

MIAMI-DADE COUNTY

HURRICANE IRMA

PRELIMINARY REPORT

Preliminary Draft - September 28, 2017



Mayor's Executive Summary: Protecting Miami-Dade County Before, During, and After Hurricane Irma

Dear Miami-Dade County Residents:

As Hurricane Irma made its way towards Miami-Dade County and South Florida, County officials and agencies took necessary steps in anticipation of the storm's arrival to ensure the safety of our 2.7 million residents, as well as visitors in our community.

On Tuesday, September 5, I declared a state of emergency for all of Miami-Dade County and my administration and I held the first of many press conferences at our Emergency Operations Center in Doral. The activation of the Emergency Operations Center provided the County round-the-clock support for the coordination and execution of essential services.

This preliminary after-action report provides highlights of what Miami-Dade County employees did before, during, and after the hurricane. Among our many early achievements we:

- Issued the largest mandatory evacuation in all of Miami-Dade County history, ordering the evacuation of more than 660,000 residents in mobile homes and in areas in danger of storm surge.
- Partnering with Miami-Dade County Public Schools, the American Red Cross and the Florida National Guard, the County opened and operated 42 evacuation centers, as well as one specifically dedicated to our residents with special needs. Ultimately, the shelters housed approximately 31,000 residents and visitors and more than 800 pets.
- Miami-Dade Transit provided rides to evacuation centers, and offered covered parking for personal vehicles at Metrorail stations.
- In the days leading to the storm, Solid Waste Management's bulky waste crews worked overtime to remove previously scheduled debris piles to minimize the possibility of flying projectiles.
- The 311 Contact Center personnel provided callers with round-the-clock information on County services and hurricane information.
- As Miami-Dade County felt the impact of Hurricane Irma, the Emergency Operations Center remained fully operational. It was staffed by County employees and other essential personnel from both public and private agencies, such as Miami-Dade County Schools, Florida Power & Light, the Florida National Guard, and the American Red Cross – just to name a few.

The following Countywide recovery efforts were undertaken immediately after the storm passed:

- County crews from Solid Waste, Public Works, and Parks removed debris and cleared the roadways.
- Miami-Dade Police Department's top priority during the aftermath of the storm was to protect the life and property of County residents. Miami-Dade Police Officers also ensured the swift flow of traffic in areas affected by downed traffic signals to minimize traffic accidents.
- In an effort to re-establish normal public transit, the Department of Transportation and Public Works inspected all routes and made necessary repairs to Metrorail, Metromover, Metrobus and County transportation facilities affected by the hurricane. Our Fire Rescue department conducted numerous site visits to different Assisted Living Facilities to ensure the well-being of the residents.
- A collaborative effort between my administration and the Board of County Commissioners allowed for the distribution of ice and meals countywide.
- Residents were able to charge their electronics and use computers to access vital information at the County's Public Libraries while power was being restored at their homes.
- To protect our four-legged residents, the Animal Services Department coordinated the transport of over 370 animals to receiving agencies across the nation and more than 80 pets were taken in by local rescue partners.
- In the days following the storm, my administration and I continued providing public awareness to the residents and visitors of Miami-Dade County through daily press conferences, working in conjunction with local and national media outlets to disseminate post-Irma information.
- Today, the Emergency Operations Center continues to monitor and update recovery efforts taking place around the County. Residents and visitors can continue to stay informed through the County's 311 Contact Center, website, and social media channels.

I am extremely proud of what our employees did before, during, and now after the hurricane. We protected the 2.7 million people of this community and we did an excellent job. None of the incredible work that we have been able to accomplish would have been possible without the help of our partners, so I would like to once again thank the Miami-Dade Police Department, Miami-Dade Fire Rescue, our entire Emergency Management Team, Miami-Dade County Public Schools, The Red Cross, The National Guard, and all of our elected officials, especially our Board of County Commissioners, who joined us at the EOC.

With each new hurricane season, we learn something new and these new experiences will influence what we do the following year. Moving forward, we will continue our work on hardening the County and making Miami-Dade County even stronger together.

Sincerely,



Carlos A. Gimenez

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Office of Emergency Management

Pre-Storm:

On Tuesday September 5, the M-D EOC activated to Level 1 to begin preparatory actions for Category 5 Hurricane Irma, with sustained winds of 175 mph and located approximately 1,574 miles ESE of Miami-Dade County. A call-down of the Emergency & Evacuation Assistance Program began as did planning for the possible evacuation of Storm Surge Planning Zones A and B, along with mobile home parks. Evacuation of Zone C and portions of D was a possibility and would be evaluated at a later date. Planning for the opening of 8 hurricane evacuation centers began. A Local State of Emergency was issued by the County Mayor at 12:30 pm. It was determined that County offices would close on Thursday September 7 and Friday September 9 to free up County resources in advance of the hurricane. Miami-Dade County Public Schools cancelled after school programs for the end of the school day September 6 and closed schools for September 7 and September 8 to prepare to transition to hurricane evacuation centers.

On Wednesday September 6, the M-D EOC began preparatory actions for Category 5 Hurricane Irma, with sustained winds of 185 mph and located 1,438 miles ESE of Miami-Dade County.

Evacuation of Special Needs clients to medical management facilities began at 7 AM. Four Evacuation Centers opened at 5PM for residents wishing to evacuate. A Medical Evacuation Center was set to open 9/7. M-D 3-11 extended Contact Center hours; the Residential Shuttering Program was implemented; Evacuation center openings were prioritized and resources staged.

The County Mayor issued a mandatory evacuation order for all county mobile homes, all of Zone A, and the barrier islands of Zone B starting at 7 am September 7.

Thursday, September 7 the County Mayor expanded the evacuation zones to include all areas of Zone B and portions of zone C. Eight evacuation centers opened and by 6 pm had a total of 1,751 evacuees. The EOC tracked evacuation center populations; disseminated Safety messaging; prepared for the opening of additional evacuation centers; mobilized Disaster Assistance Employees; requested Florida National Guard support; continued to support the evacuation of special needs clients.

By Friday September 8th, Miami-Dade County was under a Hurricane and Storm Surge Warning. Hurricane Irma remained a Category 5 storm with maximum sustained winds of 150 mph. The center of the storm was approximately 450 miles SE of Miami-Dade County. The arrival of Tropical Storm Force Winds was expected to arrive in the county by Saturday afternoon. As of 5:00 pm a total of 18,449 evacuees were sheltered at 8 evacuation centers; 493 special needs clients were transported to medical evacuation centers. The EOC implemented a second pet-friendly shelter; confirmed arrival of the Florida National Guard to support additional evacuation center openings; and continued notification and coordination of Disaster Assistance Employees and community volunteers.

During Storm

On Saturday September 9 through September 10, the County remained under a Hurricane Warning and Storm Surge Warning; as well as a Tornado and Flood Watch. Hurricane Irma was now a Category 3 storm with maximum sustained winds of 120 mph approximately 205 miles SSE of Miami-Dade County. The arrival of Tropical Storm Force winds throughout the county was now expected by 5PM. The rain fall potential was forecast to be between 10-15 inches. With 42 hurricane evacuation centers now opened throughout Miami-Dade County a total of 29,943 evacuees and 807 pets took refuge; 616 special needs clients were also sheltered; additional food for shelters was identified and distributed; the EOC planned for the transition from evacuation to shelter planning; tracked evacuation center population; readied for debris clearance and damage assessment; coordinated DAE notifications for post-storm assignments; prioritized post-impact wellness checks.

By the morning of September 11th, Miami-Dade County was under a Hurricane Warning, Storm Surge Warning and Flood Watch. Hurricane Irma had re-strengthened to a Category 4 Storm. The center of the storm was 60 miles west of Miami-Dade County and moving North. Sustained tropical storm force winds with hurricane gusts were expected through late afternoon to early evening. Rain accumulation to date was between 4-8 inches with an additional 8 inches expected. A total of 31,092 evacuees and 970 pets were in 42 Evacuation Centers; 270 special needs clients were in medical management facilities and 346 were in medical evacuation centers. Downed trees, downed power lines, localized flooding, and other storm related impacts were reported throughout the county. Power outages as of 2pm were 811,110 accounts. Seven evacuation centers were being powered by generator.

The EOC prepared for post-impact safety messaging; post-impact response operations; continues to identify resources to extend post-impact sheltering operations and food distribution; plans for possible post-impact search & rescue; implements a curfew; coordinates and facilitates re-opening of businesses.

Post-Storm

In the days following impact, the county's water system was not compromised and was deemed safe to drink. The M-D EOC worked with its community-based, faith-based and volunteer organization partners to support feeding throughout the county to areas of need. The Salvation Army served 14,648 meals and drinks, provided 12,293 snacks and 1,620 MREs. The American Red Cross served over 82,000 meals and continues to provide for the needs of citizens in the Fuchs shelter at the Youth Fair Grounds. United Way and Miami-Dade VOAD (Volunteer Organizations Active in Disasters) have served 5,895 meals, 1,840 snacks, and 31,214 MREs. They also distributed 340,780 pounds of ice along with 3,320 nonperishable items. Feeding South Florida which served as a hub for food logistics and tracks their commodities by weight provided 280,297 pounds of meals, 604,819 pounds of beverages, and 13,498 pounds of snacks.

The County's plan to focus efforts on roadway debris clearance that would allow everyday resources to begin flowing back into the community enabled our box stores to re-open faster than ever before.

By Tuesday September 12th the following stores had reopened around the county: 69 Publix, 33 Winn Dixie, 25 Sedanos, 6 Targets, 5 Walmarts, 38 Walgreens, 101 CVS stores. By the 14th Winn Dixie had opened 2 additional stores, Target 5, Walmart 4, Walgreens 37 and CVS 47.

With the arrival of FEMA Disaster Assistance Teams, CAHSD employees began escorting them to the vulnerable areas of our community to register citizens for federal assistance. Through these teams and the FEMA Individual Assistance App, 380,630 residents registered for aid. These teams continue to be deployed to areas throughout the community today and a fixed Disaster Recovery Center opened at the Miami-Dade College Kendall Campus on September 26.

The Army Corps of Engineers have been operating from 2 locations (the Lowes in Homestead at 1850 NE 6 Street and the lobby of the SPCC) to register citizens for their blue roof program. To date 227 total applications have been submitted.

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Miami-Dade Fire Rescue Department

In anticipation of Hurricane Irma, MDFR began formal preparations on September 6, 2017. These Pre-Storm preparations are based on our Department's comprehensive Hurricane Action Plan. This Plan has been in place for over 20 years and Department personnel, uniformed and civilian, are mandated to review the Plan annually. All Department personnel are considered essential and as such, are pre-assigned to designated positions in support of the Emergency Operations Center (EOC) and the fire rescue department. Over 50 MDFR personnel, not typically assigned to the EOC, assume roles in support of emergency management.

MDFR maintains a constant state of readiness throughout hurricane season with pre-season preparations beginning in April. All facilities are inspected to ensure readiness, the Command and various support Annexes are filled. Personnel receive their assignments and know whether they are required to report in before or after the storm. In May, in conjunction with the State of Florida Hurricane exercise, MDFR Command and Control is exercised and all rostered personnel are given an opportunity to practice their assignments. From June 1st through November 30th fuel levels at all stations and all vehicles are maintained at three-quarters full. The following is representative of the activities of MDFR in response to Hurricane Irma.

- Assisted with the day-to-day operation of the EOC.
- Assisted with the movement of special needs patients to various hospitals.
- Implemented Fire Command on Friday, September 8, 2017 through Tuesday, September 12, 2017.
- Recalled an entire shift of personnel to augment staffing before the storm on Saturday, September 9, 2017.
- Staffed an additional eight Rescues and four Engines before and after the storm.
- Called back a Type 3, 35-person Urban Search & Rescue Task Force with swift/flood water capabilities.
- During the hours preceding the storm responded to 90 plus calls per hour, an increase of 3X the normal call volume.
- Cleared over 250 calls that were holding during the storm.
- Performed Snapshot survey and damage assessment countywide, clearing the entire service area nine hours after the winds subsided.
- After winds subsided immediately began clearing trees from roadways, so emergency vehicles and other essential vehicles could respond as needed.
- Assisted with the staffing of 12 shelters providing Advanced Life Support (ALS) care.
- Assisted with the delivering of essential supplies to several different shelters opened throughout the county.
- Utilized a Battalion Chief, Suppression Crew, and Rescue Crew with the processing of over 1,000 individuals at the Robert Morgan Education Center Shelter.
- Provided food and water distribution to 16 shelters.
- Conducted for the accountability of all Department employees post-storm.
- Performed the call down and welfare check to 1,428 Assisted Living Facilities (ALF) as well as conducted numerous site visits to ALF's and nursing homes.

- Performed several site visits utilizing Fire Prevention Staff to assist with any fire watch questions/issues at certain building occupancies having issues with fire alarms/emergency lighting.
- Utilized Logistics support and manpower to assist several different agencies moving essential equipment throughout the County.
- Supported the City of Miami in answering their 9-1-1 calls during an outage period of their dispatch center.

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Miami-Dade Police Department

Pre-Storm

On Tuesday, September 5, 2017, the Miami-Dade Police Department (MDPD), via its Special Patrol Bureau's (SPB) Incident Management Team (IMT), began operations in response to Hurricane Irma. The IMT immediately established lines of communication with the MDC Office of Emergency Management (OEM). Simultaneously, the MDC Emergency Operations Center (EOC) escalated their operations to a Level 1 Modified Activation status. Miami-Dade County (County) Mayor Carlos Gimenez held a press conference at 12:30 p.m., at which time, he declared a local State of Emergency for MDC and ordered County officials and agencies to begin taking necessary steps in anticipation of the storm's arrival.

On Wednesday, September 6, 2017, at 6:00 a.m., the IMT activated the Incident Command System and reported to the Headquarters Command Post (HQCP) with its assigned personnel. The Team was placed on Alpha/Bravo in order to ensure vital information pertaining to the storm was disseminated throughout the late evening and midnight hours. Additionally, the Department sent representatives to the EOC to staff liaison positions and support emergency operations throughout the duration of the weather-related event.

A departmental Command Staff meeting was scheduled for 2:30 p.m., in the Headquarters Complex, to coordinate preparations and identify mission-specific objectives. At the meeting, Police Services personnel were ordered to commence Alpha/Bravo schedules at 6:00 a.m., on Thursday, September 7, 2017. Departmental and Investigative Services personnel were to remain on regularly scheduled shifts, but were instructed to report to duty in Class B uniform. The Fiscal Administration Bureau instructed personnel to commence documentation of all work hours related to Hurricane Irma on Federal Emergency Management Administration forms in order to ensure reimbursement for monies spent during storm-related activities.

County officials also ordered public schools, parks, and government offices to remain closed through Monday, September 11, 2017, and an assessment would be made as to their reopening following the storm.

On Thursday, September 7, 2017, a mandatory evacuation order had been issued for all mobile homes; all of Zone A; the barrier islands of Zone B, which included Bal Harbour, Bay Harbor Island, Golden Beach, Indian Creek Village, Key Biscayne, Miami Beach, North Bay Village, Sunny Isles, and Surfside; and areas of Zone C. Officers were also instructed to provide transportation to homeless persons seeking shelter to any of the designated Evacuation Centers available. An additional 13 shelters were ordered opened by the EOC. By the afternoon of September 7, 2017, shelter population throughout County reached 18,449. Additionally, the Police and Fire family-designated shelter, located at the John I. Smith K-8 Center, 5005 NW 112 Avenue, Doral, Florida, was ordered to be opened and staffed by Court Services Bureau personnel.

At 12:55 p.m., district command posts were ordered to immediately commence operations and provide relevant information such as contact lists and rosters, lists of high-clearance vehicles, and

alternate staging areas to the HQCP via the IMT e-mail. The SPB's Marine Patrol Unit began the emergency storage of vessels, and the Aviation Unit flew aircraft north to staging areas located in Tallahassee, Florida. An Alpha/Bravo contingency of Rapid Deployment Force (RDF) personnel was created to allow for immediate response during and following the storm as needed. With weather forecasts now indicating a direct strike into south Florida, districts and bureaus coordinated efforts to allow personnel adequate time to make necessary preparations at home. Reports of price-gouging, a significant problem normally associated with storms and natural disasters, was addressed and officers were instructed to thoroughly document any price-gouging incident for subsequent investigation by the State Attorney's Office.

On Friday, September 8, 2017, all of south Florida and the Florida Keys remained under a Hurricane Warning. All departmental personnel were now on Alpha/Bravo schedules and continued preparations, keeping the HQCP informed of concerns and requests. The HQCP, in turn, ordered Investigative Services personnel to respond to specifically-identified districts to augment staffing and ongoing operations. This was done via a secondary command post tasked with the accounting for and tracking of the manpower reserve pool and overseen by the Narcotics Bureau. Additionally, SPB personnel and supervisors were deployed as needed to potential areas of concern. Daily briefings were scheduled at 8:00 a.m. and 5:00 p.m. and as needed to ensure an efficient level of communication among Command Staff members as preparations continued. A reduction in Hurricane Irma's forward speed proved advantageous in allowing for more time to finalize preparations. Miami International Airport suspended operations following its last flight departure at 9:30 p.m.

During Storm

By the early morning hours of Saturday, September 9, 2017, Hurricane Irma's forecast track called for a direct strike into the middle and lower Keys. Approximately 50 officers and supervisors from the Monroe County Sheriff's Office (MCSO) had evacuated during the night and were provided shelter at the MDPD Headquarters Complex. Weather conditions were expected to deteriorate during the early morning and afternoon hours. Alpha/Bravo schedules were modified to allow Bravo Shift personnel to report in at 5:00 p.m., which ensured adequate staffing and preparedness at the height of the storm and immediately thereafter. A total of 29,943 evacuees and 807 pets were reported in 42 Evacuation Centers. At 5:00 p.m., with winds now reaching sustained Tropical Storm force speeds, the HQCP instructed personnel to seek shelter at their respective storm staging areas. The Communications Bureau was instructed to dispatch emergency calls only, with emphasis on screening for life-threatening incidents. Additionally, the Seaport Operations Bureau reported that PortMiami had ceased operations in advance of the storm.

Throughout the day and into Sunday, September 10, 2017, numerous power outages and damage reports were sent to the HQCP, including traffic signals, trees down, live wires, and isolated tornado damage. By 10:00 a.m., over 575,000 households had reported power outages. The HQCP advised personnel to continue seeking shelter as sustained winds would increase as the day went on before subsiding in the late afternoon and evening hours. The Communications Bureau reported radio tower issues resulting in limited coverage in southern areas of MDC. Additionally, cellphone coverage was lost in most areas. At approximately 1:35 p.m., the EOC received reports of shooting and looting at

Aventura Mall and other area stores. At 2:00 p.m., Mayor Gimenez announced that a Countywide curfew would go into effect from 7:00 p.m. to 7:00 a.m. As conditions began to gradually improve, the HQCP authorized officers to resume response to priority calls at 6:50 p.m.

Post-Storm

Throughout the evening and into Monday, September 11, 2017, reports of damage, downed trees, blocked roads, and traffic signal outages were reported into the HQCP. Alpha Shift personnel reported in and commenced recovery operations at 3:00 a.m., allowing for Bravo Shift personnel to transition out, get rest, and return at 6:00 p.m. At approximately 4:00 a.m., the Headquarters Complex generator caught fire and failed, resulting in the evacuation of the HQCP and a total power failure in the building. By 6:15 a.m., power had been restored and operations resumed at the HQCP. As daylight broke, damage assessments continued being reported and Police Officer Assistance Trust Disaster Relief teams were dispatched to employees requiring immediate assistance as a result of damage to homes or vehicles. All districts reported a high volume of traffic signal power outages and damage as well as road closures from debris. Approximately 5,000 Florida Power and Light (FPL) personnel, inclusive of out-of-state contracted electrical workers, deployed throughout the County as soon as weather conditions allowed. Power restoration priority was placed on hospitals, government offices, and other critical infrastructure sites.

At approximately 12:30 p.m., communication with the MCSO, via conference call, indicated catastrophic damage to parts of Monroe County and serious operational issues with MCSO law enforcement capabilities. Resources, such as communications and logistical assets, were immediately deployed from upstate Florida. Throughout the day, traffic control remained a priority with officers and Stop signs deployed at major intersections. Evacuees began the process of returning to their homes and Evacuation Centers began to close. By 9:30 p.m., only four shelters, John Ferguson Senior High School, Highland Oaks Middle School, Southwest Senior High School, and the Fuchs Pavilion remained open. As a precautionary measure, non-essential employees were instructed to remain home until further notice. At 11:13 p.m., Director Juan J. Perez instructed the state of Florida EOC to be notified via the HQCP and Miami-Dade EOC that MDC and MDPD operations were now stabilized and their assistance would no longer be needed.

On Tuesday, September 12, 2017, recovery efforts continued with the emphasis on the expeditious flow of traffic throughout MDC. Officers continued to staff key intersections and the secondary command post oversaw relief assignments and deployments to districts. Several districts, including Northwest, Northside, and the Village of Palmetto Bay, were operating under generator power and experiencing communication issues. Motorcycle Unit personnel conducted numerous escorts of relief supplies and personnel into Monroe County, and a checkpoint, overseen by MCSO and assisted by MDPD, was established at SW 344 Street and U.S. 1 for disaster relief utilities and upper Keys residents to enter the Florida Keys. Most significantly, the curfew for MDC was lifted.

On Wednesday, September 13, 2017, 444,080 residents remained without power and power restoration to traffic signals gradually continued as personnel continued to staff key intersections. Calls for service remained relatively low as residents focused on recovery efforts at their homes. MIA was 50 percent operational with the resumption of inbound and outbound flights. At 6:00 p.m., an

RDF contingent of 19 officers and supervisors were sent to Monroe County to assist MCSO at checkpoints and during line patrols throughout the evening. At 9:14 p.m., the Headquarters Complex experienced a total power failure, causing a major disruption to e-mail communication capabilities and other essential functions. The Communications Bureau was contacted to initiate the process of relocating the HQCP from the Fred Taylor Headquarters Building to the Lightspeed Building.

On Thursday, September 14, 2017, operations continued at the Fred Taylor HQCP, while each respective district oversaw their respective areas of responsibility. Primary communications were conducted via hand-held radios and periodic reports of functional levels and concerns at each district were reported to the HQCP. At 6:00 p.m., the HQCP moved to the Lightspeed Building and full functions and communications to entities were restored during the Bravo Shift. A second RDF contingent, this time with Florida National Guardsmen encamped at the Miami-Dade Public Safety Training Institute, returned to Monroe County to assist MCSO with Bravo Shift operations. Additional guardsmen were deployed to assist MDPD personnel at traffic intersections throughout MDC.

On Friday, September 15, 2017, recovery operations continued as major improvements to conditions throughout MDC were reported despite continued widespread power outages. The Lightspeed Building experienced a power failure, causing a temporary disruption to operations at the HQCP, but power was quickly restored by 1:00 p.m. Departmental Alpha/Bravo operations were officially concluded at 8:00 p.m.

Recovery operations continued throughout the weekend of September 16-17, 2017, with focus remaining on traffic flow and control. By Sunday, September 17, 2017, approximately 100,000 residents remained without power. The Fuchs Pavilion Evacuation Centers remained open with 878 evacuees and was staffed by MDPD personnel. The EOC returned to a Level 1 monitoring status and MDPD representatives at the EOC were released; however, the IMT/HQCP remained, and continues to remain, operational with modified staffing to address ongoing issues and concerns related to ongoing recovery and clean-up efforts.

Miami-Dade County Correction and Rehabilitation Department

Background

At the beginning of each hurricane season, Miami-Dade County Corrections and Rehabilitation (MDCR) disseminates a memorandum, entitled Hurricane Preparedness, reiterating that staff is considered essential and encouraging employees to personally prepare for the upcoming season.

In anticipation of the possible impact of Hurricane Irma on Miami-Dade County, MDCR issued two important documents:

- Declaration of Stand-by for Essential Personnel on Tuesday, September 5, 2017, placing all essential personnel on stand-by and directing staff to review related Departmental Standard Operating Procedures (DSOP) to ensure the Department's hurricane readiness: DSOP 10-005: *Hurricane or Severe Storm Preparation and Response*, DSOP 10-006: *Emergency Procedures Re: Evacuations*, and DSOP 10-020: *Emergency, Fire, Safety and Security Equipment*
- Command Post Assignments for Command Staff was issued on Tuesday, September 5, 2017, identifying Command Staff assigned to Alpha/Bravo Shift for each area: Main, Director/Incident Commander, Logistics, Administrative/Finance, Support, Policy Group, Document Unit, EOC Liaison, Internal Affairs

On Tuesday, September 5, 2017, Office of Emergency Management (OEM) requested MDCR staff to assist in call down process for special needs residents. On Wednesday, September 6, 2017, Emergency Operations Center (EOC) requested MDCR staff to serve as an EOC Liaison. MDCR held preparatory meetings with Command Staff personnel and Corrections Health Services (CHS), the inmate medical and mental health provider, on Tuesday, September 5, 2017 and Thursday, September 7, 2017 to ensure all commands were appropriately preparing for possible impact of Hurricane Irma.

MDCR closely monitored weather reports and information provided by the EOC to determine the most appropriate scheduling of Alpha/Bravo Shift to ensure staff safety. On Friday, September 8, 2017, MDCR declared Alpha/Bravo mobilization would begin on Saturday, September 9, 2017 at 2:00 pm for supervisory staff and 3:00 pm for line staff, as indicated in the Declaration of Alpha/Bravo Mobilization for Essential Staff (Attachment 4). Additionally, the MDCR Command Post, located at the Turner Guilford Knight Correctional Center, was activated on Saturday, September 9, 2017 at 2:00 pm. CHS staff was also assigned to all facilities to ensure continuity of medical and mental health services were provided to the inmate population. As sustained tropical force winds had subsided, Alpha Shift was called to relieve Bravo Shift on Sunday, September 10, 2017 at 10:00 pm for supervisory staff and 11:00 pm for line staff. Bravo Shift (During Storm) worked a total of 36 hours and Alpha Shift (Post Storm) worked a total of 24 hours. Additionally, staff was notified via email, telephone and the ReadyOps Emergency Notification System of shift change and reporting times. After an initial assessment of all facilities, inmate population, and staff, the order to stand down from the Alpha/Bravo Shift was issued Monday, September 12, 2017 at 10:00 pm.

During this time, Automated Arrest and paper Arrest forms were accepted as some agencies lost web connectivity. Bookings and total inmate population were as follows:

	Total Bookings	In -Custody Inmate Population
Saturday, September 9	49	3,919
Sunday, September 10	50	3,910
Monday, September 11	142	3,941

MDCR suspended the release of inmates from Saturday, September 9, 2017 at 2:00 pm and resumed releases on Monday, September 11, 2017 at 3:00 pm.

Objectives

Response operations for Hurricane Irma focused on pre-storm, during storm and post-storm activities:

Pre-Storm

MDCR Physical Plant

- Assessed and identified areas of concern and provided remediation
 - Contacted vendors to remove or secure equipment, material and debris from ongoing construction projects
 - Obtained sandbags for areas with possible flooding
- Ensured tasks as identified in DSOP 10-005: *Hurricane or Severe Storm Preparation and Response* have been completed
- Secured facilities for hurricane impact including exterior grounds to include roofs
- Ensured appropriate fuel levels for generators to power those jail facilities housing inmates: Pre-Trial Detention Center, Turner Guilford Knight Correctional Center and Metro West Detention Center
- Kitchen prepared to serve inmate and staff meals for up to 5 days
- Intake and Release Bureau was impacted when the Positive Identification System did not work and inmates could not be positively identified for release prior to the storm
- Initiated the ReadyOps Emergency Notification System, an automated communication program, for the first time to improve staff communication regarding mobilization, reporting times, etc
 - Information disseminated via email, text messages and automated phone calls
- Arranged for staff transportation from staging areas to flood-prone facilities as well as identified areas for staff parking in the event of flooding

Inmate Population

- MDCR contacted Broward Sheriff’s Office (BSO) to solidify plans in the event inmate evacuation was necessary and to offer emergency housing to BSO as well
- Pursuant to a Memorandum of Understanding (MOU), Florida Department of Corrections (FDOC), South Florida Reception Center was contacted regarding bed availability in the event MDCR evacuated inmates. FDOC was unable to assist as they were also evacuating inmates
- Boot Camp Cadets were relocated to Turner Guilford Knight Correctional Center

- Inmate visitation was cancelled on Friday, September 8, 2017 with an announcement posted on Miami-Dade County's emergency website and MDCR's Facebook page on Thursday, September 7, 2017
 - Inmate telephone vendor arranged for two free telephone calls per inmates to be provided to allow inmates to speak with their families after the storm
 - Additional recreational items, such as board games, cards, and movies, were obtained for the inmate population
 - Offenders in the Monitored Release Program, meeting specific criteria, were asked to report to MDCR or picked up at their home and brought back into custody. Total of 99 were returned to custody
 - Loss of electricity would impede their ability to charge up their ankle monitors and would disrupt departmental monitoring efforts
 - MDCR provided intake, processing, and housing for juvenile offenders from the Juvenile Assessment Center (JAC), pursuant to a MOU between the Juvenile Services Department and MDCR
 - JAC staff provided supervision of eleven offenders processed at Turner Guilford Knight Correctional Center
 - Inmate headcounts conducted throughout the facilities. All inmates accounted for
- Coordination and communication between MDCR, its staff, public safety partners, and EOC. MDCR staff are assigned to the EOC and serve as the primary liaison between MDCR and EOC

During Storm

MDCR Physical Plant

- Facilities required to conduct facility and security checks throughout duration of storm
 - Reporting of any damage or issues to the physical plant made to Command Post
- Facilities Maintenance Bureau staff at all operational facilities was on duty to assess damages and effect emergency repairs as able to

Inmate Population

- Inmate movement was limited at all facilities as an increased safety measure
- Inmate headcounts conducted throughout the facilities. All inmates accounted for

Coordination and communication between MDCR, its staff, public safety partners, Emergency Operations Center. MDCR staff are assigned to the EOC and serve as the primary liaison between MDCR and EOC

Post-Storm

MDCR convened a debriefing meeting on Tuesday, September 19, 2017 to ascertain the impact of Hurricane Irma on staff, facilities and Departmental operations

MDCR Physical Plant

- Comprehensive assessment was conducted of all MDCR facilities to determine the extent of damages as reported to the Command Post and to evaluate any additional damages occurring during the storm

MDCR Staff

- CSRT assignments
 - MDCR assisted MDPD in providing traffic control at various high traffic intersections beginning on September 11, 2017 to September 16, 2017
 - MDCR also staffed three Hurricane Shelters beginning on September 11, 2017 and continues to staff one Hurricane Shelter
- POD assignments reviewed and finalized
 - MDCR staff was not activated to serve in a POD

Inmate Population

- There were no major issues with the inmate population
- Boot Camp Cadets returned to Boot Camp on Wednesday, September 13, 2017
- Inmate visitation was resumed on Thursday, September 14, 2017 with an announcement posted on Miami-Dade County's emergency website and MDCR's Facebook page
- Offenders in the Monitored Release Program, who were brought back into custody, were released from Monday, September 11, 2017 to Tuesday, September 12, 2017
 - Loss of electricity would impede their ability to charge up their ankle monitors and would disrupt monitoring efforts
 - Verification of electricity status was conducted via FPL's website prior to releasing offenders
- Juvenile offenders from the Juvenile Assessment Center housed at MDCR were housed at MDCR until Tuesday, September 12, 2017 when the Juvenile Assessment Center resumed operations
- Inmate headcounts conducted throughout the facilities. All inmates accounted for

MDCR Physical Plant

- Condition of several jails caused
 - Water intrusion
 - Insufficient generator capacity to power chillers at Metro West Detention Center made recovery operations difficult
 - Inoperable elevators impeded the movement of inmates in event of emergencies
- Power outages exceeded multiple days at Turner Guilford Knight Correctional Center and Metro West Detention Center

- Fuel levels at Metro West Detention Center generators became increasingly low due to the extended power outage. Contracted vendors were unable to make timely deliveries. Internal Services Department assisted with coordination of fuel and a back-up generator
- Upcoming GOB significant modification Project No. 364 will assist in correcting issues of water intrusion, roof replacement, medical housing chiller replacement at Turner Guilford Knight Correctional Center, and upgrading to generators at Metro West Detention Center
 - Generator will be reconfigured to allow the A/C at Metro West Detention Center to be powered by generator power doing power loss
 - Evacuation chairs should be purchased for all facilities to facilitate the movement of inmates in the event of medical emergencies and loss of elevator use
 - Facilities Management Bureau has assumed the responsibility of maintaining fuel levels of Metro West Detention Center generators.
- MDCR is working to place the detention facilities on FPL's Critical Infrastructure Facility priority list.

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Public Housing and Community Development

Pre-Storm

Director's Office

- The Director provided overall direction to staff during the week leading up to the storm on implementing preparation plans.
- Daily meetings were conducted with all key personnel to coordinate preparedness, communication with residents, and health and safety activities.
- HUD officials in Miami, Atlanta and Headquarters in Washington, DC were informed of storm preparation.
- Miami-Dade County Mayor's office was informed of storm preparations.
- Ensured that all public housing residents in Evacuation Zones were informed, at least twice, of the need to evacuate through door to door communications by PHCD staff, that included offer to provide transportation.

Emergency Management Services /Administration

- Coordinated and informed the Lead shelter employees to begin contact with employees who were to report to the first two shelters that were open to the public pre-storm.
- Coordinated and informed staff of open ISD gas locations to fuel up their vehicles and gas cans.
- Coordinated and informed employees to report to EOC on rotation of their shifts.
- Ensured all sites crew cards and fuel cards were up and running.
- Coordinated with EOC and Leads to staff additional shelters being opened under phase 5.
- Maintained and tracked attendance for DAEs.

During Storm

Director's Office

- The Director prepared staff in each division with priorities for post storm recovery efforts.
- Up until Saturday (September 9, 2017) morning, conducted selected public housing site visits and coordinated staff reconnaissance through contacts with residents.
- Began collecting information of power outages with special focus at our predominantly elderly public housing properties, inclusive of PHCD's only assisted living facility (Helen Sawyer).

Emergency Management Services /Administration

- Continued to attempt to reach DAEs to report to shelters.
- Coordinated with EOC to staff shelters.
- Maintained and tracked attendance for DAEs.
- PHCD staffed eight (8) pre-storm shelters and one (1) post storm shelter
- PHCD employees completed the following shifts:

Post-Storm

Director's Office

- The Director Initiated contact with vendor to purchase and provide shelf sustainable meals to public housing sites that had normal meal service that is provided by private sector providers using non-public housing resources, disrupted due to Irma. Ultimately, over 10,000 meals were distributed.
- Coordinated delivery of over 5,000 bags of ice to public housing and other affordable housing sites.
- Stayed in communication with the Mayor's office (2 times a day) and monitored power outage at our public housing elderly sites with FP&L's representative to the Mayor's Office, Irene R. White.
- Assisted in some on-site deliveries of ice and food.
- Kept HUD informed of status of the situation with public housing and Section 8 Mod Rehab projects.
- Conducted twice daily status calls with PHCD staff. (Calls limited to 30 minutes each.)
- Fielded calls from congressional delegation, e.g., Senator Marco Rubio, regarding status of public housing residents.
- Fielded numerous calls from elected officials regarding conditions at certain properties that PHCD oversees.
- Confirmed that none of the residents in PHCD's properties (e.g., public housing, Section 8 mod rehab, County owned affordable rental housing projects) are without housing due to Hurricane Irma.
- Handled media calls concerning Civic Towers, explaining that this was not a County property, that the County had no involvement in this property.
- Focused staff to fast track vendors to deal with issues such as downed tree and debris removal. All of our public housing sites have contracts with vendors for service as of September 13, 2017.
- Initiated discussion with HUD's new Region IV Administrator, Denise Cleveland-Leggett on post-Irma needs. Took the Administrator on a tour of sites on September 20, 2017.
- Discussed potential for HUD disaster relief dollars with HUD officials in Washington, DC and Miami on September 22, 2017.

- Currently reviewing possible application for federal/state assistance in enhanced "hardening" of certain sites, inclusive of generators to power individual units in elderly properties. (Funding is contingent on a 25% match, which stands as a barrier to extensive use of this program).
- Coordinating tour of public housing sites with Miami Field Office HUD representatives of the Office of Public and Indian Housing for September 28, 2017.
- Assessing the impact of damage from Irma with our current Public Housing Assessment System review. The review was suspended with the approach of Irma.

Emergency Management Services /Administration

- Coordinated the closing of all eight shelters.
- Coordinated additional shelter shifts at Fuchs Pavilion.
- Administration was moved into the rotation schedule at EOC.
- Provided vehicles for employees conducting post storm inspections to ensure our properties were OK.
- Provided one employee to assist with delivery of ice, water, and food to residents without power.
- Maintained and tracked attendance for DAEs.
- ASU participated in conference calls/meetings.

Community Action and Human Services Department

2017 Hurricane Season

- CAHSD team members participated in the MDC Hurricane Preparation Training.
- CAHSD COOP shared and reviewed with staff.
- Prepared vulnerable populations including individuals with disabilities, the elderly, victims of domestic violence and individuals suffering from substance abuse disorders.
- All seniors and adults with disabilities enrolled in CAHSD programs were individually assessed/reassessed with a focus on preparedness, evacuation planning, and transportation and sheltering.
- More than 4,000 residents received assistance registering for the Miami-Dade County Emergency and Evacuation Assistance Program (EEAP).
- Purchased and acquired emergency supplies: sleeping bags, flashlight, etc.

Pre-Storm (September 5 – 9):

- Emergency vendors and the Greater Miami Service Corp were procured for post-storm clean-up.
- Vehicles were mobilized for transportation of people and goods.
- Facilities and electrical equipment secured.
- Assessment of vulnerable populations by staff and volunteers
- Reviewed and activated individualized emergency/hurricane plan, including:
 - Cross referenced each client's address with the evacuation zone
 - Edited the plan including registering new clients for EEAP
 - Coordinated transportation for evacuation;
 - Reviewed medicinal and nutritional needs
 - Secured their homes
 - Coordinated the delivery of meals, water and other essential supplies
- Transported 224 families, including seniors, residential clients and individuals with disabilities to the evacuation shelters,
- Delivered 14,000 shelf-stable meals to 500 homebound residents
- Provided 8,400 shelf stable meals to 1,400 Meals for the Elderly clients.
- Installed 23 new shutters for elderly and disabled residents in addition to assisting with securing previously installed units.
- Provided 6,200 individuals with information and referrals including those directed to contact the Department by 311 and 211.
- 118 Home Care Program clients received personal care services (i.e. bathing).
- Residential clients were provided with perishable food packs, water, flashlights, pillows, blankets, sleeping bags and hygiene kits for evacuation.
- Residential rehabilitative eligible clients provided with seven days of Medical Assisted Treatment (MAT) to prevent relapse during the evacuation period

- CAHSD three Emergency Operations Center (EOC) liaisons were activated and provided around the clock support in all phases.
- Miami-Dade County credit card limit increased to immediately respond to post storm emergencies.
- Communication tree established to ensure to disseminate information across leadership.

During Storm (September 10)

- The Domestic Violence hotline remained active and responsive pre during and after the storm via the use of cell phones and other resources.
- Staff were present at the EOC and various evacuation shelters

Post-Storm (September 11 -17)

On Tuesday, September 12th

- Achieved contact with 90% of seniors and adults with disabilities clients via telephone and home visits
- Safety and accessibility of CAHSD facilities
- Only two of the 54 facilities managed by CAHSD has power
- Activated emergency vendors and the Greater Miami service Corp for debris removal.
- Transportation of 240 client/residents from the evacuation shelters back to CAHSD residential facilities and their homes began.

On Wednesday, September 13

- Less than 30% of sites reported power restoration,
- Home Care and Meals on Wheels programs provided providing a seven-day supply of frozen meals to those with electricity and a daily delivery of box lunches to those without power, 1015 clients served.
- 21 Congregate meals sites were consolidated to 16. CAHSD delivered meals to clients who were normally transported to the meal sites daily, 1280 clients served.
- Delivered Home Care for 575 clients, including personal care, homemaking, laundry services, meal preparation and respite support for caretakers.
- New Direction, residential Rehabilitative Services served as an outpatient program, providing Medical Assisted Treatment (MAT), court-ordered testing and counseling services to residential and outpatient clients.

On September 14 15 and 16

- Secured donations of food, hygiene products and household supplies from Feeding South Florida and the Department of Elder Affairs.
- As requested by County Commissioners, distributed 13,500 sandwiches, water and snacks (see attachment A)

- As requested by the Alliance for the Aging, provided shelf-stable meals to 100 seniors in Overtown enrolled in a non-CAHSD program.
- Distributed ice in Overtown, Wynwood, Liberty City, West Perrine, Homestead and the Redlands.
- Delivered a 4-day supply of shelf-stable food to 1700 clients and residents.
- Removed shutters for elderly and disabled residents.
- CAHSD is on the ground and in the community with 4 FEMA teams:
 - Visited several communities and began processing applications in local businesses, apartment buildings and several CAHSD Community Resource Centers.
 - Canvassed neighborhoods alongside FEMA, acting as guides and language translators.
 - 2 staff to assessed housing and other needs of evacuees in the shelter at Fuchs Pavilion,
- Greater Miami Services Corps (GMSC) provided assistance through 100 Youth Corps Members and 30 volunteers with delivering meals county-wide, debris removal at several CAHSD locations and phone bank calls to seniors in Creole and Spanish.

September 18th – 24th

- All 13 community Resource Centers open
- All CAHSD programs are operational
- With the exception of the outpatient program at Miami-Dade College North Campus, Homestead Adult Day Care and one Head Start facility, program sites are operational
- Distributed 1040 meals along with, water, diapers and wipes were distributed to Migrant Farmworkers.
- CAHSD Community Resource Centers hosted FEMA at Florida City, Naranja, Perrine, Coconut Grove, Miami Beach, Culmer, Liberty City, Wynwood, Edison and Miami Gardens.

Meals served:

- **489,453** meals served pre and post storm in addition to snacks, water and ice
- More than **15,000** bottles of water were distributed
- More than **2,500** bags of ice were distributed

Homeless Trust

In preparation for Hurricane Irma landfall, on September 7, 2017, as part of our disaster plan, staff, street outreach teams and law enforcement began transporting and sheltering unsheltered persons in Miami-Dade County. Our partners who operate Emergency Shelters created overflow beds enabling us to evacuate an additional (unduplicated)/720 individuals (duplicated) beyond our contracted beds

On September 8, 2017, Homeless Trust Chairman Ronald L. Book, Trust staff, City of Miami Police and Specialized Outreach Teams with certified mental health professionals took the extraordinary measure of evaluating homeless persons refusing shelter in the face of the hurricane to determine if they were a threat to themselves or others. In the end, six individuals were certified after an evaluation by a psychiatrist and taken to Jackson's crisis stabilization unit for care. Of the six, only one ended up remaining after the second evaluation at the crisis stabilization unit. On September 8, 2017, Trust staff was also dispatched to Hialeah High School, a general population shelter, where a number of homeless clients evacuated with few, if any supplies. With assistance from Chapman Partnership, ten (10) clients were transported to the Homeless Assistance Center (HAC) North and supplies (bedding, water, food, hygiene kits) were provided to an additional 50 clients.

On September 9, 2017, mandatory Hurricane Evacuation Zones in Miami-Dade County were expanded by the Emergency Operations Center forcing the evacuation of Chapman Partnership South, a homeless shelter, and Camillus's St. Michael's, a transitional Grant Per Diem Transitional Housing program. Camillus's Mother Seton and Verde Gardens, both Permanent Supportive Housing programs for families, were also within the mandatory evacuation zones. Households were transported to various general population shelters operated by the Red Cross, and accompanied by shelter staff, along with provisions (bedding, water, food). Miami-Dade County, in partnership with Miami-Dade County Public Schools and the Red Cross, opened a total of 21 general population shelters.

Call downs were also conducted by Trust staff to all contracted providers pre-storm to determine needs, if any, and to ensure client safety. Special arrangements were made in several cases to transport highly vulnerable clients to shelter and/or area hospitals to ensure the safest environment possible to ride out the hurricane.

The Category 4 hurricane impacted Miami-Dade on September 10, 2017. On the same day, President Donald J. Trump approved a major disaster declaration for Miami-Dade County. Staff, CoC providers and the community at large lost power and a significant amount of debris was left behind, making many roads impassable and many locations inaccessible.

Following Hurricane Irma, Trust staff communicated with CoC Emergency Shelter, Transitional Housing, Safe Haven and Permanent Housing providers to assess damage and begin recovery. CoC clients evacuated were able to transition back into CoC facilities without incident. As is our practice, Emergency Shelters operating on overflow were asked to retain clients as long as possible in order to connect them to available housing/service resources. Efforts were also made to prioritize CoC properties for power restoration. While the tedious process of restoring power was taking its course,

ice was delivered to a number of CoC facilities, with the assistance of Miami-Dade Public Housing and Community Development, in an effort to ensure the health and safety of residents. No significant structural damage was reported, but debris clean-up from Hurricane Irma is expected to take at least two months. Forty (40) cots from Chapman Partnership were also delivered to Carrfour's Villa Aurora so remaining clients could sleep on a single, air conditioned floor powered by generator.

Almost immediately following the storm, general population shelters began consolidating operations. The Trust worked with the Miami-Dade Health Department, Miami-Dade Transit and outreach teams to coordinate the exit of several special needs clients to alternate destinations. On September 16, 2017, Trust staff focused efforts on assessing the needs at the remaining two (2) shelters, the Fuchs Pavilion at the Tamiami Fairgrounds and the Special Needs shelter at Florida International University South Campus. Trust staff visited the shelter and spoke with residents and volunteers operating both shelters. As a result of our visit, the Trust organized an outreach event on September 19, 2017 and brought together the following agencies to provide housing and service assistance:

- The Advocate Program (SSVF)
- CareerSource South Florida (Workforce Board)
- Carrfour's Operation Sacred Trust (SSVF)
- Citrus Health Network (RRH, FQHC)
 - Assessed 45 applicants for rental assistance.
- City of Miami Homeless Assistance Program (Coordinated Entry)
- Florida Dept. of Highway Safety and Motor Vehicles (Identification/Driver's Licenses)
 - Issued 47 ID cards & 3 replacement licenses.
- Legal Services of Greater Miami
 - Fourteen (14) individual consultations.
- Magellan Health / Home (Health Insurer)
 - Met w/5 Magellan Complete Care members (3 medication refills, 1 new Medicaid card, 1 wanted the number of her care manager.) Also, connected 4 others w/their health plans customer service to get meds and talk to a case worker.
- Miami-Dade Community Action and Human Services (Utility Assistance, DV Advocates, RRH)
 - Assessed 51 clients for multiple needs, including housing and relocation assistance.
- Miami-Dade County Public Schools
- Social Security Administration
 - Assisted over 65 individuals with income verification letters, duplicate Social Security cards, claims and many post entitlement actions.
- South Florida Behavioral Health Network (Managing Entity) & New Horizons Community Mental Health Center (Managing Entity Provider/PATH provider)
 - Linked four (4) consumers to psychiatric appointments. (2 will be seeing a psychiatrist at New Horizons, one (1) at Banyan, and one (1) will see her previous psychiatrist in Homestead).

Prior to Hurricane Irma, the Trust had also been coordinate with U.S. HUD, including Technical Assistance (TA) providers specialized in disaster response and support. On-the-ground U.S. HUD TA, The Cloudburst Group, arrived in Miami on September 20, 2017, and has been supporting he Trust's efforts throughout. Using data from the Homeless Management Information System (HMIS), the Trust

was able to move a number of clients, most homeless prior to Hurricane Irma, out of the general population shelter and into CoC funded shelters as follows:

Tuesday, September 19, 2017

8 individuals

2 families

Thursday, September 21, 2017

31 individuals

4 families

Friday, September 22, 2017

23 individuals

5 families

On the evening of September 22, 2017, Trust staff surveyed nearly all households remaining at the Tamiami Fairgrounds shelter, and was able to determine the following:

Pre-Storm

Housing Situation

Stably Housed	16
Unstably Housed	48
Homeless	23

County of Origin

Miami-Dade County	63
Monroe County	18
Broward County	2
Other	4

FEMA Status

Accepted	10
Pending	49
Declined	11
No application	17

Ongoing collaboration is occurring between the County, American Red Cross, FEMA and the Trust to exit clients from the general population shelter.

In the midst of recovery efforts, the Trust was also able to launch its online landlord listing tool, RentConnect. Radio spots were purchased with both WIOD and WLRN seeking landlords for those displaced by Irma, encouraging them to use the tool to list their available properties. The Trust has also been in communication with Florida Housing Finance Corporation who is directing statewide property owners/landlords to SocialService.com, a statewide online tool for property searches in an effort to help with the identification of affordable properties.

In the midst of recovery, the Trust also submitted to U.S. HUD an extension request on the NOFA. The deadline for the NOFA submittal to HUD was September 28, 2017, but as a result of Hurricane Irma, the Miami-Dade County Homeless Trust requested and was granted a NOFA extension by U.S. HUD through November 2, 2017.

In the coming weeks, the Trust will be working with its providers and partners to debrief on our Hurricane Irma preparation and recovery efforts, and compile a series of recommendations to improve the CoC's emergency response.

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Department of Transportation and Public Works

Department of Transportation and Public Works (DTPW) maintained staff at the Emergency Operations Center (EOC) from the day of activation, on Thursday, September 7, 2017 thru Monday, September 18, 2017, with 6 DTPW staff members (2 representing Bus Operations, 2 representing Special Transportation Service, 1 representing the Office of Safety and Security and 1 representing Public Works).

Below is a summary, and highlights, of DTPW services rendered by key DTPW divisions:

Office of Safety and Security (OSS)

The Office of Safety and Security (OSS) staffed the EOC, coordinating activities between the DTPW, the EOC and Florida Department of Transportation (FDOT). OSS provided FDOT, at their request, daily status updates of service and activities of the department as it prepared for, and recovered from, the weather event. OSS staff consulted with EOC staff to assist the DTPW Director in determining when transit services should be suspended, due to the arrival of Tropical Storm Force winds in Miami-Dade County. OSS-contracted security coordinated extra-heavy vehicular traffic at the Metrorail Stations for those citizens looking to shelter their personal vehicles from the storm. All covered Metrorail parking garages were open to the public and full, prior to landfall of Hurricane Irma (approximately 6,500 parking spaces)

Metrorail

Metrorail Operations closed at the end of the regularly scheduled service on Saturday, September 9, 2017.

Beginning Tuesday September 12th, 2017 at 0600 hours, the structural inspection team from DTPW's Engineering, Planning and Development division performed a high-level, emergency, visual assessment of all bridge primary component for all elevated Metrorail guideways (approximately 23.4 miles, both bounds) and all elevated Metromover guideways (approximately 5 miles).

Metromover

Similar to Metrorail operations, Metromover Operations closed for service at the end of the regularly scheduled service on Saturday, September 9, 2017. On Monday, September 11, 2017, the system was inspected and damage was found to signal, ground and power rail in 4 locations (adjacent to 8th St, 11th St, College North and College-Bayside Stations). Approximately 270 feet of signal/ground rail and 240 feet of 3-phase power rail needed to be replaced, at an estimated cost of \$25,900.

In addition to the above damages, a construction tower crane, working on a building adjacent to the College-Bayside Metromover Station, suffered catastrophic damage as a result of the weather

event. Portions of the crane were resting, unsecured, on the building, many stories above the Metromover guideway and station. It was concluded by the crane engineer that they did not recommend that the Metromover operate until portions of the crane were removed, while the tower needed to be stabilized. DTPW worked with the crane engineers, who developed a plan to mitigate this hazard by removing and stabilizing the crane. The crane was removed/stabilized Sunday night, September 17, 2017.

Following the crane removal/stabilization, Metromover technicians expeditiously made the needed repairs to the power and signal rail, which were damaged by the crane.

Subsequent to the aforementioned repairs being made throughout the system, Metromover was successfully tested to ensure that all system were functioning properly, as designed, and the system resumed normal operations on Monday, September 18, 2017.

In the same manner as Metrorail, the structural inspection team from DTPW's Engineering, Planning and Development division visually inspected the guideway from the bottom, ensuring that the guideway alignment, girder locations, bearing locations and miscellaneous structures were not compromised. Inspection activities proceeded with two (2) teams, Team One from the southern end of the Brickell Loop and Team Two from the northern end of the Omni loop, then the Downtown loop was inspected by both teams as they advanced, binoculars were used when needed.

As a result of the inspection, no major issues were found. The team did, however, find downed trees and debris, and aided all divisions in the mitigation of the aforementioned tower crane hazard.

Subsequent to their initial, emergency assessments, the inspection team, and the division chief, have performed additional visual inspections for primary structural elements, as quality assurance, and have inspected secondary structural elements, other elements of importance and ancillary structures and buildings. This effort is still ongoing and has not yielded any significant findings so far.

Bus Operations

Bus Operations personnel staffed the EOC from its initial Infrastructure Group call-down, on Thursday Sept. 7, 2017, through the final dismissal, on Monday Sept 18, 2017.

In addition to following all of the activities outlined in DTPW's 2017 Hurricane Manual, Bus Operations and Bus Maintenance performed the following, bulleted activities in an effort to expeditiously handle all activities, pre-weather event:

- Placed the following classification on Alpha / Bravo Shifts:
 - Division Chief
 - Division Superintendents
 - Instructors
 - Bus Traffic Controller
 - Transit Operations Supervisors
 - Managers
- Obtained 24, additional vehicles for staff
- Began running evacuation routes on Thursday, September 7, 2017, with Supervisors driving the routes in vehicles, along with a number of buses, per the pre-determined evacuation routes found in DTPW's 2017 Hurricane Manual

- Bus Operations commenced operating on a *Sunday Schedule* and implemented full deployment of evacuation routes on Friday September 8, 2017 and continued on Saturday September 9, 2017
- Bus Operations assigned staff to shelters on Saturday, September 9, 2017 (personnel remained at various shelters for 2 days)
- Due to the weather event, there was no bus service on Sunday, September 10, 2017
- Initial tracking of activities from this weather event produced the following estimates:
 - Bus Operations and Maintenance estimated cost as of September 25, 2017, is \$605,000.00
 - Total passengers taken to shelter (evacuation): 2,536
 - Total passengers taken from shelter (reverse evacuation): 5,826
 - Total passengers transported: 8,362
 - Vehicles used for evacuation and reverse evacuation: between 75-125 buses per day

In an effort to re-establish normal transit operations, Bus Operations, with support from all of DTPW's divisions performed the following, post-weather event activities:

- Monday, September 11, 2017
 - Began the inspection of 96 routes
 - Deployed staff to the field to assist with shelters for reverse evacuation
- Tuesday September 12, 2017
 - Continued inspection of routes
 - Continued with reverse evacuation process from shelters
 - Implemented detours on routes, based on traffic conditions
 - Assisted with traffic details
 - Began to establish service in main corridors that were cleared, as well as overnight service
- Wednesday September, 13, 2017
 - Continued inspections of routes
 - Contractors pushed and cleared debris from Transitway
 - Assisted with traffic details
 - Increased level of bus service
 - Continued with reverse evacuation process from shelters
 - Transported military personnel
 - Transported FDOT maintenance employees
 - Transported food supplies between shelters
 - Provided buses to distribution centers
 - Provided buses, as needed, to aid in community relief efforts

Special Transportation Service (STS)

STS staff members reported for duty at the EOC on Wednesday September 6, 2017, and stayed through Saturday, September 19, 2017 to assist with the evacuation of their clients and provide medically necessary trips (dialysis patients, etc.) to the hospital prior to the storm.

- Initial tracking of activities from this weather event produced the following estimates:
 - Total Emergency Evacuation Program participants assigned to STS: 340
 - It should be noted that STS contacted all 340 participants to confirm that they wanted to be evacuated, of which, 70 confirmed and were transported to Medical Management Facilities (MMF). The remainder of the 240 declined to be evacuated
- Post storm, of the 70 clients transported to MMF, 13 were transported home by STS, 57 declined and stated that they would take private transport home
- An additional 72, post-hurricane trips were assigned and transported by STS, those evacuees were from the State of Florida Health Department, Red Cross and School Board
- As of September 18, 2017 the estimated cost of trips: \$4,700.00

Public Works

Public Works staff members reported for duty at the EOC from activation to recovery.

Below are some key activities performed during the weather event.

Pre-Storm Activities

- Prior to the start of Hurricane Season, staff prepared storm event Emergency Contracts to address needs associated with flooding, as well as any damage to street lights, traffic signals, or traffic signs.
- Secured the County's eight (8) bascule bridges in the lockdown position eight (8) hours before the arrival of tropical storm force winds. Bridge generators fueled as well. (12:00 p.m., Friday, September 8, 2017).
- Secured the County's 18 storm water pump stations. Station generators fueled as well.
- Equipment was staged at pre-assigned sites to expedite recovery activities
- Coordinated primary roadway clearing assignments with Parks Recreation and Open Spaces and Solid Waste Management.
- During scheduled Preconstruction Meetings, staff reminded contractors of the duties and responsibilities as specified in the Disaster Preparedness clause of their construction contracts.
- Negotiated reasonable prices for disaster relief work to be performed by Contractors utilizing the Disaster Preparedness clause of existing construction contracts.
- Notified Contractors and Developers to prepare their work sites for potential hurricane winds and flooding.
- Contacted vendors for the delivery of fuel, water, and food before and after the storm.

Post-Storm Activities

- To coordinate debris clearing activities, DTPW activated three (3) field command centers (north, central and south Miami-Dade) to support the main command center located at the Road, Bridge and Canal Maintenance Division facility.

- On Monday, September 11, 2017, the Teams assessed their respective areas and produced Damage Assessment Reports.
- Following the assessments, the Teams were assigned to monitor contractors hired to clear County roads of debris (first push).
- DTPW/ISD staff negotiated reasonable prices for disaster relief work to be performed by Contractors that did not have an existing contract with DTPW.
 - These efforts led to the activation of 56 contractors which provided a total of 138 debris clearing crews (comprised of three (3), four (4), or five (5) man crews) to augment County staff and expedite the clearing plan.
- All eight (8) of the County's bascule bridges were operational by 11:00 a.m. Monday, September 18, 2017.
- Performed inspections of all 18 storm water pump stations to ensure functionality.
- Within a seven (7) day period, monitored and coordinated:
 - "First pass, first push" operations along 669 miles of primary roads with County staff and activated contractors. Completed on Wednesday, September 13, 2017.
 - Once primary roads were cleared, began cut and clear operations along all County maintained local roads within 399 square miles (255 urbanized, 144 rural). Completed on Sunday, September 17, 2017.
- Through the use of 16 County and 40 Contractor crews, DTPW brought operational traffic signals from a low of 24%, immediately after the storm, to the current 99% of traffic signals being operational.
- Through the use of 14 County Crews, DTPW has estimated that 15,000 traffic control signs are in need of repair. To date, approximately 3,200 traffic control signs have been repaired. The balance will be repaired by County and Contractor crews in an ongoing basis.
- Approximately 650 (5%) of County Roadway Lights are damaged, which includes 130 street light pole knockdowns. DTPW has four (4) contractor crews to assist with the needed repairs.
- Began drain cleaning operations along primary roads. To date, 627 drains have been cleaned and 308 tons of debris have been removed.
- Began street sweeping operations along primary roads. To date, 304 miles have been swept and 64 tons of debris have been removed.
- Began inspection of all roadways for obstructed sidewalk and hanging tree branches within all 399 square miles of County maintained local roads. 96 square miles have been inspected to date.
- Began inspecting all 167 miles of the County's secondary canal system for obstructions.
- Began street sweeping operations along primary roads. To date, 304 miles have been swept and 64 tons of debris have been removed.
- Began inspection of all roadways for obstructed sidewalk and hanging tree branches within all 399 square miles of County maintained local roads. 96 square miles have been inspected to date.
- Began inspecting all 167 miles of the County's secondary canal system for obstructions.

Post-Storm – Highway Bridges

- Performed bridge inspection to all structural deficient bridges.
- Performed bridge inspect including underwater inspection to the Rickenbacker Causeway Bridges.
- Performed bridge inspection to the Venetian Causeway Bridges.
- Performed inspection to bridges with documented substructures deficiencies.
- It should be noted that no major deficiencies were found

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Solid Waste Management Department

Pre-Storm

The Department of Solid Waste Management (DSWM) begins its hurricane preparations prior to the beginning of hurricane season. The DSWM's Hurricane Plan is updated annually and distributed to staff. It includes pre-season, watch, warning and recovery activities. Staff is trained and advised of their duties and responsibilities. The County's 2017 Hurricane Guide was mailed to 330,000 residential properties in the County's waste collection service area. The publication provides tips on pre-season preparation as well as information that residents can use before, during and after a hurricane.

As Hurricane Irma made its way towards south Florida and Miami-Dade County, the DSWM began to implement its Hurricane Plan. All employees were notified of the impending storm and were prepared to respond. Pre-storm operations commenced and the following activities occurred:

- Two weeks prior to the storm, bulky waste crews began working overtime to pick up scheduled bulky piles
- Assigned staff to Emergency Operations Center (EOC)
- Issued press releases and updated county's website regarding service status, preparedness and suspended bulky waste scheduling on Wednesday, September 6, 2017
- Secured vehicles, equipment, chemical insecticides and facilities including capital project sites
- Garbage Operations assisted bulky waste operations at the Trash and Recycling Centers (TRCs) by providing additional trucks to increase capacity and move debris out of the facilities more quickly and alleviate long lines
- Reviewed road clearing assignments and prepared heavy equipment
- Extended Operating Hours at TRCs, Transfer Stations and Landfills from 7:00am to 7:00pm
- Distributed Daily Activity Reports (DARs)
- Coordinated with divisions to purchase of all emergency related supplies, and reviewed emergency contracts to ensure readiness for activation
- Fueled vehicles and generators
- Removed all IN2 Care control devices and mosquito traps from assigned locations
- Set up department's war room/emergency operations center for the management of storm recovery activities

The DSWM's pre-storm activities began on Wednesday, August 30, 2017 and continued through Friday, September 9, 2017. Bulky waste crews began working overtime to remove debris piles to minimize the possibilities of flying projectiles and were among the last of county departments to cease delivery of pre-storm essential services.

Post-Storm

Immediately following the all clear given by the Mayor on Monday, September 11, 2017, the DSWM began its post-storm and recovery operations at 5:00am before roads were cleared and fully accessible (i.e. downed power lines and trees). Preliminary debris estimates for Hurricane Irma is 3 million cubic yards within the service area and additional identified municipalities. The DSWM is providing debris removal for county maintained rights-of-way, its service area, North Bay Village, South Miami and potentially other municipalities. Below is list of recovery activities that have taken place and/or is still in progress.

- DSWM bulky waste crews began debris removal on Monday, September 11, 2017 within our service area in every commissioner district, cleared Department of Transportation and Public Works active construction sites and continues to be involved in debris removal activity
- Dispatched crews to begin damage/debris assessment and road clearing. This process has been completed
- Began distributing news releases on Monday, September 11, 2017 and developed content for web postings for the resumption of garbage service, the extended hours of operation for the 13 Neighborhood Trash and Recycling Centers for hurricane debris drop-off, the start of post-storm debris removal by the department's bulky waste crews and the continued temporary suspension of curbside recycling
- Garbage staff began working on Tuesday, September 12, 2017 and hired temporary staff to assist with the pick up of excess garbage and worked overtime as necessary; drivers identified inaccessible roads within our service and missing or damaged garbage carts affected by the storm; continues to assist bulky waste operations as needed
- Maintained extended disposal facility hours through Friday, September 22, 2017 and have resumed regular operating hours
- Continued EOC staffing through Friday, September 15, 2017
- Staff completing Daily Activity Reports (DARs) and tracking hurricane expenditures.
- Activated four emergency contracts: 1) disaster debris removal monitoring services, 2) emergency debris removal (private haulers), 3) temporary debris staging and reduction site and 4) hauling and disposal of emergency debris
- Identified three county park sites for debris haulers' vehicle parking in the north (Amelia Earhart), central (Tamiami) and south (Homestead Air Reserve) areas of Miami-Dade County
- Operating three debris staging and reduction sites at the 58th Street Landfill Area D, North Dade Landfill and Old South Dade Landfill; anticipate opening a fourth site in West Dade and additional sites as needed
- Mosquito Operations have resumed and staff has been both larviciding and adulticiding since power has largely been restored, as well as responding to service requests and Department of Health referrals
- Redeployed mosquito traps to assigned locations in the field
- Resumed identification and counting of mosquito-trap-catches
- Mosquito control contractors instructed to resume larviciding mosquito control treatments as power restored to specific areas

- The Department has published a “Recovering Together” hurricane debris management publication that is being mailed to all 330,000 residential waste service customers and should begin to arrive in homes by Wednesday, September 27. It provides an update on the debris collection process and offers tips on preparing debris for collection.
- Communications with the public will continue throughout the recovery and restoration period to keep residents informed about the progress of debris removal activities.

We will continue to work diligently to clear debris in our community as Miami-Dade County recovers from the aftermath of Hurricane Irma.

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Animal Services Department

Pet Friendly Evacuation Centers (PFEC) – Various Locations

A total of 98 Miami-Dade Animal Services (ASD) employees (38 of shelter employees) were deployed to the four (4) Pet Friendly Evacuation Centers (PFEC) since activation on September 7, 2017: Fuchs, Highland Oaks, Hammocks Middle School and Miami Lakes Technical School. Their role included shelter setup, registration, pet monitoring, and distribution of pet supplies as needed. Although not referenced in the PFEC SOP, these employees along with the assigned DAEs also provided staff support to the Red Cross and provided cleanup assistance at Fuchs when janitorial crew was not available.

Department was ready to deploy additional 2,500 crates for evacuees if needed.

Crates, pet food and other pet supplies were provided to ensure the safety and care of 809 pets housed at the PFECs during peak period. Currently, there are 10 animals left at Fuchs – which ASD is still providing staff support (alpha/bravo) and resources.

Pet Adoption and Protection Center – Doral, FL

ASD employees cared for the pets at the Pet Adoption and Protection Center in Doral to ensure proper care, medical support and enrichment were provided.

Although the Pet Adoption and Protection Center was officially closed for two days, animals were still being brought in by Animal Welfare Officers which led to an increase in pet population.

ASD coordinated the transport of over 370 animals to receiving agencies in the U.S. and over 80 pets went to local rescue partners in order to accommodate for in-coming population post-storm and assistance with Hurricane Irma relief efforts across the state.

Secured resources and supplies to care for shelter pets for a 3 week period post-storm.

In anticipation of not having electricity, ASD prepared the necessary documents needed to resume adoption and rescue operations offline.

ASD Animal Welfare Division re-prioritized assignments to ensure all cruelty and tethering complaints were completed prior to the storm, therefore, ensuring animals reported to the Department were not exposed to the elements.

Prepared Medley facility to respond to potential of pets displaced by storm.

Relief Efforts Provided to Other Agencies by ASD

Lee County – ASD along with ASPCA, Florida Fish and Wildlife, and Animal Rescue League of Iowa deployed to Fort Myers to aid in the rescue of 58 pets from an animal hoarder's home that was flooded with over three (3) feet of water. A total of 23 cats, 26 dogs, and 9 birds were safely removed from the property and transported to Lee County Animal Services.

Osceola County – ASD Animal Care Specialists were deployed to Osceola County to assist in the care of shelter animals from 9/13 – 9/17.

Manatee County – ASD received and re-homed 31 dogs from Manatee County to aid in their relief efforts of making space for lost pets.

Monroe County – ASD deployed staff to Monroe County to deliver donated food and pet supplies to be distributed at local food banks in Marathon and Key West. Picked up 38 cats from the Florida Keys SPCA to clear their shelter and facilitate staff’s relief efforts throughout Monroe County. . In addition, ASD Animal Care Specialists were deployed to the Keys SPCA in Marathon to assist in the caring of animals in the animal shelter from 9/22 – 9/24.

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Internal Services Department

Summary: In response to the threat to South Florida caused by the impacts of Hurricane Irma, the Internal Services Department provided a wide range of support to internal and external stakeholders by conducting critical pre- and post-hurricane preparation, recovery, and clean-up efforts to minimize impacts, ensure timely recovery, and restore operations of the Miami-Dade County Government. These efforts included providing emergency procurement services, countywide vendor services, facility management, design and construction management, fleet and fueling management, risk management and safety assessments, property and management, materials management, emergency printing services and small business development services.

Storm Planning

- Created two hurricane manuals; one for the ISD employees and another for ISD Hurricane and Emergency Services for County Departments. These manuals are updated yearly and include senior management contact information, emergency contracts, fueling locations, generator supply, and damage assessment information.
- Request to Finance to increase P-card limits for emergency purchases.
- Provided emergency radio protocols and issued radios to essential ISD personnel.
- Pre-storm facility preparations for fleet and fuel locations entailed eliminating possible debris, shutting down garage doors, placing vehicles within warehouses, and securing parts into shops.
- Organized Damage Assessment Teams, each team consisting of an engineer, an architect, a roofing expert, and a safety officer.
- Ensured sufficient inventory levels of vehicle parts and replacement tires for post storm repairs.
- Ordered and maintained diesel and unleaded fuel levels for pre- and post-hurricane activities.
- Coordinated fuel transport escorts with the Miami-Dade Police Department's Motors Unit to ensure deliveries to critical generator locations and various ISD fuel sites throughout Miami-Dade County.
- Provided staff with the appropriate administrative reference resources to include; Hurricane Manual, Contact Tree, Emergency Contractor List, and Hurricane DAR Forms.
- Safety officers reached out to all departments to determine storm readiness.
- Reviewed insurance coverages on the property program with insurance broker.

Pre-Storm

- Coordinated parking for municipal employees working emergency operations.
- Printed 70,000 shelter registration forms and delivered those forms to all 40 shelters throughout Miami-Dade County.
- Installed hurricane shutters on County facilities in preparation for the storm.

- Inspected and photographed all ongoing construction project sites to document pre-hurricane conditions.
- Cleared potential debris and secured sites for all ongoing construction projects.
- Provided Monroe County Sheriff's vehicles fueling to support Monroe County evacuations.
- Relocated the dispatch center of our primary security vendor from a non-secured facility to a hardened facility to ensure continuity of security operations and direct communications during and post storm landfall.
- Delivered cots, blankets, and special needs beds from the EOC Logistics staging warehouse to 40 shelters.
- Early wage replacement check for worker's compensation claims were distributed.
- Safeguarded 87 vehicles in inventory via police escorted transportation to covered storage.
- Coordinated the assignment of 13 high clearance vehicles to the Board of County Commissioners to support pre- and post-hurricane initiatives.
- Staff delivered meals and water from the South Florida Food Bank to various shelters throughout the County (performed post-storm as well).
- Staffed County chiller plants during the storm to ensure continuity of HVAC service.

Post-Storm

- Provided Public Information Officer, logistics staff, risk management, procurement and materials management support to the Emergency Operations Center.
- Provided fuel support to essential County employees.
- Provided fuel transportation and support to the refrigeration trucks throughout the County, which were utilized to maintain ice that was issued to various citizens in dire need.
- Provided fuel support and transportation from the County's fuel reserves, to maintain generator and vehicle operations, for a total of 30,849 gallons of diesel and 25,000 gallons of unleaded.
- Conducted post storm repairs for vehicles (Police, Fire, Corrections, Solid Waste, and Public Works) that were utilized by first responders at 19 various heavy and light fleet facilities.
- Assigned Fleet personnel to staff 14 of 29 fuel dispensing locations where communications were temporarily disabled due to the impacts of the storm.
- Provided forklift drivers and fuel for trucks and freezers for ice distribution.
- Damage Assessment Teams assessed 42 ISD managed facilities.
- Printed 50,000 DAR forms for County and printed magnets for unmarked County vehicles.
- Operated and staffed ISD call center to intake various hurricane related requests.
- Provided parking for displaced tenants temporarily relocated to OTV.
- Identified available space and temporarily relocated State Attorney's Office due to Hurricane Irma damage.

- Provided site and immediate ground maintenance to stage the National Guard and Hurricane Irma rescue personnel per Florida State Emergency Operations Center request.
- Various trade workers addressed 86 hurricane related service tickets for plumbing, electrical and mechanical work in County buildings.
- Delivered 32 pool and rental vehicles, which were assigned to the Department of Transit and Public Works for post-hurricane initiatives.
- Issued Purchase Orders for generators, ice, forklifts, refrigerated trucks, debris cleanup services for County buildings.
- Assisted other County departments and municipalities in procuring fuel, generators, ice, debris-push and clear services, aerial survey services, mattresses/cots, meals, rental trucks, propane, service for portable air conditioning, chain saws, construction equipment and portable toilets.
- Emergency contractors were engaged for emergency repairs related to life safety and facilitate prompt opening of County facilities.
- Contacted small business firms to assess post-storm availability to perform emergency work.
- Coordinated the troubleshooting and restoration of the County's automated fuel sites.
- Provided security assistance at points of distribution for ice.
- Materials management provided emergency office supplies to multiple departments.
- Risk management conducted site visits with Insurance representatives.
- Processing 25 workers compensation claims and 47 liability claims to date.
- Performed elevator inspection and damage assessment for various County departments.
- Provided and delivered generators.
- Deployed generator and power systems technicians across the County to repair and service generators as needed.

The Internal Services Department provided support to the following internal clients and private or other governmental agencies:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Animal Services Department • Miami-Dade Police Department • Miami-Dade Corrections and Rehabilitation • Miami-Dade Finance Department • Community Action and Human Services Department • Parks, Recreation and Open Spaces • Public Housing and Community Development • Solid Waste Department • Miami-Dade Aviation Department | <ul style="list-style-type: none"> • Miami-Dade Transportation and Public Works • Vizcaya • Various Commission Districts • Office of the Mayor • Jackson Memorial Hospital • Port of Miami • Monroe County Sheriff's Office • Florida Department of Law Enforcement • Florida International University • City of Homestead • Publix Supermarket • Sedanos Supermarket |
|---|---|

- Winn Dixie Supermarket
- American Red Cross
- Miami Children's Hospital
- Florida Department of Transportation
- Miami Dade State Attorney's Office
- National Guard
- City of North Miami
- City of Coral Gables
- City of North Miami Beach
- City of Homestead
- City of Miami
- Caraf Oil gas station
- Department of Health
- Florida State Emergency Operations Center
- Private Assisted Living Facilities

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Human Resources Department

Pre-Storm (September 5- 8, 2017)

Commenced emergency payroll processing to complete payroll for the paychecks of Friday, September 15, 2017 for 28,000 employees

- Coordinated with Finance and ITD emergency payroll procedures
- Notified all County departments of change in payroll deadlines
- During County closure on Thursday 9/7/2017, payroll staff (31 employees) worked Thursday to complete payroll processing

Communicated with all Human Resources staff on each employee's responsibility before/after the storm (essential vs. non-essential employee assignments)

- Department Essential employees (payroll staff expected to work before the storm and return to work as quickly as possible after the storm)
- Set up What's App groups to be able to communicate with staff (all HR, division specific groups)
- Disaster Assistance Employees (DAEs) were required to take online Employee Volunteer Staging Area (EVSA) training before being dismissed on Wednesday (9/6) as a refresher on HR's DAE assignment (post-storm).

Participated as Disaster Assistance Employee (DAE) lead at the EOC beginning Thursday September 7, 2017

- Supported the EOC on coordinating with department point of contacts and/or Department Directors on assigning DAEs to shelters
 - Departments included: PHCD, CAHSD, ITD, Medical Examiner

During Storm (September 9-11, 2017)

Participated as Disaster Assistance Employee (DAE) lead at the EOC – Remained at the EOC during “lock down” shift

- Supported the EOC on coordinating with department point of contacts and/or Department Directors on assigning DAEs to shelters
 - Departments included: PHCD, CAHSD, ITD, Medical Examiner

Post-Storm (September 11-15, 2017)

- Participated as Disaster Assistance Employee (DAE) lead at the EOC through Thursday, September 14, 2017
 - Supported the EOC on coordinating with department point of contacts and/or Department Directors on assigning DAEs to shelters
 - Departments included: PHCD, CAHSD, ITD, Medical Examiner
- Payroll staff returned to SPCC beginning Tuesday, September 12, 2017 to continue working on payroll (identify vouchers which needed to be prepared, process late changes, etc.)

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Finance Department

Pre and Post Storm

Cash On Hand

September 5-6, 2017, Coordinated with Wells Fargo to obtain extra Cash on Hand for the emergency and distributed to departments

Investments and Wire Transfer

September 7-15, 2017, Investment activities were conducted to ensure balances were in accordance with established policy. Wire transfers were processed for Debt Service Payment.

Payroll Processing

September 7, 2017, Processed and reconciled payroll for 9/15/17 including submission of Direct Deposit files to bank with corresponding effective date of 9/15/17 and wire transfers for payroll distribution (Unions, IRS, NACO, ICMA, etc.) September 13-15, 2017, Pick up and sort checks at ITD. Distribute over 670 checks at SPCC to departmental Payroll Representatives. Confirm Direct Deposit files and Wire transfers received by bank.

PCARD Payments

September 5, 2017, Increased PCard spending limits for Departments/Offices that have Hurricane PCards (210 cards) in accordance with emergency procedures

September 6-10, 2017, Worked with departments to troubleshoot various PCard issues related to expenditure types, vendor coding, further increased spending limits etc.

Systems

September 14, 2017, Activated Daily Activity Report systems and Tax Collector payment systems for user and customer access. (FAMIS and ADPICS were available throughout the storm for emergency purchases)

FEMA Cost Recovery Planning & Implementation Activities

- September 5-6, 2017, Distributed DAR forms and an additional order was place with ISD in anticipation of shortage of forms. Provided FEMA Liaisons departmental FAMIS User Codes to be used when inputting DAR Forms in the FEMA web system.
- Tuesday September 12, 2017, Finance FEMA Task Team met at the EOC to strategize a plan of action to disseminate as much information as possible to FEMA Liaisons

based on the actual magnitude of the hurricane and applicable FEMA Guidelines. Activated DAR system for user access/input of data.

- September 13, 2017, Deputy Mayor/Finance Director established Finance FEMA Task Force to ensure departments received proper assistance with Cost Recovery efforts. A FEMA hotline and conference call number were established and weekly conference calls were scheduled with department liaisons. The Deputy Finance Director sent out an email to Department Directors and FEMA Liaisons communicating the followings:
 - FEMA Declaration information,
 - Importance of clearly documenting all work performed for all FEMA categories, (picture, videos, etc.), and properly completing DAR forms
 - Importance of Mutual Agreements when providing or receiving assistance
 - Link to FEMA Guidelines, Public Assistance Program and Policy Guide, FP 104-009-2/April 2017,
 - General Ledger FAMIS Hurricane Irma Financial Structure

- September 14, 2017, a conference call for Hurricane Irma departmental briefing was conducted with FEMA Liaisons where each department described identified damages and their involvement. Topics such as FEMA funding, future applicant briefing meetings, damage estimates and status of recovery efforts were discussed and responded to questions from departments.
- September 18-20, 2017, Finance requested preliminary estimates by 9/22, from departments for Categories to include Roads/Bridges (Category C), Water Control (Category D), Buildings/Equipment (Category E), Utilities (Category F), and Parks, Recreational, and Other Facilities (Category G) A second conference call for Hurricane Irma departmental briefing was completed where departments provided an update as to the damages identified, DAR input assistance, estimates deadlines, and concerns. FEMA requested cost estimates for Categories C-G by Wednesday, 9/27.
- September 22, 2017, Finance sent email to FEMA Liaisons detailing Emergency Labor coding for DAR forms in an effort to provide additional guidance to departments. Received estimates for Categories C & G, however, we are still pending from twelve departments and they have requested an extension.

FEMA Funding Correspondence - Updates

- September 10, 2017, FEMA authorized to provide federal funding for emergency protective measures (Category B), including direct federal assistance, at 100 percent of the total eligible costs for a period of 30 days
- September 12, 2017, Congress supported an increase to a 100% federal cost share for Public Assistance Category A-Debris Removal which is currently funded at 75% and an extension past the 30 days for both Category A and Category B.

- September 19, 2017, The Mayor requested an increase from a 75% to a 100% federal cost share for Public Assistance Category A, and an extension past the 30 days for both Category A and Category B.

Responses Pending

FEMA Categories

	Approved Funding	Requested Funding
Category A: Debris Removal	75%	100% (for all Category A)
Category B: Emergency Protective Measures	100% (Day 1-30)	100% (extended past 30 days)
Category C: Roads/Bridges	75%	75%
Category D: Water control	75%	75%
Category E: Buildings/Equipment	75%	75%
Category F: Utilities	75%	75%
Category G: Parks, Recreational, and Other Facilities	75%	75%

Information Technology Department

Pre-Storm

- Fueled all vehicles and generators and tested generators for readiness
- Coordinated with all major vendors for either on-site or on-call support for all critical systems
- Programmed and provisioned Command & Control Radios for Commission and Mayor Personnel
- Provisioned and setup 311 technology at Fire Headquarters to enable operation from that facility
- Locked-down critical sites with support personnel pre/post storm.
- Manned DAE shelters as required.
- Provided Support for EOC operations, including but not limited to; GIS Map and application services
- Maintained continual operation and system availability of critical public safety and courts operations
- Increased computing capacity of Miami-Dade County portal and mapping service given the 82x fold increase in demand.

Post-Storm

- Visited three critical Radio tower sites to restart generators and restore services
- Recovered all IT systems for those facilities that lost power, including but not limited to; MDPD Headquarters, Permitting Center, SPCC, Library, etc.
- Continued to provide support EOC operations, including but not limited to; GIS Map and application services, as well as DAE locations
- Coordinated with Telecommunications providers for restoration of services to critical county facilities.
- Setup a temporary work location for the back-office Permitting and Inspection staff of RER to operate during the period of time they were experiencing power issued at the MDPIC center.
- Provisioned and setup 311 technology to return to normal operations at the Elections Building in Doral

Miami-Dade County Parks, Recreation, and Open Spaces Department

Pre-Storm

- Assembled and distributed damage assessment team kits to the MDPROS damage assessment teams.
- Distributed Daily Activity Reports (DARs) to staff for recording time, equipment, and materials for post hurricane reimbursement.
- Staged vehicles and heavy equipment (bulldozers, front end loaders, etc.) from low-lying beach maintenance areas to inland locations at Greynolds Park and the old planetarium parking lot.
- Fueled all vehicles and gas containers.
- Installed hurricane shutters.
- Completed MDPROS facility check lists for each facility.
- Pre-established internal hurricane work orders.
- Activated pre-recorded MDPROS employee hotline call-in number.
- Established emergency purchase order numbers for procurement of items.
- Notifications sent to MDPROS lessees, permittees, CBO's and Program Partners to take protective measures and secure loose equipment.
- Notified essential MDPROS staff such as heavy equipment operators where and when to report.
- Staffed the Emergency Operations Center (EOC), updated the situation reports and responded to requests from other departments and agencies.

Post-Storm

- Completed bulldozer and blading activities for seaweed removal and reshaping of sand cliffs on Miami Beach from Government Cut to the county line, pending sand sifting. Eight bulldozers in use (2 County, 2 Miami Beach, 4 rentals). Working at Haulover Park now.
- Completed all priority one road clearing assignments, 19 roadway miles with beach maintenance crews.
- Completed Zone 5 priority one road clearing assignments provided by the Department of Transportation and Public Works (DTPW), 50.5 miles.
- Cleared for traffic the Miami-Dade Busway, 20.5 miles.
- All Metromover stations pedestrian walkway and pathways cleared by Right-of-Way Aesthetic and Assets Management Division (R.A.A.M.) staff.
- Notice to Proceed (NTP) issued for downed tree removal contractors and landscape maintenance service contractors for debris cleanup and removal on Metrorail line sections.
- Completed initial debris clearing sweep of revenue generating sites: Zoo Miami, marinas, golf courses, Deering Estate.

- Opened up 39 recreation center buildings and six swimming pools on the Monday after the storm for public use. The recreation center sites provided air conditioned space for the public to use.
- Opened 18 Special Election precincts / polling places on the Tuesday after the storm at MDPROS facilities – with power and debris removal from park roadways and parking lots.
- Updated the EOC Public Information Office on MDPROS of facilities coming back on-line on a daily basis.
- Worked with FPL to identify and prioritize MDPROS facilities needing power restoration.
- Coordinated volunteers for assisting MDPROS staff in cleaning up selected sites.
- Provided two sites used for FEMA Disaster Recovery Centers (DRC's) – Goulds Park and Gwen Cherry Park.
- Provided truck and equipment staging sites for FPL at three facilities – Zoo Miami, Tamiami Park and Tropical Park.

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Miami-Dade Public Library System

Pre-Storm

Upon activation of the Emergency Operations Center, the Miami-Dade Public Library System (MDPLS) began implementing our COOP plan and all pre-storm closure activities for each of our 50 locations.

The initial steps included preparing the interiors of our locations to protect assets from potential water and/or wind intrusion, including covering of books, computers, and other assets. This also involved the powering-down of computers, shut-down of air conditioning units, and shut-down of other electronic assets as needed.

Upon completion of these activities by library branch staff, our facilities and maintenance team proceeded to begin their pre-storm activities related to securing the exteriors of our locations, including removal of loose debris and other potential projectiles, and shuttering of locations that do not have impact-resistance windows.

Concurrent with these activities the Information Technology Department (ITD) team assigned to MDPLS prepared our IT systems for shut-down, with the exception of our website, which was moved to a more secure storage environment to allow for continued availability to the public of online services such as downloadable e-books, audiobooks, movies, and music.

All Senior Staff remained in regular contact Pre-Irma with status updates, coordination with the EOC on messaging related to availability of services, and coordination with the Mayor's Office.

Post-Storm

On Monday, September 11th, subsequent to Hurricane Irma, the MDPLS facilities and maintenance team began conducting damage assessments to check the structural integrity of our major facility systems and infrastructure, including roofs, electrical, data, and mechanical systems. By the end of the day, it was determined that no structural damage had occurred to any of our facilities.

By the afternoon of Tuesday, September 12th, it was determined that there were 17 library locations that were running on FPL electrical power. This allowed our ITD team to begin the process of re-starting our IT system for service availability to the public and allowed our Senior Staff to begin the calling tree process to check on staff availability for the branches that were ready for public use. Additionally, our maintenance and facility team conducted

some initial debris removal activities in parking lots that would be requiring access by the public the following day.

On Wednesday, September 13th, MDPLS opened 17 locations to the public by 12:00 pm (in some cases, earlier), and resumed a 10 a.m. – 6 p.m. schedule through the weekend. Given the lack of electrical power that existed throughout many homes and businesses throughout the County at that time, the public greatly appreciated the access to library services, especially as it related to Wi-Fi, internet, air conditioning, and the ability to access FEMA-related documents and services.

Concurrent with the opening of these locations, our maintenance and facilities team continued checking on locations that could be available for public use the following day and this process continued through the weekend, as follows:

Date	Locations Opened to the Public Daily
Wednesday, September 13 th	17
Thursday, September 14 th	7
Friday, September 15 th	6
Saturday, September 16 th	7
Sunday, September 17 th	0*
Monday, September 18 th	10
Tuesday, September 19 th	2
Wednesday, September 20 th	1
Total	50

*MDPLS normally has 9 locations with Sunday schedules, but maintained 11 locations for Sunday, September 17th, including at all three early voting sites.

September 18th – 20th, our contractual landscaping firms completed the process of major debris removal throughout our locations.

Miami-Dade County Department of Cultural Affairs

This report documents the pre- and post-storm actions taken by the Department of Cultural Affairs. These actions described below address the key areas of responsibility for the Department and are consistent with the procedures set forth in the Department's Continuity of Operations Plan. It should be noted that the Department's Director, Michael Spring, also serves as Senior Advisor to the Mayor, overseeing the Library Department and the Parks, Recreation and Open Spaces Department and participated as part of the Mayor's team in responsibilities for the Office of the Mayor and at the Emergency Operations Center.

Pre-storm

Cultural facilities operated by the Department including: African Heritage Cultural Arts Center, Coconut Grove Playhouse, Joseph Caleb Auditorium, Miami-Dade County Auditorium and South Miami-Dade Cultural Arts Center.

- Grounds around facilities were cleared of furniture, etc.
- Facilities were inspected to ensure all windows, doors and buildings' perimeters were secured.
- Department vans at the African Heritage Cultural Arts Center were moved to the Caleb Center parking garage.
- Outside arts organizations with programs scheduled at the Department's facilities for the month of September were contacted to coordinate storm messaging.
- Facilities' web sites were updated to announce cancelled and postponed programs.
- Staff updated email and voicemail with out-of-office messages.

Non-profit organizations managing the cultural facilities:

- Completed site preparations and plans to secure their buildings at the Adrienne Arsht Center for the Performing Arts, History Miami, Sandrell Rivers Theater at the Audrey Edmonson Transit Village, and Vizcaya (in transition to non-profit management).
- Announced closings and cancelled or postponed programs via press releases, social media and web sites.
- Communicated with the Department confirming the completion of these actions.

Post-storm

Cultural facilities operated by the Department including: African Heritage Cultural Arts Center, Coconut Grove Playhouse, Joseph Caleb Auditorium, Miami-Dade County Auditorium and South Miami-Dade Cultural Arts Center.

- Department's facilities staff performed preliminary assessments of each facility that were completed by Tuesday, September 12th.
- Repair plans were implemented immediately using staff and County-approved vendors.
- Staff and vendors have completed clean-up and repairs necessary for the facilities to be operational and re-open, as applicable. Additional repairs are necessary to address remaining storm-related damages and impacts.
- African Heritage Cultural Arts Center, Miami-Dade County Auditorium and South Miami-Dade Cultural Arts Center have resumed operations and programs. Architectural and engineering work continues for the Coconut Grove Playhouse. The Joseph Caleb Auditorium still is scheduled to undergo its backstage expansion and improvement plan later this year.

Department received updates from non-profit organizations managing the cultural facilities:

- Adrienne Arsht Center for the Performing Arts: no significant damage; power was restored on Monday, September 11 and programming has resumed.
- History Miami: no significant damage; re-opened to the public on Tuesday, September 19; through October 1, the Museum is donating 100 percent of each museum admission ticket to [Operation Helping Hands](#), United Way's partnership with the Miami Herald/el Nuevo Herald. Every dollar raised through Operation Helping Hands will help the United Way meet the storm-related needs and support long-term recovery throughout affected areas in Miami-Dade, across Florida and the Caribbean.
- Sandrell Rivers Theater at the Audrey Edmonson Transit Village: no significant damage; 24-hour security was hired immediately after the storm due to communications systems (including telephone and internet) service interruptions and attempted break-ins; programming has resumed.
- Vizcaya: significant damage due to flooding in café, gift shop and gardens; loss of landscaping; tree and foliage debris requiring clean-up for site access; loss of power may have affected the art works and decorative arts furnishings; Department helped to coordinate recovery efforts with ISD (for generators), Public Works (for clean-up), Water and Sewer for pumping out flooded areas and FPL; the goal is to re-open, Monday, October 2.

Facilities have issued press releases and social media postings announcing special discounts, rescheduled programs and events calendar updates. The Department has been in close communication to help coordinate communications.

On September 13, 2017, the Phillip and Patricia Frost Museum of Science reported that all animals were back on exhibit and eating well, exhibits were up and running, rooftop planters were cleaned up and restored, and the Science barge extraction and move to dry-dock had started. In addition, repairs to the damaged fire alarms were underway and pressure washing of the building was occurring to remove as much salt as possible from the exterior. Clean-up and repairs were completed and the Museum re-opened to the public

on Friday, September 15th, announcing a program to collect relief items to help for those affected by Hurricane Irma.

The Pérez Art Museum Miami (PAMM) reported that it sustained no damage to the building, and suffered no flooding. The roof held well, and there was no problem with the hurricane-resistant windows. Surge from Biscayne Bay did not reach the building, even at high tide. The hanging gardens held well structurally, and only weakened plants in the hanging gardens were lost, and easily will be replaced. The exterior sculptures and interior artwork were fine. The power remained on in the building, and the air conditioning at the appropriate level for the artwork was maintained. The garage surface had some temporary pooling of water due to rain and drainage. There was some minor damage to landscaping, which was in the process of being corrected. The Museum re-opened to the public on Thursday, September 14th and announced that South Florida residents would have free admission on Thursday, September 14th and Friday, September 15th. In addition to free admission, PAMM hosted a variety of activities, including family-friendly art-making and a Thursday night happy hour.

Miami Dade Aviation Department

Overview. The Miami Dade Aviation Department (MDAD) conducted extensive planning and preparations prior to Hurricane Irma. During the hurricane we activated our Command Post. We also housed employees from MDAD, MDPD, MDR, the Airlines, Concessions, and Federal Agencies to facilitate the rapid resumption of operations immediately following the storm. Additionally, we housed stranded passengers and other seeking shelter. Immediately following the hurricane we conducted infrastructure, security, and safety assessments and certifications to enable the resumption of operations. MIA experienced sustained winds of over 70 mph and wind gusts of nearly 100 mph. These extreme weather conditions resulted in widespread damages throughout MDAD's facilities. Despite this, MIA was able to resume passenger and cargo flight operations within 36 hours following the storm due to the planning and preparation prior to the storm and the ready availability of staff and resources during and immediately after the storm.

Pre-Hurricane preparations. Guided by standard operating procedures for MDAD, the Department conducted extensive planning and preparations prior to the start of hurricane season. As Hurricane Irma approached, additional meetings and preparations were conducted.

Command and Control Center. MDAD stood up its Command and Control Operations Center on September 8th with representatives from MDAD, MDPD, MDR, CBP and TSA. A list was finalized of 224 MDAD, 89 MDPD, 36 MDR, 42 CBP, 48 TSA, 90 American Airlines, 2 Delta Airlines, 24 FPL, 40 Concessions and 11 Hotel employees that would remain at the airport (Storm Riders) during the hurricane to maintain limited operations and prepare for the resumption of full operations. The Command and Control Center also provided guidance to staff to ensure to capture information and requirements for FEMA accountability and reimbursement forms.

Operations Preparations. MDAD maintained direct and continuous communication with the airlines to coordinate the shutdown of airline operations. Airline flight operations were completed by the evening of Friday, September 8 well ahead of any severe impacts from the storm, allowing MDAD ample time to complete the necessary tasks required to safely secure the facility. Due to unscheduled cruise ships arriving at Port Miami, MDAD coordinated the arrival of buses from the Port and specifically worked with American Airlines and Delta Airlines to ensure passengers were accommodated on the 20+ extra flights to meet evacuation demand on both September 7 and 8. Both CBP and TSA operations were able to process all passengers for flights until flight operations were completed. This extensive communication and coordination with the airlines and federal agencies enabled the evacuation of thousands of passengers that would have otherwise been stranded and forced to be housed at the airport or county shelters.

Stranded Passengers The County policy for stranded passengers is for MDAD to arrange transportation to be housed in County Shelters. However, due to the substantial number of evacuees throughout South Florida, the airport was asked to house stranded passengers who

wished not to be transported to shelters. MDAD rapidly put a plan together to house and feed as necessary up to 2000 stranded passengers. Food and supplies were quickly ordered (meals, water, mattresses, pillows, hygiene kits, diapers and baby wipes, dog kennels.) The plan included a designated “safe area” where the stranded passengers would be housed with security and paramedics readily available. As flight operations ceased, MDAD staff swept the entire airport and its facilities to identify stranded passengers and others remaining at the airport and guided them to the safe area. Due to the planning and preparation, the stranded passengers were very pleased with their treatment and care.

During the Storm As the storm grew in intensity, airport operations decreased and the airport officially closed when the FAA tower was evacuated at 1:30 AM on September 10th. The GA airport operations had closed the prior day. The Command and Control Operations center monitored activity, answered queries, deployed resources and submitted reports and communications to the County, Federal Agencies and stakeholders. A total of 1294 people were housed at the airport that included the MDAD, MDPD, MDFR, CBP, TSA, American Airlines, Delta Airlines, FPL, Concessions and Hotel “Storm Riders”, Hotel Guests and family members, and stranded passengers and others who came to the airport seeking shelter. MDAD staff monitored activity, distributed food, water and provided other services to the stranded passengers and others who remained and sought refuge at the airport. Meetings were held with airline representatives to coordinate start-up operations.

Facilities and Infrastructure Maintenance. To be rapidly ready to resume operations, MDAD staff conducted site inspections throughout the airport to assess damage and start clean up. MDAD staff attended to leaks, air-conditioning calls, elevator malfunctions, secured doors leading to curbside/exterior doors and contacted contractors as necessary to respond to various outages and system failures throughout the terminal. Water collection devices were installed as needed to contain leaks and minimize damage to the terminal and staff responded to emergency calls inside the facility (power failures, leaks, elevator and escalator malfunctions, etc).

Security Operations To ensure for the safety and security of the airport and those remaining in the facility, it was essential to maintain a robust security posture and presence. MDAD staff, MDPD and MDFR manned the Command Post and dispatched calls to the storm riders to attend to various concerns communicated by divisions within the Command Post. MDAD security staff monitored the stranded passenger situation and deployed police and security forces as needed and monitored and managed influx of homeless persons. To maintain access point integrity, AOA gates were manned until 35mph winds, then were secured with barriers. All TSA Checkpoints and exit lanes were either physically closed or manned 24-hours throughout the duration of the storm. Security operations were conducted throughout the storm and preparations were made for the resumption of operations, assessing work spaces and access points for damage and usability. Additionally, MDAD security staff maintained constant contact with federal and local security partners to ensure compliance requirements were met and to coordinate staffing, assignments, and scheduling for resumption of operations.

Post-Storm The primary purpose of the significant MDAD staff and other entities that remained at the airport during the storm was to ensure for the most rapid resumption of operations possible following the storm. As such, prior preparation and planning enabled for a quick yet thorough assessment of damages and emergency repairs to facilitate resumption of operations. Close coordination and preparation with the airlines and federal agencies enabled the airlines to plan for a quick resumption of both passenger and cargo operations. Finally, the significant presence and cooperation with MDPD, MDRR, FAA, TSA, and CBP enabled rapid assessments and recertification of the airfield and security of the airport. Consequently, the airport resumed passenger and cargo operations at 7 AM on September 12th.

Command and Control Center The command and control center established the priorities for the MDAD staff and stakeholders and monitored the progress to ensure that resources were dedicated to the most critical efforts.

Infrastructure Assessment and Emergency repairs The following activities took place to ensure for the rapid assessment and repairs necessary to resume operations:

- Deployed Damage Assessment Teams and prepared Rough Order of Magnitude ROM estimate (\$16m) of damages –See Attached
- Prepared FEMA Forms
- Requested authorization from ISD to access the MCC 7040 Program Emergency Procedures for various trade contractors
- Performed thorough dewatering and carpet cleaning at Cc F, Cc G and Cc H
- Performed emergency roof repairs to roof top equipment at North Terminal
- Performed emergency Roof repairs at Buildings 805,855, 875, 716A and the air traffic control tower at Opa-Locka
- Performed tree / debris removal to clear roadways for traffic
- Repaired fencing to secure several AOA security breaches

Security Assessments

- Conducted assessments of AOA perimeter, AOA access points, and terminal access points
 - Prioritized repairs to ensure recertification was completed within the time frame allocated
 - Worked with TSA to ensure AOA recertification and repair operations met their requirements and compliance standards
- Worked with TSA to recertify sterile condition of Concourse F
- Worked with MDPD to ensure the security of the terminal was assessed and any deficiencies were addressed prior to normal flight operations resuming

Regulatory and Economic Resources

Business Affairs Division (RER-Office of Consumer Protection)

Pre-Storm

Prior to June 1st each year, Consumer Protection does a price commodity survey. Inspectors visit a variety of stores to record prices for typical products that may be needed just prior to and immediately after a hurricane. This listing is then published on the web to assist consumers that may feel they were the victim of price gouging. The current survey is located on our Price Gouging information page: <http://www.miamidade.gov/business/library/flyers/average-commodity-prices-2017.pdf>

Construction, Permitting and Building Code Division (RER-CPBC)

Pre-Storm

- RER-CPBC Neighborhood Compliance staff activated its pre-storm postings of all mobile home parks (38 in the unincorporated area) aimed at alerting residents of the hazards of riding out a storm in their structures.
- Staff responded to 143 requests received through 311 to address citizen concerns about unsecured or unsafe sites in their neighborhoods.
- 4,560 jobsites with open permits for building and roofing were visited to alert contractors of the need to secure their jobsites and any construction materials that may become flying debris, in accordance with Section 8-16(a) of the Miami-Dade County Code).
- Information about emergency permit procedures and applicable exemptions was prepared to be made available through 311 and the County's Emergency Page as needed depending on the impact of the storm. While some of these procedures were ultimately not implemented in light of the lack of significant structural damage, emergency procedures were prepared for the following:
 - Identification of repair work that would be allowed to start prior to obtaining a permit;
 - Provisions for placement of temporary travel trailers on residential lots while home repairs take place;
 - Allowances for out-of-area contractors to perform repairs;
 - Emergency repair procedure in cooperation with FPL to allow the repair of service entrances to buildings prior to obtaining a permit and allow FPL to reconnect power quickly.

Post-Storm

In accordance with Section 8-16(b) of the Code of Miami-Dade County, staff was deployed to conduct post-storm damage assessments. Fourteen teams of inspectors canvassed the

County through Thursday, September 14, 2017 to help ensure public safety in the built environment in light of the storm. Safety notices were posted with a view towards identifying and notifying property owners of potential life-safety hazards on their property that will need to be repaired as soon as they are able. The safety notice is neither a notice of violation nor a citation. Inspectors spoke to property owners and provided information to protect themselves, their neighbors and their properties, as well as information on protecting themselves against unscrupulous contractors. The effort resulted in the following:

- Damaged but not dangerous structures (2,161 identified)
- Dangerous or unsafe structures (210 identified)
- Electrical Hazards (177 identified)
- Gas Hazards (5 identified)
- Swimming Pool Barrier Hazard (680 identified)

Information about permit procedures and applicable exemptions was also made available through 311 and the emergency page to assist property owners with information about:

- Repairing Damage to Roofs
- Process for Restoring Electric Power after Damage to Service Entrance
- Hurricane Damage to Fences
- Hurricane Damage to Swimming Pool Barriers
- Advice to Property Owners Hiring a Contractor

The County's Permitting and Inspection Center resumed regular operations and opened its full services to the public on Friday, September 15, 2017.

Division of Environmental Resources Management (RER-DEEM)

Pre-storm

- Reviewed and approved 34 temporary hurricane debris staging areas across the County.
- Conducted beach assessments to document the pre-storm shoreline and width.
- Coordinated pre-storm drawdowns of the County-managed secondary canal system in coordination with the South Florida Water Management District (SFWMD) which controls the Primary canals.
- Collected all air-quality monitoring devices from the eight (8) existing sites throughout the County.
- Discussed with municipalities and their contractors what storm preparations were to be undertaken for larger coastal construction projects to protect natural resources, property, and human life.

Post-storm

- Implemented Class I emergency authorization process through which the public can request expedited review and issuance of Class I permit for permanent measures taken to obtain relief from storm-related impacts to coastal structures. Structures

include seawalls and bulkheads (given priority review) as well as docks, piers, boatlifts, and the rebuilding of other legally-constructed structures that existed prior to the storm.

- Conducted drive-through inspections for post storm conditions, such as accessibility, infrastructure damage and power availability.
- Initiated equipment re-deployment at air monitoring sites and sampling sites for special projects.
- Continued to review and approve additional temporary hurricane debris staging areas across the County (62 total as of 9/25)
- Conducted beach assessments to document losses in sand volume post-storm.
- Facility Inspections:
 - Assessment of 111 permitted High Risk (hazardous materials or contamination risk) facilities including two power plants (FPL Turkey Point and Gordon Ivy Municipal Plant)
 - Inspected 14 EPA Superfund Sites as requested by the EPA.
 - Inspected 36 Solid Waste/Resource Recovery operations.
- Assesses secondary canal system post-storm for any damage or obstructions in the 84 canals (190+ miles) in the system.
- Responded to 23 sanitary nuisance complaints reported during and immediately after the storm.
- Stormwater engineering staff was deployed to the barrier islands to inspect areas vulnerable to flooding associated with storm surge and tidal fluctuations.
- Biologists were deployed to assess damage to County infrastructure/assets such as artificial reefs, mooring buoys, aids to navigation in the Bay, and deployed sampling equipment.
- Staff conducted assessments of various natural resources throughout the County including restoration sites, existing coastal spoil islands, seagrass, coral reef and hardbottom communities, Environmentally Endangered Lands (EEL) and Natural Forest Communities (NFC's).
- Staff coordinated with WASD on sewage spill responses and conducted sampling where appropriate.
- Water quality staff sampled various locations to determine any bacterial water quality exceedances that may be occurring throughout the tributaries of Biscayne Bay.
- Biologists and inspectors were deployed throughout the County's coastal and wetland areas, to assess storm related damage to coastal infrastructure, assess appropriate locations to stage hurricane debris, to assess County property for suspected illegal dumping of storm related debris and respond to public inquiries regarding sunken and derelict vessels that were leaking potential hazardous fluids into the Bay.
- Staff is collecting data regarding species of trees that were damaged in the storm in order to promote a more sustainable tree canopy and educate the public accordingly.

PortMiami

Hurricane Irma hit South Florida on September 9 & 10, 2017. PortMiami, together with its stakeholders, in conjunction with federal regulatory agencies, and local law enforcement, prepared the Port facilities.

The U.S. Coast Guard (USCG) mandates hurricane procedures and defines Hurricane Port Conditions for PortMiami, as well as the surrounding waterways.

Agencies participating at port briefings include, among others, the U.S. Coast Guard, U.S. Customs & Border Protection, Miami-Dade Police Department, Miami-Dade Fire Rescue, Biscayne Bay Pilots, Miami Tunnel (MAT Concessionaire, LLC), and Florida East Coast Railway.

Pre-storm

Tuesday, September 5, 2017: Mayor's Briefings began.

Wednesday, September 6, 2017: USCG established Hurricane Port Condition WHISKEY (sustained gale force winds (39-54 mph / 34-47 knots) predicated to arrive within 72 hours).

Port staff and local stakeholders initiated protocols to protect and secure our facilities by removing debris and potential flying hazards as well as securing multiple construction sites. Cargo yards initiated port stacking protocols.

Thursday, September 7, 2017: USCG initiated Hurricane Port Condition X-RAY (sustained gale force winds expected within 48 hours)

All commercial vessels greater than 500 gross tons begin preparations to depart the port.

Friday, September 8, 2017: USCG initiated Hurricane Port Condition YANKEE (sustained gale force winds expected within 24 hours) and Hurricane Condition ZULU (sustained gale wind forces expected within 12 hours)

All ocean faring vessels were ordered to depart and the Port closed to inbound vessel traffic. Terminal operators ceased all cargo operations not associated with storm preparations. PortMiami tunnel was closed at noon and the bridges were locked down at 3pm.

At 8pm on Friday, September 8th the USCG Captain of the port officially closed the Port and suspending all maritime and port ground operations (ZULU).

During Storm

MDPD secured the port main entrance (bridge) until winds exceeded 40 mph. then MDPD command staff relocated to Miami International Airport. Select port officials were able to monitor areas of the port via closed circuit television.

Post-Storm

Monday, September 11, 2017: Port assessment teams were on the ground early morning to assess damages to passenger terminals, ship to shore gantry cranes, cargo yards, seawalls and associated infrastructure. The National Oceanic and Atmospheric Administration (NOAA) began a hydrographic survey, utilizing side scan sonar, in order to conduct assessments of our navigational channel, turning basins and waterways.

Tuesday, September 12, 2017: PortMiami tunnel, FEC rail and landside operations resumed operations at 10:00 am. NOAA completed its hydrographic survey utilizing side scan sonar and gave an "all clear" to USCG. Port teams, in conjunction with the USCG conducted assessments via helicopter and waterborne assets, to survey the damages and potential obstructions affecting our navigational channels and waterways.

Multiple recreational vessels and large debris were identified sunken at the bottom of our channels and our main turning basin and were successfully removed. On the evening of Tuesday, September 12th, two navigational buoys were relocated and cleared from the government cut/outer bar cut channel, allowing PortMiami to open for marine traffic with nighttime transit restrictions.

Wednesday, September 13, 2017: after further coordination with the USCG, the inbound and outbound range lights were repaired, and the nighttime restriction was lifted. On Wednesday September 13th at 1:30pm, PortMiami resumed normal port operations.

Miami-Dade Water and Sewer Department

The Miami Dade Water and Sewer Department (WASD) was able to provide uninterrupted water and wastewater services before, during and after hurricane Irma. Providing this valuable service to our residents and visitors during this period was extremely difficult. Staff resources were stretched due to the amount of time necessary to maintain services but also due to the amount of plants and pumps without electricity. The investments made in our employees and our water and wastewater system allowed us to maintain our systems operational. While the department continues to evaluate and learn from our experience through this storm, the items below are our initial observation and actions necessary to improve on our resilience to storms or other events that test our system.

- Develop automation plan for sewer and water plants should they need to be evacuated.
- Damage assessment teams need to be increased in order to expedite repairs.
- Increase the number of portable generators with appropriate support staff.
- Replace satellite phones with county radios as we had difficulty communicating via cellular phones.
- Predetermined field staff were able to mobilize quickly to address main breaks, low pressure issues, and plant issues.
- Increased communication with support staff in order to establish clear lines of responsibilities for action steps and redundancy should certain key personnel not be available.
- Increased hardening of projects through Capital Improvement Plan.
- Increased design and operational requirements for our system.
- Continue to elevate electrical components for system.
- Provide direct support and communication to state of Florida Department of Health for testing of potable water and surface water.
- Increased communication for residents that rely on private wells as a source of water.
- Increased communication with regulatory agencies as FDEP and EPA.

As management and staff continue to assess the operations, additional improvements may be identified and implemented by the department. WASD is committed to improving its preparations for a storm event, and maximizing its resources to continue to provide the highest level of service to our customers during and after such event. We will assuredly be in a similar situation in the future, and likely a future that includes higher intensity storms on a more frequent basis.

Communications Department

Pre-Storm

- Executing a multilingual, multichannel communications program educating the public on what to do before, during and after the storm. The campaign is running from June through September 2017 on the following channels:
 - Online Display Banners
 - Gmail
 - SEM (Search Engine Marketing)
 - YouTube
 - Facebook/Instagram/Twitter (English/Spanish)
 - Traffic Sponsorships (Radio)
 - Creole Radio
 - Newspapers
 - Transit (Bus Wraps, Interior Bus Cards, Bus Shelters)
- Partnered with Water & Sewer, Transportation & Public Works, Solid Waste and Fire Rescue, along with sponsor, Dade County Federal Credit Union, on the production and distribution of the 2017 Hurricane Guide.
- In May 2017, a total of 421,000 copies of the guide were distributed as follows:
 - 334,000 direct mailed to Solid Waste customers
 - 2,600 distributed at Solid Waste events
 - 75,000 distributed by OEM to various County facilities including commission offices, libraries, public housing facilities, parks, outreach events and other locations
 - 10,000 distributed at DCFCU branches/events

Additional tactics used include:

- Media screens at the Stephen P. Clark Center lobby
- Lobby posters
- What's New for County employees digital newsletter – 5 editions - (5/30; 6/26; 7/17; 8/21 & 9/25)
- www.miamidade.gov home page slider and headline news
- Weekly News digital newsletter (internal and external subscribers) 4 editions - (7/14; 7/21; 8/18; 9/22)
- Paused all other County advertising except as noted above as well as the 311 and Solid Waste Management's Illegal Dumping, Drain & Cover and Home Chemical messages.

Miamidade.gov

- Created sliders and graphics for homepage directing users to hurricane preparedness site
- Hurricane Preparedness Website: Almost 284,000 page views since the start of hurricane season

311 conducted annual training for the Contact Center staff with the Office of Emergency Management on evacuation centers, storm surge zones and the Emergency & Evacuation Assistance Program.

- Opened over 25,000 Bulky Trash Requests between June 1 – September 1, 2017

During Storm

- From 9/6/17 to 9/16/17, the 311 Contact Center was staffed to answer calls for over 208 hours.
 - For 5 consecutive days, the Center was taking calls all day and night (24 hours).
- The 311 Contact Center answered over 103,000 calls and opened almost 9,000 service requests from Sept. 6 through Sept. 16
- Staffed the EOC during the activation, starting 9/6/17, to provide full Communications support: Web Updates, Social Media posting and engagement, Translations, MDTV staffing for press conferences, etc.

Miamidade.gov

- Created sliders and graphics for homepage directing users to hurricane emergency site
- During the activation, the Emergency page on miamidade.gov was updated 444 times and had almost 1 million page views.

Social Media Outbound Communications from the main Miami-Dade County account (@MiamiDadeCounty) during the activation totaled 173 on Twitter and 95 on Facebook

Social Media Engagement: this is direct communication with residents/visitors/businesses vial our social channels:

- Twitter: 411 Questions /Concerns Answered (Miami-Dade County, Mayor, 311 & Solid Waste)
- Facebook: 139 Facebook Direct Messages (Miami-Dade County)

Social Media growth: The main Miami-Dade County accounts grew its number of followers by 11,273 on Twitter and by 3,546 on Facebook

Translated 27 Press Releases and 15 sets of talking points for Mayoral Press Conferences as well as numerous social media posts

Miami-Dade Television staffed the EOC during the entire activation and provided support for 15 Mayoral Press Conferences as well as for numerous media availability sessions.

Each press conference was transmitted online and via Facebook Live.

Post-Storm

Registered the #MiamiDadeStrong hashtag with Twubs to officially associate it with Miami-Dade County government

As part of the #MiamiDadeStrong campaign, solicited imagery and stories from departments and developed online and social content to tell the story of County employees performing extraordinary acts of service post Hurricane Irma. To date, the following departments have been featured:

- Animal Services
- Deering Estate
- Fire Rescue
- Internal Services
- Parks, Recreation & Open Spaces
- Transportation & Public Works
- Solid Waste
- Vizcaya
- Water and Sewer

MDTV produced a Miami-Dade Minute highlighting the County's Hurricane Irma recovery efforts and the important role County employees play in getting back to normal. To date, engagement for the Hurricane Irma County Efforts piece is as follows:

- 9,250 People Reached
- 3,946 Video Views
- 250 Reactions, Comments & Shares

311 Contact Center continues to provide FEMA recovery information and support Solid Waste Management's debris pile collection efforts.

Miamidade.gov

- Created Hurricane Irma Recovery site on miamidade.gov highlighting the County's recovery and cleanup efforts as well as up to date information on service updates in Miami-Dade County.
- Created sliders and graphics for homepage directing users to Hurricane Recovery site.
- Over 1,000 page views since its launch on September 19, 2017.

Sent out digital Communications Satisfaction Survey to 843 residents in order to assess the County's communications efforts before, during and after Hurricane Irma. Since its distribution on 9/22/17, almost 30% have responded of which 77% are satisfied (excellent or good rating) with the way information was disseminated.