff would be coming to assist and when we needed additional help. Thanks to help from the school and random people from Gainesville showing up when we needed help we were able to do ok. But county leadership and communications were a huge disappointment
n. Depending upon city staff at MLK shelter they were allowing recreational users/activities in the foyer and food service rooms. Employee gym, softball teams, flag football and swim meet folks were coming into the facility to take ice or use equipment. We were a special needs shelter serving sick and elderly and these recreational users were being allowed into the building by some city staff management. Other city staff site managers were diligent in keeping rec users out of the facility depending upon the shift.
o. I was not involved in the planning. I only received instructions on what to do.
p. County Leadership should have informed staff that offices were going to be closed the Friday before the storm earlier than they did. Sending an email to county staff after close of business on Thursday means that most county staff (how many county staff outside of manager positions actually opt for emails to come to their personal computer/cell phone?) commuted to work on Friday only to realize they never had to show up. County Leadership needs to accurately communicate policies on pay, overtime, comp time, emergency closures, office closures, admin leave, "hour for hour" etc. far in advance of these sorts of emergencies. Yes, employees can read the policies and procedures online but they are not very clear and don't cover all cases. None of the staff had an understanding of how their paychecks would be calculated or how to account for their time
q. Good information from press releases
r. Five Red Cross Volunteers showed up. Two of them were awesome, three of them left a lot to be desired
s. Although the School board staff was very helpful with set up and breakdown, they had little to no contact with the evacuees. The Sherriff office as a whole was outstanding but

the Sherriff Deputy who was also the Resource Officer at Eastside High was rude and unhelpful. When she found out she would have to stay, she got her TV, brought it into a room she claimed for herself and she never left it. When I needed help, it was the other deputies that came to help.

t. I had no idea I would be put on duty for the storm until the Friday. So before the storm complete fail, I was actually told on Thursday I would not be participating. Emails after business hours not a good mode of communicating in a crisis. There may be a different expectation and experience for those who had training, but without training my expectations were as communicated on Thursday. Many things went well, improvements should be considered
u. My shelter manager and coworkers were fantastic despite the lack of communication from outside the shelter.
v. Board Member Mr. Chestnut was at our shelter quite a bit and was willing to do whatever he needed to do to help which was a great experience. The staff were available but I felt like we needed one more consistent member to be with us (we had some come and go, but no one stayed overnight except three). School Board was there during the start up but didn't do much it felt like. The volunteers we had come in were awesome. Law Enforcement and EMT were there, but it seemed like they didn't communicate well when they swapped with the others, or they stayed outside most of the time.

Q9. Rate collaboration below during the storm

a. I spent time at Rawlings. I had some issues with LE, some Emergency Response staff, and school board staff, but mostly with the first two. LE was highly present during Night 1, they spent the entire night in shelter. The second and third nights, LE was outside in their patrol cars (GPD). They made some visits into the shelter and there was one member who was highly visible on some visits but not based at the shelter. Emergency response staff was great, however 1 night there was one staff person present who had physical limitations due to a surgery, probably could not have helped much at all. Di not make sense to me to be posted. However, these were minor issues, the experience I had on the whole was quite positive.
b. During storm I was mainly focused on just staying sheltered and safe
c. One of the four deputies did not contribute in the way the shelter needed him to. He was assigned to stay during the storm. He and another deputy chose to stay in a different building and wouldn't stay at our registration table when I asked them due to there only being 2 female staff to cover the last night the shelter was open. He assisted 3 times with difficult/aggressive guests over the 2-3 days he was there, but he did not contribute to any problem solving beyond emergency calls to them to deal with the difficult clients. We had an obese disabled man that couldn't get up off the floor, and when I asked him to assist, he said he had a bad back and it was a liability for him to help, which I understood, but as I tried to ask him for ideas on how I could assist the guest, he kept saying he couldn't help. He didn't contribute to the discussion. This deputy in my opinion was not meant for shelter work. Part of each shelter worker's role is to contribute to the work even if its offering ideas. Also, law enforcement is there for visual effect to the guests that there are authorities present, but when he stayed in a separate building, that contribution is lost. He said it was due to them needing a command center, but he still could have by once per hour to have his presence known, but he didn't, despite being asked. The other three deputies were helpful and stayed in the same room as we did. They walked around the building. They asked if we needed help. Every County staff person contributed

something positive to the shelter that made it a safe and supportive environment for the guests. County staff stepped in and problem solved from small things such as learning how to make coffee on a percolator to big issues like flooding that was taking place in 4 guest rooms during the height of the storm. No one had a negative attitude or complained despite the conditions being poor at times. Each person asked how they could help. One person even worked despite being sick as long as he could. There were times that an individual had to respond to a stressful situation or difficult guest, and each time they did this with professionalism and tact. No job was beneath them, like cleaning up after guests, and each guest was treated with great customer service. Our building had no working kitchen and very little support outside of hard-working City of Waldo staff person and Alachua County School Board staff person. In addition to the County employees that were working with guests, I observed incredible work being done by the Animal Svcs staff members. They were well-prepared at the start and worked through many problems small and large that came up. They treated guests well and worked with them to keep their pets comfortable. I would work a pet friendly shelter again anytime. We also had really great workers from Fire Rescue that worked the shelter, but one in particular was outstanding. Robert Sullivan stayed for three of the four days the shelter was open, and he worked tirelessly to look out for the shelter overall so much so that he was more like as an assistant shelter manager. We had several elderly and/or disabled guests. He checked on them regularly and went out of his way to see that they were as comfortable as possible and most importantly that they were being monitored especially as the storm approached and leaving the facility was not possible. He spent the majority of his time going room to room asking guests how they were doing and seeing what he could do to help. He is the type of person that makes a shelter experience for the guests and the other staff, a positive and meaningful experience. We had tremendous support from the School Board by way of one individual that was assigned to support our shelter. Scott Burton came over every day from Camp Crystal despite having a large facility and property in the woods to watch over. He was a productive part of the team, and contributed to keeping the big picture in mind of what we needed to be thinking about in advance and often stepped in to deal with things that weren't really his problem. He helped plan for feeding 162 guests, dealing with flooding, bringing over bedding from Gainesville, meeting with local church people to gain their assistance and clean-up as the shelter was closing. Salatheia Brown was a life saver and agreed to become shelter manager for one night so that I could leave and get a real break. From what I understood, she had not even worked a shelter before, but spent the day shadowing me so that she could learn about the shelter and the responsibilities. She has a confident and calm demeanor, and she was able to step in and problem solve as unusual and stressful issues arose. When I showed up the next morning, she made sure to relay details from the night before, and one of these was a mentally ill man that would become angry at night. I had forgotten to warn her that this guest showed this behavior the night before. He would remain calm and fairly friendly during the day, but at night he became verbally abusive and appeared disoriented. She and some of the night workers were able to manage him as we had the night before and eventually he calmed down. There is a line managers have to walk to decide whether a mentally ill guests behavior is dangerous or not, and we decided to work with him to deescalate him at night so that he could stay safe in the shelter and Salatheia did the same. He was able to stay throughout the entire storm in a safe place. I was impressed with Salatheia's ability to handle this situation and how she supported the

people that stayed with her through the night. Again, the County employees shined in their work. We felt it to be meaningful and positive overall. Here are the staff that worked Waldo shelter Laura Kalt, Victim Services & Rape Crisis Center Scott Burton, School Board/Camp Crystal Robert "Sully" Sullivan, Fire Rescue Lorrie Smith, Community Support Services Keith Mauldin, Court Services Lasaundra Robinson, Social Services Gary Strickland, Veteran Services Sandy Cunningham, Environmental Protection Salatheia Brown, Court Services Emily Rodriguez, Environmental Protection Hollie Greer, Environmental Protection Kelly Dugger, Fire Rescue Vernese "Neicy" Dougan, Janyce Dempsey, City of Waldo Shannon Boal, Amateur Radio Communications Debra Boal, Amateur Radio Communications

d. All persons who arrived on site, did a great job during the duration of the storm. All parties were on site, communicated well and did their best to make the living conditions as pleasant as possible. The National Guard arrived on the next to last day and we had very little interaction with them. We did not know what they were there for, we were not briefed in what their duties were and they walked around and in the shelter with us not knowing why they were there. When the storm ended and residents decided to leave, there was no direction as to how the shelter was to remain open nor if shelter residents were to be relocated until a bus arrives several hours later on in the day informing residents that they were going to be relocated. School staff, on the day residents were leaving, began cleaning and sanitizing rooms to get the school back in order. They came into the staff sleeping area, turned on the lights and started cleaning. Mind you, that staff in the room had just worked overnight and hadn't had any sleep for many hours while the storm was going on earlier that morning. They abruptly moved staff's belongings to a resident sleeping area and had to be physically stopped from moving belongings until they gave an explanation as to what they were doing and who had instructed them to do it. At this time, the shelter manager was not on site due to leaving the shelter for a scheduled break. Several staff members were visibly upset and an argument almost ensured due to the lack of communication from the school staff. No one was told about the transfer of staff to different a sleeping area, no once was told about residents being moved to another shelter, no one was told when the shelter was closing and there was no plan in place to deal with the extra volunteers and donated items that were brought to the shelter. Everything was done on the fly. As a person who was working the 3rd shift, when I returned to the shelter to work overnight, the shelter was closed and no one called me to inform me that the residents were moved to another shelter. I had no idea where to go and there was no follow up.

e. The school board staff assigned to my shelter met every request I made. The local PD and FD assigned 24 hour staff to our shelter and even stationed in our shelter during the height of the storm. We had a few paid volunteers from other government agencies, one non-paid volunteer, and a HAM radio operator. Problem was that in most cases, the shelter manager was unaware of the arrival of, appropriate assignments for, and needs required for some of these paid and unpaid volunteers. Additionally, it was unclear what forms and timesheets were required of these individuals. Especially where they worked for a different agency, they often stated they were completing their own timecards & FEMA forms. In this specific shelter, we had 6 paid shelter staff on Saturday - with only one family at the shelter. However, on Sunday when the bulk of the evacuees arrived, there was only one manager and one shelter staff. Staff at the shelter were very helpful,

staff who were called but failed to answer the calls and/or refused to come in was very disappointing

f. We definitely had good support from the combined agency staff during the actual storm
g. High: The employees that pitched in seemingly did so with a spirit of serving citizens that needing housing. Low: At least one employee with an exemption felt badgered/threatened for not reporting to shelter duty
h. Received late notices about work schedules
i. I think the team of staff and volunteers at the shelter I helped out were all outstanding. Everyone did what was needed and the event was manageable
j. Communication with the EOC was fine, County cellphones we pretty much useless in the outlying areas. Staff should be able to communicate via text from their personal cellphones
k. There needs to be an N/A option, because during the storm we had no assistance from additional county staff or the city, and no need for emergency response. Again, county leadership were not leaders during this storm when it came to their leadership and communication with shelters. The outstanding marks are N/A, but that wasn't an option
l. Poor communication to staff in how to help. Messages were not getting out via email chain.
m. Received a call from County Leadership Team that was a little distasteful. Law Enforcement present on campus, but not in same building as citizens. Radio available, but better to have them in same building
n. Part of the school board staff at my assigned shelter were rude which made it uncomfortable to be there
o. Everyone seemed to work together exceptionally well during the storm
p. Good information from press releases
q. Same as above
r. Only complaint was not having enough notice about assignments
s. Please see my comments above
t. The only short coming during the event was the Generator, I'm pretty sure some due diligence prior to the storm may have been in order. Communicating that there was weather hazards and road hazard all through the day after and trying to shutdown the shelter at night, who makes these decisions? Many things went well, improvements should be considered
u. The Coast Guard (or National Guard, forgot) was stationed at our shelter and they were a great help and seemed to take over for Law Enforcement (counting them as non-county staff). Leadership Team and School Board were not present during the storm, but they did assist after.

Q10. Rate post storm collaboration below

a. All mandatory staff was not trained and received pay equivalent to overtime pay which was not considered emergency pay. After speaking to several county employees that were mandated to work, a lot of them voiced not working the next time due to poor pay
b. I know many have been focused on "lessons learned" from the storm
c. Would have expected to see high level County Admin and Commissioners doing more to thank and acknowledge the hard work employees did in shelters. This would have made a huge difference in how employees feel about this work. Its already seen as a burden, with many staff considering whether staying as County employees is worth it. Publicly

acknowledging shelter workers reinforces the commitment to the County's responsibility to the public and its staff.

d. There was no post storm collaboration
e. After working 17-20 hours overnight and sleeping for a few hours in the morning, I was disturbed and woken up to evacuate from the premises (Kanapaha Middle School). At least join the general population in the shelter and out of the employees/volunteer room section. The Principal was very rude and non accommodating...turned off the wifi and the displaced people still in the shelter could not access the internet to look for a hotel or available gas stations. The coordinator of the shelter went home for a few hours for a break and there were no one in chage...the Prinicipal took it into her own hands and started interviewing people where they're from and if they have gas and that they needed to leave so she can clean her school for the students (school was closed most of the week if not all after hurricane Irma). Without proper training and working long hours to serve the community...and then only being maltreated by the Principal after getting only a few hours sleep to move in with the citizens or leave the premises...and not being given straight information about employment wages on emergency call in work. I am very disappointed of my experience even though we served its people well. Families thanking me weeks/months after the hurricane.
f. After working the shelter site for more than 72 hours, we did not feel like our concerns were being heard. The shelter staff all had their own families and homes to be concerned about in addition to the Shelter Residents for whom we were providing support. There was no relief staff to relieve us and it felt as though our own family/home concerns were dismissed
g. A lot of folks got called up out of the blue and put their lives on hold to respond. It would have been nice for the County Leadership to recognize the staff who responded in some form.
h. Some improvement by holding meetings with volunteers who were in leadership roles in shelter
i. My neighborhood had some power outages caused by fallen trees, but the repairs were made with a week. At the Shelter, there was a creative idea for a group photo and entertainment (talent show). It was difficult to hear that some persons had major damage and hopefully they received help. We worked together and the shelter was closed with only a few persons sent to shelter longer.
j. People came back from working a lot of stressful hours to hear that people are going to be disciplined for not working a shelter. There had been no communication that working an emergency was a condition of employment. Many people stated they were exempt. There needs to be staff meetings to clear up expectations and discussion. Some people left a shelter late Tuesday and had to report to work on Wednesday, not having any time to deal with their personal needs. If you work a shelter, you should have the option to have a minimum of one full day off to recoup and deal with your needs
k. Same as before. There was no consideration taken into mind of the difficulties it would be for shelter staff to make their way home in the aftermath of a hurricane. Not once was the welfare and safety of shelter staff considered. As shelters were closing and those staffs were being sent home, there was no effort made to communicate with the shelters that would remain open and those needs. No offer of sending relief for shelter staff that had at this point been working 80+ hours. The outstanding marks are N/A, but that wasn't an option

l. Could have used a better way to communicate road closures and where would gas be available, etc besides just using Facebook.
m. County leadership team reached out to my director asking for volunteers. Seemed like efficient coordination.
n. I'm not sure who the County Leadership Team was or Emergency Response Staff were that directed the search for volunteers but clearly, it was disorganized and in my opinion, those leaders need to establish a better preparation protocol. Scrambling around at the last minute to gather people together normally results in making a bad situation worse. The county staff, being the volunteers leaders who over saw the rest of the volunteers worked together well. Not that there were problems at the MLK but Law Enforcement was ever present...always checking in or hanging out outside the building. Doing what they should be doing!
o. I had great Sheriff and EMS leadership the later day (save for resource officer who, again, never helped.) Both Sheriff and EMS where at the front to help with finding gas, knowing where road closures where and helping translate. I wish I could remember the Sheriff Deputy's name but the paramedic was Brian Alexander
p. Efforts to communicate immediately after the event, while thoughts and feelings are fresh, by our shelter Manager outstanding. Surveys could have been prepared a lot sooner to ensure more participation with memories still fresh. Many things went well, improvements should be considered.
q. County leadership outside of my direct supervisor haven't communicated with us about the shelter post storm at all.

Q11. Rate the following during your assignment at the shelter

a. Food was provided by the school who did awesome jobs.
b. There was plenty of water, apples, frozen sandwiches, but a lot of the food donations were also non-healthy snacks like chips and cookies. It was the last day and there was plenty of room for people
c. Not sure about what "media" refers to. There were very little by way of donations, but who knew?
d. No security overnight
e. We had no media at our shelter and only one donation for a displaced family. Space would have been a concern if we were close to capacity. The shelter was rated for close to 300 evacuees - we had 35 comfortably. Once space was carved out for LE/FD staff (staff break area), food service, HAM radio staff, hallways, classroom desks - which were pushed over to the sides of the classrooms, ingress/egress for emergency doors, there is no way this shelter would have fit 300 evacuees. Food service supplied by the School Board was exceptional. The cafeteria personnel met all special dietary requests, and supplied hot and cold meal options at each meal service time. And she had drinks & snacks available 24/7 for those that arrived after a food service time. She was professional and compassionate towards our evacuees and especially towards the children in our shelter. The shelter location was sturdy and during the height of the storm, we did not have a single worry about the facility. We never lost power. However, with the hardened facility, communication with the outside world was challenging and there was no internet service for the evacuees to contact family, friends, or monitor news.
f. The school staff and facility were excellent.
g. Food was terrible... pbj throughout the stay with blister packs of god knows what.. what was left over was served the next day . we think it was left from when the school closed

some years ago. even people staying there were in dismay with accommodations and food. rumors (then facts) of other shelters having decent food ...even a cafeteria with some cooking hot food. Shelter was way too small to accommodate everyone. Did not feel management was looking out for our best interests to effectively serve the community there. Complaints from guests about the close proximity to aggressive pets and fecal/urine smells/bad habits. shelter location.. could have used the bigger building. mold issues. we think it was coming from the /ac unit ducts that haven't been started for some time ...complaints from guests on smell/mold issues. staff placed in room for sleeping only to be moved 3 times eventually ending up in the janitor closet for 4 persons. at one point my personal stuff was moved without my knowledge. one night ended up sleeping in a chair. speaking of chairs, did not have enough of them either. not a clear work schedule.... sleep 4 to five hours or no sleep and have no certainty of when you were to be relieved... but was expected to be there round the clock wide awake serving the community. School custodian either didn't have a clue or did not act upon when addressed of the building issues. Some other staff from the county pulled one shift and never returned. law enforcement and first responders top notch. Shelter manager seemed overwhelmed and exhausted at times despite all good intentions. Received directives from upper management one minute ..only to have it rescinded after the fact..no reason given...activated county staff very overwhelmed as well.pet rooms could have been moved elsewhere... seen aggressive dogs snap and growl at persons other pets and children ..pets defecating in the main corridor... people stepping in it in the dark. Cats were cool.. didn't have issue with them. electrical problems thru the time building occupied, could not use required medical equipment as outlets kept tripping. generator failed to work properly. flooding issue could have been assessed prior to opening shelter, building was already in a low lying area. rotten telephone pole landing on the building didn't help matters either... chaos erupted at 2 am. Better communication between 311 and county for capacity status on pets and people. Animal control puts out statement they cannot take any more pets . 311 was still sending persons with pets no communication there. told there was another shelter open to take pets, only to find out they weren't prepared to open till next morning, stranding people in their cars or taking on more than we could. special needs persons needed to be taken elsewhere due to electrical shorts for their equipment. mentally unstable person roaming the hallways and disturbing staff and those trying to sleep. I feel I could have been activated to a school closer to my home. was worried about my family and home. Has taken me weeks to deflate from this ordeal

h. I was uncertain how I should respond knowing County media policy, and fortunately I was not asked by the media present at the shelter to make any comments.
i. Law Enforcement should man the shelter entrance at all times
j. Communication: The check in and check out sheets for staff and guests were poorly managed. When asked who was there or how many guests were inside, it was nearly impossible to determine due to documentation being written on different notepads and not being maintained. Donations: This was an area of uncertainty among county staff. The shelter manager was accepting donations, but in an inconsistent way. She was allowing people to donate items they wanted returned, including blankets and gear. We had numerous people show up with items they wanted returned afterwards. Myself and other county staff thought this could cause problems for two reasons. First, if the items were damaged or lost, who was responsible. Second, the way they were being tracked was

poorly managed. Another point worth mentioning, we were given a lot of blankets and sheets, some of which were questionable over whether they were clean. We called to get clarification on what the policy was, but it didn't seem like there was one. Our concern was that we would receive a blanket/sheet that was not clean and a guest would use it. I think it's reasonable for a guest to believe that a blanket given to them by a shelter is clean. We had no way of knowing how clean they were. It's a potential health concern (bed bugs, lice, etc.).

k. the location and facilities were excellent. The school lunch room was well stocked and we were able to keep residents and staff well fed and caffeinated.
l. I was not happy with my shelter manager who allowed a person who just wanted to come and volunteer (not being assigned to any shelter or working for the County) to sleep in the same area with shelter staff 5 feet away from myself and my children without even knowing this person! I felt very unsafe because we did not this person or his background.
m. no food was provided, at the shelter - staff had to bring their own food from home.
n. EOC not communicating shelter decisions with staff. City staff were inconsistent in keeping/allowing rec users out of shelter even with signs posted outside saying the MLK was closed for shelter service.
o. School Board staff served awesome food choices and were very courteous. The Rawlings shelter facilities were great and well-prepared by the Principal and maintenance staff. The break room for shelter staff had an infestation of large flies, but maintenance staff worked on that. Mats should have been provided for the families to lay on. Many were on the hard floor. Law enforcement was great, including the National Guard -- very important in keeping order! I was concerned that some EMT personnel did not have adequate equipment and could not perform basic medical functions (checking blood sugar, assessing heart palpitations, etc.). They did not seem very prepared for medical things that could happen at a shelter. Local churches, non-profit agencies, and other individuals from the community brought in droves of donations! The people in our shelter got more than enough donations. Everyone was great with this. It would have been good to keep a list of agencies and people who donated so the County could later send a "thank you" note. Information that flowed to Shelter Managers and some shelter staff should have been made available to all shelter staff. Some staff were well-informed about things, while others were given little to no information as the storm went on.
p. Everything was great but the shelter was crowded. No television/news outside of smart phones, little/no communication from leadership team but good coordination from staff on the ground.
q. School staff and their network at Meadowbrook were outstanding. They put a call out for bedding and in the course of my 12 hour shift collected 3 classrooms full of bedding, air mattresses, personal care products, socks, pillows, comforters etc. Our shelter manager called other shelters to invite them to come pick up supplies if they needed them.
r. We had two floors for evacuees. made it difficult for staff to be able to talk to everyone. It was a weird set up. We never got a call for lock down or at what time. Monday: first they told us a bus was coming for the evacuees, to move them to another shelter. Then they told us it wasn't coming. It came after an episode in a gas station. That made me really mad.
s. Not aware of any donations. The shelter lacked good signage to help direct citizens to the shelter location within the school

t. The woman who handled food service during the storm was outstanding. She went out of her way to feed us hot meals even when the power went out and the kitchen was not one she was used to. Everything was very good and fresh too. I worried for her though because the cafeteria was away from the hurricane rated building. At Eastside High, it's listed that the 2nd floor can be used for evacuees. The problem with that is that the stairs to get to the second floor are outside and the elevator stops working when the power goes out (when the power went out, it came down to the first floor and opened but it wouldn't move after that.) In order to use the second floor, the stair have to be enclosed or that shelter needs to be staffed with double the resources so medic, police, volunteer and food service can be trapped upstairs with the people that would be trapped as well as the people below. We received a ton of donations but really only half of it could be used. We received dirty or well used and stained bedding. We also only received pillows in the same condition

u. No TV even when power was available. There were TVs in the main hall but no service. There was no real accommodation for the HAM radio operator, the building was obviously built for disaster conditions but there was no consideration for a pass through for the antenna wires. A small 1" capped pipe through the wall, consult with HAM operator for best location. Safety and site prep, we had a large pile of debris left in parking area, Matt Surrency sent a crew to pick it up. There should be some assurance of care taker responsibility for guests that arrive with children or elderly in their party children running or going into others luggage or belonging who answers for them. Many things went well, improvements should be considered.

v. Had plenty of food. The location wasn't too bad to find. The space was getting limited and we had to adjust, but we had the ability to expand if needed. Security was OK, nothing really happened to warrant it being used. Media was horrible, we had almost no way to broadcast anything until I went to secure a TV and set it up using WiFi. Communication was fine until the last day but the manager was the only one really communicating, then the whole shelter removal and changing to another shelter broke down. Donations were great AFTER I picked them up from another school as they started directing churches and private citizens to sent stuff to us.

Q12. Please describe an aspect of your shelter experience that went well

a. The County staff that were working that shelter had worked together as a team several times before. The Easton Complex staff were helpful and willing to let us use any resources available

b. Working with guests was generally quite positive experience. Communication with many of them was frequent.

c. Shelter supervisor did a great job. Remained professional, helpful, and calm throughout the chaotic nature of the situation

d. Interaction with shelter residents and on-site collaboration with staff

e. The first 3 days went relatively well and the people we assisted were very satisfied but the volunteers were not treated well especially toward the end.

f. We came together on very short notice and did a professional job

g. Shelter manager did a great job

h. Breakfast, lunch and dinner well provided very well and sleeping location and supplies were provided the best I've ever seen. Meadowbrook Elem

i. Shelter Manager, Volunteers, County staff worked well together to provide needed services with little resources

j. All staff that were working were very friendly, cooperative and eager to help out.
k. Preparing and setting up the facilities went well. Working with SBAC staff, local law enforcement and emergency response staff before, during and after the storm was excellent. The way the communities and local businesses pulled together was outstanding
l. The facility and school board personnel were exceptional. The teachers who had rooms in the shelter building moved all their desks and prepared the rooms for the evacuees. The school board staff on-site met every request and the food service was exceptional
m. The Shelter Residents who checked in before the storm were extremely patient, grateful for our service and complimentary regarding staff/accommodations. Their cooperation with Shelter rules/policies made it easier for the staff to do our jobs effectively
n. The School Board provided meals.
o. My shelter manager was absolutely amazing, even on short notice with little communication
p. The Archer Community came together in the shelter to look out for each other and share what they had with each other
q. Employees that provided coverage were awesome. They were empathetic, hard working and were a pleasure to work with. It was the rare person that wasn't.
r. None
s. In my shelter Buchholtz, I felt there was great communication, working, cooperation, etc among volunteers. All worked together
t. My shelter experience was quite enjoyable. I had county co-workers that worked diligently throughout the storm as well as the staff from the school board. I think the residents from the shelter make this a wonderful experience to go through. They were kind, humble, and grateful for a safe space to be. I was able to play games with the family and have conversations with them as I walked around.
u. Sheltering of residents' pets at the facility. Great job
v. Overall cooperation with the Volunteers, Staff Assigned from all areas of County Employees worked together along with the generous concerns of the Mayor and donations from the Community, all residents that stayed in the shelter had air mattresses, which caused no one to have to sleep on the bare cold floor. Each resident stated they felt very safe, comfortable and appreciated while staying in the shelter before, during and after the storm
w. I was assigned to EHS, and since my daughter attended school there I was in a somewhat familiar environment, although in rather difficult situation. This helped with stress management.
x. teamwork between the ACSB and BOCC at the shelter
y. Signing in and keeping the folks there entertained.
z. The guests seemed like there needs were met. The staff from Fire Rescue was very helpful.
aa. Working with the citizens
bb. Mandatory staff worked well together
cc. We kept folks safe from the storm
dd. Citizens were over all great.
ee. I enjoyed how everyone got along and pitched in to get any tasks done that needed completing.
ff. Handling and cleaning of the kennels was great.
gg. The community, volunteers, and the school board staff were outstanding

hh. Everyone willing to be of service and help.
ii. Having two shelter managers assigned for the duration of the shelter allowed at least one to be "active" at all hours.
jj. Onsite training.
kk. People in the shelter worked together to support one another. Also, community churches, agencies and individuals gave encouragement and brought in awesome donations.
ll. Collaboration with other agencies
mm. Really enjoyed meeting and working with county staff from other county departments who were helpful and friendly. Same with other volunteers. Many of the shelter residents were fun too. Schoolboard employees were great except for principal/management staff who tried to micromanage and rush staff on the last day at shelter.
nn. Supplies
oo. Manager was well trained and organized.
pp. Plenty of resources were available for evacuees and separated into areas which was nice (e.g. bedding supplies, hygiene supplies, food).
qq. Thankfully, every evacuee was nice, Shelter Manager was great. The School Board employees were awesome.
rr. Working with the people assigned to work the shelter and the participants
ss. People were cooperative
tt. The staff was wonderful in welcoming new, last-minute volunteers.
uu. Friendly attitudes amongst all, specific delineated responsibilities
vv. We had plenty of staff and volunteers for the number of people in the shelter and the staff were great.
ww. Our location had an amazing staff of volunteers providing outstanding hot meals throughout the crisis, with adequate food for everyone.
xx. Good leadership, team work and communication by the Shelter Managers.
yy. The volunteers along with the people we were helping worked together well. Having the medical team there to help with the special needs patients was perfect.
zz. Strong support from school parents and teachers.
aaa. For the most part, all of the county workers and volunteers worked together to make sure everyone was taken care of. Also, food service was amazing.
bbb. organization was outstanding
ccc. Everybody worked together this made up for the shortcomings in all respects.
ddd. Our shelter team worked very well together. I enjoyed getting to know court services staff and the school lunch crew were wonderful.
eee. Everyone was quite cooperative most of the time, so it made it easier to assist everyone within the shelter.
fff. Many of the residents expressed appreciation to the shelter manager and comanager for showing them compassion during time of need.
ggg. the shelter was clean. the cafateria manager was outstanding. the school staff was supportive. the space was appropriate.
hhh. We had a great group of volunteers and evacuees. We really clicked. We tried to make it a fun experience by having a group photo and a talent show.
iii. We worked as a team , citizens step up to help with meals, cleaned the bathrooms. Lots of love and friendship were made that will be with all of us for some time.

Q13. Please describe an aspect of your shelter experience that did not go well.

a. Once we were starting it fill up we realized that the areas near the power outlets should have been reserved for individuals with medical equipment power needs. One of the volunteers suggested that we set up charging stations for electronic devices in hopes some people would be willing to trade spots with someone who truly needed the outlet. It worked out, but not without some frustration
b. Our shelter guests desired to go outdoors, to smoke and converse. This, despite the unsafe conditions outside. We were able to curtail this to a certain degree but it was not easy. It was a hassle to administer or orchestrate their constant access to outside the school, and it created significant noise,some disruption.
c. Most of the medical needs people that were there had to have hotel rooms found for them as the shelter closed and they could not go home. That was difficult for a variety of reasons. As recounted above, that decision changed back and forth throughout the day, "last minute" situation, Florida football game in town taking up rooms, transport driver uncooperative and people had to wait longer, etc.
d. Communication about shelter shut down, No plan on how to deal with shelter residents, donations and consolidating space when residents left shelter.
e. Maltreatment of the volunteers and lack of management presence at the end or as soon as the hurricane passed. No follow through protocol and lack of pay information during emergency call in. Lack of shelter training. Most people that were called had online training but not shelter training. The employees that had shelter training were barely called in or were given the option to stay home and most of the volunteers were non trained personnel.
f. I was at a shelter that was added later in the process. A little advance planning would have helped to answer questions and make it easier for everyone.
g. One shelter couple refugee was giving problem, with other patrons, due to substance abuse etc.
h. Security - ASO not staying inside the building with citizens and staff for safety. Faulty generator, not having adequate space for staffing needs
i. Not getting breaks, not being informed on expectations of shelter staff, no flexibility from shelter manager.
j. Communication before and during was significantly lacking. There should have been a few forms of communication, when an issue came up at one facility, the resolution could have been communicated to all shelter managers. I would also recommend that each shelter manager put together scenario(s) they experienced that can be worked into future training. For example: 1) I had a person arrive with a dog that they claimed was a 'Service Dog' but it clearly had behavioral issues and could have presented a liability since the owner wanted to unleash the dog and wanted shelter staff to watch the dog when she went to her car. 2) There was an elderly lady with her daughter who made a statement about the mother possibly taking a double dose of meds in the rush to evacuate. We did not have an on-site nurse or DOH staff. 3) Our HAM radio operator wanted to hard-wire their antenna through an open door during the storm.
k. After the storm passed, we were totally exhausted from working 3 days straight. Our requests for assistance from the County Management Team seemed to fall on deaf ears, especially when we were notified with about an hour's notice that 220 individuals were about to be added to our Shelter capacity of 200 without additional support staff or resources. This created a tremendous strain on both county staff, school staff and volunteers.

l. Very little to no communication from those running things at the County. I was only exempt from being there for the entirety of shelter due to a note from my doctor about health concerns. Even the 10 hour shifts, mostly without breaks, was way too long. It is unacceptable to treat employees in this manner. And then to expect them to return to work immediately after without time to rest and process everything.
m. The Communications were very difficult.
n. Not knowing whether or not I was going to be relieved of duty.
o. see comments in post shelter block
p. have no complaints.Anticipated things to come up that were unexpected and felt all was appropriate.
q. It was difficult to communicate with county leadership as reception was difficult. Getting notified of my shelter assignment earlier would have been helpful.
r. Facility leaks that could have created hazardous situations/safety issues for some of the residents.
s. Some employees from the County were not aware of the shelter environment, appeared to be shocked of several processes and after explain processes was understanding.
t. Fortunately there was a back up generator when the power cut. Most difficult for me was only sleeping a total of 4 hours, in two stretches of 2 hours. Yet I was grateful to have some rest to help manage stress.
u. on exemption list and still called out, no showers at some shelters for staff, not enough preparation & prior planning for emergency operations, communication poor between sites & EOC
v. Making sure people were courteous with how many blankets and pillows they were grabbing. At one point, we barely had anything to offer a family that came in because people were coming for 5 big blankets.
w. The difference in management between Talbot and Hawthorne was significant. Talbot seemed like a tightly run ship whereas Hawthorne was disorganized and lax in procedures.
x. Shelter Manager
y. Food was terrible, need clear direction on dealing with evacuee's who want to hang out at the shelter after the event because they have no power.
z. The boss of the shelter was not a people person. Did not introduce her self as volunteers came in.
aa. Was friendly and spoke to only a few people.
bb. I have expressed those concerns in previous questions I have answered.
cc. Expectations that we would have to provide only the food we brought, and no knowing how long are shifts were going to be.
dd. Not having an adequate amount of county staff to work the shelter and having to rely heavily on school staff and not getting back up relief. The inability of the county staff assigned to adapt to stressful situations and circumstances which caused chaos and their eventual departure from shelter.
ee. Communications and intergovermental coordination
ff. Not knowing which volunteers/staff were to show up and for how long was challenging. There were some that were only there for a few hours not a whole 12 hour shift, and wouldn't know until they showed up how long they were there for. That aspect could be more organized for next time.
gg. Roles of County staff not clearly defined. Resulted in unneeded tension.
hh. We had big flies in the staff break room. EMT personnel did not provide many services.

ii. County Leadership providing conflicting information
jj. Poor communication from County Leadership on the closeout process and consolidation of the shelters. Non cooperative principal on last day in shelters
kk. Communication if shelter was staying open
ll. Unable to keep the handicapped bathrooms unlocked.
mm. Fresh food would have been nice.
nn. The situation with the bus for the evacuees got me really rattled.
oo. To many people to work. Not enough for them to do
pp. Opened too early
qq. Everything went well.
rr. we had power, but no AC at the school
ss. Shelter was cold and additional blankets or bedding materials would have helped.
tt. With the wide range of last minute call ins, we had some inconsistency in how intake paperwork was filled out and filed, but it did not prevent efficient checkin or accounting for the number of individuals on site.
uu. Shower and personal hygiene need to be part of planning for future shelter coverage.
vv. Nothing went bad while I was there.
ww. The communication was very poor. Evacuee knew more information about the storm than we did.
xx. Press releases went out saying my shelter open as an animal friendly shelter two hours before the kennels arrived and I was told we wouldn't open as an animal friendly shelter until the next day. When it was time to go, there was no correspondence as to what the road conditions were like. I also didn't know when to close my shelter until two hours before then I was rushed to get everyone out.
yy. everything went well
zz. The generator did not work

Hurricane Irma After Action Review Meeting (EOC Personnel) on January 11, 2018

Shelters:

- Cell phones did not work in some shelters
- Satellite phones suggested as alternate communication method [satellite phones have their limitations: do not function well during inclement weather, require periodic maintenance, cost is a factor]
- Information flow to all shelters needs improvement – communications to rural areas is limited at times. Additional radio resources may be solution [ham radio set up is a solution, will need additional equipment and operators]
- If large groups are sent to shelters [such as with the Job Corps group] they should come with a group roster and managers for the group.
- Should be made clear to shelterees that pet owners must stay with their pets
- A more efficient means of determining the status of Special Needs shelterees homes and electrical supply is needed. Currently FDOH and County personnel are checking each home in person.

WebEOC:

- Utility service areas on maps would help coordinate response
- Reports/complaints should be categorized in WebEOC. I.e.; flooding, road closure, etc
- [dropdown list may be one solution]

Emergency Staffing:

- Additional GIS personnel are needed for extended EOC activations [Growth Management and Property Appraiser have GIS personnel – ACPA has multiple GIS personnel]
- Suggested that emergency staffing assignment be added to County job descriptions
- Need to reinforce the notion with all Departmental HR liaisons that all employees must be aware of their emergency assignment and completes the appropriate training to accomplish that task

APPENDIX E: PHOTOGRAPHS OF EOC ACTIVITIES

Figure E1: Initial Coordination Meeting with EOC Personnel, September 7, 2017

Figure E2: Media Filming the Post-Storm Press Conference, September 12, 2017

Figure E3: Senator Bill Nelson Meeting with County Leadership in Archer, September 14, 2017

Figure E4: Senator Bill Nelson and Sheriff Darnell Observing ACFR UAV Flood Monitoring Operations in High Springs, September 14, 2017

Figure E5: Congressman Ted Yoho and Chair Cornell Observing a Washed Out Culverts in Fairbanks , September 15, 2017

Figure E6: Congressman Ted Yoho Thanking Personnel at the Alachua County EOC, September 15, 2017

Figure E7: Shelter Manager Debriefing at Community Support Services, September 29, 2017

Figure E8: Alachua County Residents Present for the Post-Irma Town Hall Meeting at the Alachua County Senior Recreation Center, October 2, 2017

APPENDIX F: MISSIONS (RESOURCE REQUESTS TO THE STATE EOC)

Table D1: Missions (Resource Requests to the State EOC).

Mission	Status	Title	Purpose	Description	Tasked To	Entered Date/Time	Last Updated Date/Time	Resource Needed Until	Coordination Instructions	Requestor (POC)	AAR Comments
573	Canceled by Alachua	Use of University of Florida and Santa Fe College Shelter Space for Evacuating Floridians	Alachua County is requesting a state mission to open state facilities - UF and SF College - as Shelter Spaces for evacuating Floridians	The University of Florida has hardened facilities that may be used as safe shelter spaces for evacuating Floridians during hurricane-force winds. Currently, Alachua County is expected to potentially receive hurricane-force winds. The hardened and non-hardened UF facilities will also need to be available for host sheltering operations after the storms have passed. Santa Fe College indicates they do not have any hardened facilities, but they have facilities that may be able to also serve as host shelters spaces after the threat has passed. Alachua County is opening all available resources to assist and take in Floridians evacuating from Hurricane Irma statewide. With the potential for other portions of the Southeast to be evacuated, Alachua County expects an increase in evacuees. There is concern regarding the evacuees running out of gas and needing shelter spaces, as well. DATE AND TIME ARE ASSUMING SIGNIFICANT HOST SHELTERING NEEDS.	ESF-6	2017-09-07 14:49	2017-09-11 18:44	2017-09-15 14:00	N/A	EOC (CCO)	

Mission	Status	Title	Purpose	Description	Tasked To	Entered Date/Time	Last Updated Date/Time	Resource Needed Until	Coordination Instructions	Requestor (POC)	AAR Comments
643	Complete	Staffing for UF and Santa Fe College Shelters	FYI - Alachua County and Alachua County Public Schools are unable to staff these additional shelters	Staffing support is requested for shelters at the University of Florida (risk and host) and Santa Fe College (host) as previously requested pursuant to Florida Statute 252.385(4)(a). Alachua County local government agencies cannot support these additional shelters at this time as our resources are significantly strained. Please provide basic 4 pax vehicle with this mission to facilitate Guardsmen ability to travel & transport between locations. Please provide 32 personnel to support the following locations in addition to Santa Fe & UF: 3 at 13800 Northwest 152nd Place, Alachua, FL 32615 3 at 5510 NW 27th Ave, Gainesville, FL 32606 2 at 2525 School House Road, Gainesville, FL 32608 2 at 1015 N Main, High Springs, FL 32643 4 at 5005 SW 75th St, Gainesville, FL 32608 2 at 1203 SW 250 St, Newberry, FL 32669 3 at 16213 US 441, Alachua, FL 32615 2 at 5701 NW 43 Street, Gainesville,FL 32653 2 at 1245 SE 7th Ave, Gainesville, FL 32641 2 at 5701 NW 34th Blvd, Gainesville, FL 32653 2 at 3215 NW 15 Ave, Gainesville, FL 32605 4 at 24880 NW 16 Ave, Gainesville, FL 32669 2 at 1201 SE 43 Street, Gainesville, FL 32641 3 at 14450 NE 148th Ave, Waldo, FL 32694 Personnel requested to be used for county shelters in addition to supporting UF/Santa Fe.	ESF-13	2017-09-07 17:47	2017-09-12 16:59	2017-09-15 17:00	N/A	EOC (CCO)	Mission description changed within the text from supporting UF and Santa Fe Shelters to supporting all shelters, which could lead to confusion and misappropriation of resources.

Mission	Status	Title	Purpose	Description	Tasked To	Entered Date/Time	Last Updated Date/Time	Resource Needed Until	Coordination Instructions	Requestor (POC)	AAR Comments
680	Canceled	Alachua County Requests 80 shelter workers to support shelter ops at 11 shelters	Alachua County Requests 80 shelter workers to support shelter ops at 11 shelters	Alachua County ESF 6 needs 80 shelter workers to supplement county shelter staff. Duration of sheltering event unknown at this point.	ESF-6	2017-09-07 19:27	2017-09-11 18:43	2017-09-07 19:00	We ask that contact information for all individuals deployed to help for sheltering operations be given to Claudia Tuck for shelter coordination. We need names, phone numbers, and email addresses for all shelter staff to coordinate shelter placement. All 80 shelter staff will need to report on Saturday at 7am to the shelter determined by Alachua County ESF 6 (Claudia Tuck)	EOC (ESF-6)	
789	Complete	SERT Liaison at the Alachua County EOC	SERT Liaison at the Alachua County EOC	SERT Liaison - alpha and bravo shifts - is requested at the Alachua County EOC to assist with coordination efforts.	ESF-13	2017-09-08 08:55	2017-09-08 10:30	2017-09-15 08:00	Resource is requested as soon as possible on 09/08/2017.	EOC (CCO)	
836	Complete	Alachua County Requests for FL National Guard Support	FL National Guard Support	Alachua County requests 120 FLNG personnel to support shelter operations. 24 hour shifts until threat has ended. We need: -Two personnel in each of our shelter locations: Loc 1. 5510 NW 27 Ave. Gainseville, Fl 32606 Buchholz High School Cap: 1800-2592. Loc 2. 2525 School House Rd, Gainesville, FL 32608 Chiles Elementary Cap: 356 Loc 3. 5005 SW 75 St, Gainesville, FL 32608 Middle School Cap: 500 Loc 4. 11525 NW 39 Ave, Gainesville, FL 32608 Meadowbrook Elementary Cap: 1584 Loc 5. 21633 SE 65 Ave. Gainesville, FL 32608 Shell Elementary School Cap: 231 Loc 6. 24880 NW 16 Ave. Newberry, Fl 32669 Easton Sports Complex Cap: 300 Loc 7. 14450 NE 148 Ave. Waldo, FL 32694 Waldo Community School Cap: 250 Loc 8. 14533 SW 170 St. Archer, FL 32618 Archer Community School Cap: 260 Lt. Corwine 352-745-0416 CALL THIS NUMBER FIRST (gcorwine@alachuasheriff.org) Capt. Blizzard 352-367-4096 -Three personnel per shelter for traffic control per each 12 hour shift. National Guard or LEO.	ESF-13	2017-09-08 10:36	2017-09-08 21:44	2017-09-22 22:00	Coordinate with Capt. Blizzard	EOC (ESF-16)	
995	Complete	Request FDOT Liaison	To utilize FDOT for the placement & coordination	FDOT Liaison	ESF-1	2017-09-08 14:44	2017-09-08 15:02	2017-09-12 14:00	N/A	EOC (ESF-3)	

Mission	Status	Title	Purpose	Description	Tasked To	Entered Date/Time	Last Updated Date/Time	Resource Needed Until	Coordination Instructions	Requestor (POC)	AAR Comments
998	Complete	FDOT Signage Needed for Alachua County Shelters	FDOT Signage Needed for Alachua County Shelters	Signage requested for Alachua County Shelters. 10 portable message boards. Boards will read "Dial 311 for Shelter Information" and "Go to facebook.com/AlachuaCounty for Shelter Information" Coordinate with contacts for sign details and locations. Coordinate with City of Gainesville Traffic Management System regarding interstate signs - POC will assist.	ESF-1	2017-09-08 14:46	2017-09-08 15:28	2017-09-08 14:00	Coordinate with POCs for location information.	EOC (ESF-3)	
1008	Canceled	Alachua County Requests Cots (30) for Mutual Aid Restoration Crews (Newberry)	To provide cots for mutual aid restoration crews in Newberry, FL	30 Cots for rest periods	SLRC	2017-09-08 15:01	2017-09-12 09:53	2017-09-12 15:00	N/A	Newberry	
1031	Canceled	Refrigerated Truck	To keep the decedents from becoming decomposed due to lack of appropriate refrigeration.	The Medical Examiner Office will need a refrigerated truck in the event that there is a power outage. This truck will be to hold the decedent's due to the current refrigeration in the morgue being without power. The refrigerated truck will need to be able to keep the temperature between 60 to 65 degrees to keep the decedent's from becoming decomposed due to lack of appropriate refrigeration.	Logistics	2017-09-08 15:17	2017-09-11 10:41	2017-09-14 15:00	N/A	Medical Examiner	

Mission	Status	Title	Purpose	Description	Tasked To	Entered Date/Time	Last Updated Date/Time	Resource Needed Until	Coordination Instructions	Requestor (POC)	AAR Comments
1175	Complete	Alachua County Requests Refuge of Last Resort Space at Santa Fe College	Refuge of Last Resort Space at Santa Fe College	Alachua County is requesting refuge of last resort space and applicable needs and capacities previously identified by Santa Fe College, per earlier discussions with College officials and pursuant to Florida Statute 252.385. Facilities that are non-hardened but structurally sound and large spaces are requested. - Identification of facilities - Identification of capacity of each facility - Identification of feeding needs and capabilities (including kitchen and refrigeration capabilities) of each facility - Identification of the quantity of additional staff required to safely manage these refuges of last resort given their layouts and capabilities - Identification of the quantity of law enforcement personnel required to safely manage these refuges of last resort given their layouts and capabilities - Identification of when each facility would be available as a refuge of last resort Any other needs necessary to safely harbor evacuees in refuges of last resort are also requested to be identified, pursuant to the familiarity of Santa Fe College personnel. College personnel are requested to plan all aspects necessary to safely harbor evacuees in refuges of last resort and advise County Emergency Management upon completion of the plan. County Emergency Management will coordinate with the College once they have developed the plan. County Emergency Management will issue a related mission request for any personnel and commodities needed from outside the College, pending the College's assessment. County Emergency Management is not asking the University to staff or provide food for the evacuees.	ESF-6	2017-09-08 20:38	2017-09-11 19:04	2017-09-13 20:00	College personnel are requested to plan all aspects necessary to safely harbor evacuees in refuges of last resort and advise County Emergency Management upon completion of the plan. County Emergency Management will coordinate with the College once they have developed the plan.	EOC (CCO)	

Mission	Status	Title	Purpose	Description	Tasked To	Entered Date/Time	Last Updated Date/Time	Resource Needed Until	Coordination Instructions	Requestor (POC)	AAR Comments
1176	Complete	Alachua County Requests Refuge of Last Resort Space at the University of Florida	Refuge of Last Resort Space at the University of Florida	Alachua County is requesting refuge of last resort space and applicable needs and capacities are formally identified by the University of Florida, per earlier discussions with University officials and pursuant to Florida Statute 252.385. Facilities, including hardened and non-hardened but structurally sound and large spaces, are requested. - Identification of facilities - Identification of capacity of each facility - Identification of feeding needs and capabilities (including kitchen and refrigeration capabilities) of each facility - Identification of the quantity of additional staff required to safely manage these refuges of last resort given their layouts and capabilities - Identification of the quantity of law enforcement personnel required to safely manage these refuges of last resort given their layouts and capabilities - Identification of when each facility would be available as a refuge of last resort Any other needs necessary to safely harbor evacuees in refuges of last resort are also requested to be identified, pursuant to the familiarity of University of Florida personnel. University personnel are requested to plan all aspects necessary to safely harbor evacuees in refuges of last resort and advise County Emergency Management upon completion of the plan. County Emergency Management will coordinate with the University once they have developed the plan. County Emergency Management will issue a related mission request for any personnel and commodities needed from outside the University of Florida, pending the University's assessment. County Emergency Management is not asking the University to staff or provide food for the evacuees.	ESF-6	2017-09-08 20:41	2017-09-11 03:53	2017-09-13 20:00	University personnel are requested to plan all aspects necessary to safely harbor evacuees in refuges of last resort and advise County Emergency Management upon completion of the plan. County Emergency Management will coordinate with the University once they have developed the plan.	EOC (CCO)	
1276	Complete	FLNG Requested for City of High Springs (ALACHUA)	City of High Springs Requests Law Enforcement Support from FLNG to Supplement Staffing	Total of 16 FLNG personnel (8 per shift) are requested to perform traffic control and shelter security operations for the City of High Springs.	ESF-13	2017-09-09 07:50	2017-09-12 17:03	2017-09-15 07:00	Coordinate with Deputy Chief Antoine Sheppard. Delivery is requested as soon as possible. The City of High Springs is anticipated to see an increase in evacuees.	High Springs PD	

Mission	Status	Title	Purpose	Description	Tasked To	Entered Date/Time	Last Updated Date/Time	Resource Needed Until	Coordination Instructions	Requestor (POC)	AAR Comments
1313	Complete	FLNG Requested for City of Alachua (ALACHUA)	City of Alachua Requests Law Enforcement Support from FLNG to Supplement Shelter Needs	Total of 16 FLNG personnel (8 per shift) are requested to perform traffic control and shelter security operations for the City of Alachua.	FLNG	2017-09-09 09:05	2017-09-11 15:39	2017-09-15 09:00	Coordinate with POC Sgt Newsome.	Alachua PD	
1316	Canceled	Alachua Requests Shelter Supplies	To comply with Alachua County Food & Water Distribution SOG	Request: -4 truckloads of water (19,000 Gallons) -2 Truckloads of MREs (41,952 Units) These resources are to be delivered to the Alachua County Fairgrounds at: 2100 NE 39th Ave Gainesville, FL 32609 If this location is not suitable for drop off or staging, the following address will serve as an alternate/back-up: Phoenix Commercial Park 12895 NW US 441 Alachua, FL 32615 We request these items be delivered by Tuesday at 10am in support of 14 Shelters.	SLRC	2017-09-09 09:12	2017-09-11 20:29	2017-09-14 09:00	N/A	EOC (ESF-11)	
1394	Canceled	Pet Sheltering Support	To facilitate the pet sheltering operation in Alachua County	Alachua County Requests the following: -200 30”+ dog crates -2 pallets of dog food	ESF-17	2017-09-09 11:46	2017-09-11 03:56	2017-09-13 11:00	N/A	EOC (ESF-17)	
1440	Complete	Request 16 FL National Guardsmen for Sheltering Operations	To supplement City of Gainesville Sheltering Operations	Need 2 Guardsmen per shift, per shelter, Totaling 16, to support shelter operations. They will be needed at the following locations: - Rawlings Elementary School - 3522 NE 15th St, Gainesville, FL 32609 - Williams Elementary School - 1245 SE 7th Ave, Gainesville, FL 32641 - Westwood Middle School - 3215 NW 15 Ave, Gainesville, FL 32605 - Senior Center - 5701 NW 34th Blvd, Gainesville, FL 32653	FLNG	2017-09-09 13:19	2017-09-12 12:13	2017-09-07 13:00	N/A	GPD	
1536	Complete	Alachua County Request 30 FL National Guard for POD support	To supplement point of distribution operations	30 FL National Guardsmen to arrive 9/13/2017 to support point of distribution operations.	ESF-13	2017-09-09 15:47	2017-09-16 08:33	2017-09-20 15:00	N/A	EOC (ESF-11)	

Mission	Status	Title	Purpose	Description	Tasked To	Entered Date/Time	Last Updated Date/Time	Resource Needed Until	Coordination Instructions	Requestor (POC)	AAR Comments
1545	Complete	100 State Employees Requested for Shelter Support	To supplement sheltering operations	Alachua County requests state employees to support shelter operations across Alachua County. See attached for list of shelter locations. Please evenly distribute personnel across the attached locations/addresses. *Update* Attachment added	ESF-13	2017-09-09 16:02	2017-09-12 17:04	2017-09-14 16:00	N/A	EOC (ESF-6)	
1554	Canceled	Alachua County Requests 25 Satellite Phones to Support Backup Emergency Communications	Support Backup Emergency Communications Plan in Event of Radio or Cellular Infrastructure Failure	Alachua County is requesting 25 Satellite Phones to be utilized in a backup emergency communications plan in the event that current radio and cellular infrastructure fails due to high winds. Phones will be distributed to known communication points that have landline connection to the Combined Communications Center, which provides all communications for Emergency Services within Alachua County. This resource is needed no later than 0800 09/10/17. Alachua County's experience is that radio and cellular service infrastructure may be vulnerable to less-than tropical storm force winds.	ESF-2	2017-09-09 16:08	2017-09-19 16:30	2017-09-17 16:00	N/A	EOC (ESF-2)	
1560	Complete	Alachua County Requests 3 250KW Generators	To facilitate storm operations at the Alachua County Jail	3 250KW generators are requested for the Alachua County jail.	USACE	2017-09-09 16:12	2017-09-25 12:48	2017-09-13 16:00	N/A	EOC (Facilities)	
1609	Canceled	Portable Toilets for Sante Fe Shelter in Alachua County	For Santa Fe to become viable to be used as a shelter, they request 10 portable toilets.	10 portable toilets	SLRC	2017-09-09 17:36	2017-09-12 08:40	2017-09-13 17:00	N/A	Santa Fe College	
1615	Canceled	Generators for Santa Fe	To facilitate & support shelter operations, Santa Fe requests 5 exterior generators sufficient for at least 20kw.	- Santa Fe requests 5 exterior generators sufficient for at least 20kw - Santa Fe is not equipped with the personnel to maintain or operate the generator - Santa Fe does not have the fuel cache to continually maintain generator power	SLRC	2017-09-09 17:48	2017-09-12 08:41	2017-09-13 17:00	N/A	Santa Fe College	
1623	Complete	Additional Shelter Added to FLNG Support For Gainesville	To support sheltering operations in Gainesville, FL	Need 2 Guardsmen per shift, per shelter, Totaling 16, to support shelter operations. They will be needed at the following location: 5701 NW 43rd St Gainesville, FL 32653	FLNG	2017-09-09 18:04	2017-09-12 17:06	2017-09-13 18:00	N/A	GPD	
1625	Canceled	Sante Fe Request for Giant Cooling Fans	To facilitate sheltering operations	Santa Fe requests 4 giant cooling fans for use inside of their shelter.	Logistics	2017-09-09 18:07	2017-09-12 08:34	2017-09-13 18:00	N/A	Santa Fe College	

Mission	Status	Title	Purpose	Description	Tasked To	Entered Date/Time	Last Updated Date/Time	Resource Needed Until	Coordination Instructions	Requestor (POC)	AAR Comments
1700	Complete	Alachua County Requests Transport Support for Pet Crates from FL-SARC to County Animal Services	Transport Support for Pet Crates from FL-SARC to County Animal Services	Alachua County has been in communication with the University of Florida regarding the availability of pet crates from FL-SARC (352-658-1224) in Bushnell. This Resource Request supports transportation of pet crates from warehouse in Bushnell to Alachua County Animal Services. Transportation by box truck is needed for the volume of crates available. Alachua County will accept up to 200 crates, if available. FL-SARC indicates that resource requests be coordinated through ESF-17. Resource is available until 1200 hours 09/10/17. After this time, the resource will be unavailable. ***Please see attached email regarding UFVETS availability for the mission.	ESF-17	2017-09-09 22:14	2017-09-11 03:47	2017-09-19 22:00	N/A	EOC (ESF-17)	
1842	Canceled	Supporting mission to also provide vehicle support	To provide transportation capability to Guardsmen working in shelters to move/transport between shelter locations	- 4 pax vehicle capable of moving shelter supplies between shelter locations - Guardsmen must be authorized to drive this vehicle	Logistics	2017-09-10 10:20	2017-09-12 09:27	2017-09-13 10:00	N/A	EOC (ESF-7)	
2165	Canceled	Critical Diesel Fuel Need: 4,000 gallons	Diesel fuel for use at its Murphrey Water Plant to fuel its emergency generators & for use at its Kanapaha Water Reclamation Plant to fuel its emergency generators.	Gainesville Regional Utilities requires 4000 gallons of diesel fuel for use at its Kanapaha Water Reclamation Plant to fuel its emergency generators. On site supply may be exhausted on Tuesday 9/12/17. This plant is the larger of only two water treatment facilities for the entire greater Gainesville community. Date fuel needed: Tuesday, 9/12/17. Plant location: 3901 SW 63rd Blvd., Gainesville	ESF-12	2017-09-10 21:40	2017-09-12 07:17	2017-09-10 21:00	N/A	EOC (ESF-12)	
2660	Canceled	Request DMS to contact Vendor for Trunk Radio System site	To facilitate the repair the T1 circuits regarding life safety	We request that DMS elevate our issue with Windstream in regards to the T1 circuits.	Logistics	2017-09-11 17:15	2017-09-11 18:50	2017-09-11 17:00	N/A	EOC (ESF-2)	
2673	Canceled	Alachua County requests one six inch pump and 600 ft. of hose	Provide support to Alachua County flooding recovery operations	One six inch water pump and 500' of hose to provide flooding relief. Alachua County Staff have had discussions with Jim Psloosa (904-923-0744)about the potential availability of this resource from St. John's River Water Management District.	ESF-3	2017-09-11 17:44	2017-11-02 12:44	2017-09-18 17:00	N/A	EOC (ESF-3)	

Mission	Status	Title	Purpose	Description	Tasked To	Entered Date/Time	Last Updated Date/Time	Resource Needed Until	Coordination Instructions	Requestor (POC)	AAR Comments
4068	Complete	Ted Yoho Request for Food & Water	To facilitate post-storm flooding response	Per Kat Cammack (202-809-2661), Alachua County requests resources offered by Congressman Yoho in the way of: - 2 trucks of water - 1 truck of MREs Further requirements for assistance will be evaluated on a daily basis.	ESF-3	2017-09-14 09:25	2017-09-15 04:55	2017-09-14 09:00	N/A	EOC (ESF-11)	
4485	Denied	Four Temporary Bridges Requested CRITICAL LIFE/SAFETY CONCERNS	Four Temporary Bridges are Needed for Life/Safety Impacts	Four temporary bridges are needed in the Fairbanks Area. Dozens of homes remain without power, as well as livestock. Culverts washed out.	ESF-1	2017-09-15 11:29	2017-09-15 17:00	2017-11-30 12:00	Coordinate with POC Jim Harriott for details on sizes.	EOC (ESF-3)	
4489	Denied	Subgrade Limerock /Gravel for Washed Out Culverts CRITICAL LIFE/SAFETY CONCERNS	Subgrade Limerock /Gravel for Washed Out Culverts CRITICAL LIFE/SAFETY CONCERNS	2800 cu yd are necessary for first culvert. Additional sub grade materials will be needed; volune is unknown for additional culverts as they are inaccessible.	ESF-3	2017-09-15 11:43	2017-11-30 12:00	2017-11-30 12:00	Coordinate with POC Jim Harriott.	EOC (ESF-3)	
5162	Complete	DRC(s) Requested for Alachua County	Fixed or Mobile DRCs are needed for Alachua County residents.	Fixed or mobile DRCs are needed for Alachua County residents. County will attempt to coordinate bus routes to better serve DRC(s).	Recovery	2017-09-18 10:36	2017-09-23 12:03	2017-10-15 10:00	Coordinate with POCs for location identification, pending approval of FEMA personnel.	EOC (CCO)	
5739	Complete	Alachua PA PDA Request	PA PDA for Cat C-G for Alachua County	Preliminary Damage Assessment for Public Assistance categories C-G is requested for Alachua County.	Recovery	2017-09-23 10:44	2017-09-23 12:49	2017-09-23 10:00	Coordinate with Primary POC or Alternate POC if Primary is not immediately reached.	EOC (CCO)	
6756	Unassigned	Storm Debris Removal on State Roads	The request is for FDOT to do another sweep through all State roads in Alachua County.	There is a significant amount of storm debris on State roads all around Alachua County. In speaking with our local FDOT rep, Steve Scanlon, he recommended submitting a request to FDOT through constellation. The request is for FDOT to do another sweep through all State roads in Alachua County.	N/A	2018-01-04 14:28	2018-01-04 14:28	2018-01-12 14:00	Coordinate with Alachua County Solid Waste and Resource Recovery Director Sally Palmi (POC).	EOC (ESF-3)	As of print, the state has not responded to this resource request.

APPENDIX G: RECORD OF REVISIONS

Table F1: Record of Revisions

Date	Revised By	Revisions
02/01/2018	John Shaw	Completion of the entire document.