

# **Additional Agenda Item for Meeting of Tuesday, September 13, 2016**

## **General Business**

### **Added:**

29. Acceptance of a Status Report on Leon County's Response and Recovery Efforts Related to Hurricane Hermine and the September 7, 2016 Mayor/Chair Meeting


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# Leon County Board of County Commissioners

## Cover Sheet for Agenda #29

September 13, 2016

**To:** Honorable Chairman and Members of the Board

**From:** Vincent S. Long, County Administrator 

**Title:** Acceptance of a Status Report on Leon County's Response and Recovery Efforts Related to Hurricane Hermine and the September 7, 2016 Mayor/Chair Meeting

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<b>County Administrator Review and Approval:</b>	Vincent S. Long, County Administrator
<b>Department/ Division Review:</b>	Alan Rosenzweig, Deputy County Administrator
<b>Lead Staff/ Project Team:</b>	Andy Johnson, Assistant to the County Administrator for Legislative and Strategic Initiatives Scott Ross, Director, Office of Financial Stewardship

**Fiscal Impact:**

This item has a fiscal impact to the County. Through the hiring of a FEMA Emergency Management consultant to assist in the County's preparation and documentation of reimbursable expenditures, the County will ensure the maximum return of federal funding to Leon County. Upon receiving a federal declaration, under the public assistance rules, 75% of the consultant expenditure is reimbursable. The maximum allowable expenditure for the first 90 days is \$150,000; County and State share each \$18,750. However, final amounts will be determined through the procurement process.

**Staff Recommendation:**

See next page

**Staff Recommendation:**

- Option #1: Accept the status report on Leon County's response and recovery efforts related to Hurricane Hermine and the September 7, 2016 Mayor/Chair Meeting.
- Option #2: Approve County staff participating jointly with the City staff in conducting a series of community listening sessions to hear directly from citizens on the preparation and response to Hurricane Hermine. The sessions would be conducted throughout the City and unincorporated areas of the County.
- Option #3: Direct staff to prepare an agenda item for the consideration of partnering with the City of Tallahassee in engaging a disaster planning professional to evaluate the community's overall vulnerabilities, resiliency and community expectations (Note: this evaluation would be in addition to the detailed after action report currently being prepared).
- Option #4: Authorize the County Administrator to procure Federal Emergency Management Emergency Consulting services consistent with Federal Emergency Management Procurement Guidelines and execute agreements in a form approved by the County Attorney based on the Current Declaration of Emergency.
- Option #5: Authorize the Chairman to extend the Local State of Emergency for an additional seven day period.

## Report and Discussion

### **Background:**

This agenda provides the Board with:

- An update on the September 7, 2016 Mayor/Chair Meeting including recommendations for Board consideration.
- A status report regarding Leon County's response and recovery efforts related to Hurricane Hermine. At this time, the recovery process is still ongoing, and accordingly this agenda item should not be considered an After Action Report. Rather, this status report is intended to serve as a summary of the activities taken by Leon County to prepare for, respond to, and recover from this event.
- An update on the financial impacts of the storm and Federal Emergency Management Assistance (FEMA)

Hurricane Hermine was a storm of historic proportion and impact to Tallahassee and Leon County. It was the first hurricane to hit Florida in 11 years and the worst natural disaster our community has faced since Hurricane Kate in 1985. In just a few short hours, Hermine caused immense damage to homes, businesses, and infrastructure that will take weeks and months to repair. During the storm, Leon County experienced tropical storm force winds that lasted for 6 hours, gusts up to 64 mph, and 4" to 5" of rain. The storm disrupted electrical service for over 90,000 customers countywide. 138 roads in the unincorporated area of Leon County were blocked due to downed trees and over half of all traffic signals were knocked out.

As an overview, recovery efforts began well in advance of the storm's landfall and continued around the clock since the morning prior to the storm. The Emergency Operations Center (EOC) began a partial activation on August 31 and activated fully on September 1, operating for 111 consecutive hours. The EOC continued to operate through September 9. Public Works crews and law enforcement officers worked day and night shifts to clear roadways. Leon County crews also worked in tandem with City and Talquin Utilities to restore power in the unincorporated area. To provide relief to citizens without power and air conditioning, the County activated a comfort station at the Main Library, as well as water distribution and hot meal sites at several locations throughout the community. Additionally, Leon County partnered with the City of Tallahassee to establish navigation teams to assist citizens with questions and information regarding the recovery. Every effort was made to provide immediate and thorough relief to citizens impacted by this natural disaster while Leon County and community partners worked to restore services and critical infrastructure.

**Analysis:**

***Update on the September 7, 2016 Mayor/Chair Meeting:***

The Chairman, Mayor and Sheriff met on September 7, 2016 to discuss the on-going efforts related to Hurricane Hermine and to discuss possible additional opportunities for continued coordination between the County and City. During the meeting, the Chairman and Mayor discussed a number of additional specific actions for implementation immediately that would support the on-going response and recovery efforts:

- The establishment of navigation teams to assist community members with general information on processes such as filing insurance claims (e.g. types of documents you should have available when filing a claim); share information on resources to assist with emergency needs and recovery efforts; and provide information on permit fee waivers and other general questions that may arise. Beginning on September 9, 2016, the County Administrator and City Manager jointly established teams and staffed locations at the Fair Grounds and the Renaissance Center. The centers will continue to stay operational as long as the need for the navigation teams is warranted. Upon receipt of a Federal Major Disaster Declaration of Individual Assistance, FEMA would establish a local disaster recovery center for individuals to file for assistance.
- The Chairman and Mayor have jointly issued a letter to local cable and cell phone providers, as well as, grocery store chains, asking our private sector community partners to provide some type of financial relief in the month of September in recognition of the hardship many of our residents have experienced. In addition to these efforts, the Chairman did request the City consider a one-time \$100 across the board reduction for each City utility customer during the month of September.

The Chairman and Mayor also discussed some long-term planning efforts for the County and City to consider conducting jointly:

- In a continuous effort at learning and improving in our preparation and response to a disaster, having staff engage directly with community members through a series of community listening sessions. The listening sessions would be conducted jointly with both County and City staff and held throughout the City and unincorporated area of the County. Information gained from these sessions will be instrumental in identifying areas for improvement in our collective future preparation and response.
- Jointly engage a disaster planning professional to evaluate the community's overall vulnerabilities, resiliency and community expectations. This effort would be in addition to the detailed after action report currently being prepared. If the Board wishes to pursue this joint effort with the City, staff recommends a future agenda item be prepared for the Board's consideration.
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- At the meeting, both the Chairman and Mayor acknowledged the outstanding efforts of all governmental and community partner's employees and discussed hosting a recognition event for County, City, and community partners' employees that participated in the preparation, response and recovery efforts related to the storm.

***Update on Leon County's Response and Recovery Efforts Related to Hurricane Hermine:***

Following is a summary, organized by work area, of the County's preparedness activities, response and recovery efforts, and each work area's current status and outlook.

Emergency Operations

*Preparation:*

- Tracked Hurricane Hermine's path since August 18 when it originated as a tropical wave off the coast of Africa.
- Distributed tropical storm and hurricane watches and warnings as they occurred, beginning with the initial Tropical Storm Watch on August 30 at 5:23 p.m.
- Conducted conference calls beginning on August 30 to share information related to the storm and coordinate a planned response.
- Activated the Emergency Operations Center (EOC) on Thursday, September 1 to coordinate the response and recovery efforts of 22 distinct agencies.

*Operations:*

- Operated the EOC for 111 consecutive hours starting at 7:00 a.m. on September 1 with 80 to 100 personnel working per shift.
- Lead entity responsible for the operation of the EOC through-out the event.
- Lead entity in requesting assistance from the State of Florida (e.g. bottled water, FDOT crews for assistance with clean-up).

*Current Status and Outlook:*

- Coordinating entity for submission of all public and individual information to FEMA for reimbursement.
- Concluded operations as of September 9 at the EOC.
- Continues to coordinate with community partners and agencies on response through normal operations and conference calls.
- County and City staff are conducting preliminary damage assessments to support a request for potential federal recovery assistance.

County Administration

*Preparation:*

- Participated in emergency management conference calls to coordinate the activities of County staff and resources.
- Staffed the EOC before and throughout the event.
- Coordinated with the County Attorney's office to prepare a declaration of a local state of emergency for the Chairman's execution. This declaration was subsequently extended for a second seven-day period on September 7.

*Operations:*

- The County Administrator provided 21 e-mail updates to the Board in order to provide Commissioners with timely, accurate, and consistent information regarding preparation, response, and recovery efforts.
- Facilitated the September 6 Board of County Commissioners Special Meeting at the Public Safety Complex to provide a comprehensive update to the Board regarding the County's response and recovery efforts.
- During and after the storm, representatives from County Administration staffed the EOC during the entirety of the activation. Staff provided critical guidance regarding the deployment of County resources during response and recovery efforts.
- In coordination with the City Manager, the County Administrator established Navigation Teams to provide general information to citizens on recovery processes such as filing insurance claims, resources to assist with emergency needs and recovery efforts, permit fee waivers, and other general information.

*Current Status and Outlook:*

- County Administration is coordinating efforts to seek FEMA reimbursement for costs associated with Hurricane Hermine. Staff is currently documenting expenses related to eligible Public Assistance cost recovery expenses.
- Coordinating with the Emergency Management Director on the development of the After Action Report.

Public Outreach

*Preparation:*

- Printed and distributed the 2016 Disaster Survival Guide throughout the community and online. This guide provided citizens with information on how to prepare in case of a hurricane or any other disaster.
- Announced the availability of the Disaster Survival Guide at the Hurricane Kick off Press Conference on June 1. Inserted the guide in Tallahassee Democrat on Sunday, June 5.
- Held the Build Your Bucket disaster preparedness event in partnership with American Red Cross and City of Tallahassee. Nearly 400 citizens attended and received supplies critical to survive a disaster: flashlight, weather radio, batteries, etc.
- Provided communication through social media, press releases, govdelivery and the Leon County Emergency Information Portal (EIP) prior to the storm hitting regarding sand bag locations and preliminary closure information.

*Operations:*

- Began to update the Leon County Emergency Information Portal (EIP) immediately following the storm. This information included information on road closures, school/office closings, sandbag locations, open shelters, and damage assessment reports.
- Coordinated three press conferences with consistent information that involved all media partners.
- Issued 25 news advisories and releases including one from the Florida Department of Health (FDOH) about food spoilage, reaching more than 250,000 people.

- Provided 59 social media Facebook updates before, during, and after the event which received 16,715 likes, comments or shares. The County's Facebook posts reached 305,123 people and increased likes by 1,280 since the storm. Issued 82 tweets reaching over 330,000 people, which were shared over 400 times.
- Provided immediate response to citizen inquiries – responded to each inquiry in under 18 minutes.
- Ran radio spots on Red Hills Radio stations (99.9, 103.1, 104.9, 106.1) to advertise the Main Library comfort station (discussed in further detail below) and water distribution sites.
- Operated a comfort station at the Leon County Main Library offering air conditioning, snacks, and charging stations to citizens affected by the storm. The comfort station operated 8 a.m. to 8 p.m. from Saturday, September 3 to Tuesday, September 6 and received more than 5,000 visitors.
- Coordinated with the American Red Cross to open emergency shelters at four locations: Chiles High School (a pet accessible shelter), Florida High School (including special needs), Oak Ridge, and Bethel A.M.E. (also pet accessible).

*Current Status and Outlook:*

- Continuing to promote information regarding the recovery through social media.
- Continuing to monitor reports of scams and issuing public information regarding how to report suspected scams – citizens can call (866) 9- NO-SCAM to report these.
- Promoting information regarding the damage assessment process on social media and listed on the EIP.
- Promoting information regarding loans and other assistance available to small businesses on social media and the EIP.
- Issued a press release and promoting information about debris pickup on social media and the EIP.

Public Works

*Preparation:*

- Beginning on August 26, inspected vehicles and equipment, checked potential flooding areas to clean blockage, tested pumps, conducted an inventory of barricades, and loaded trucks to activate sandbag locations.
- Contacted Talquin Electric to coordinate support of a road clearing task force.
- Scheduled Fleet and Purchasing staff for equipment repairs.
- Contacted debris removal contractors for possible support with “cut and toss” operations to facilitate faster openings of blocked roads.
- Distributed 30,000 sandbags at the Solid Waste Facility, Ranchero at Oakridge, J. Lee Vause Park, and Tekesta Park.
- Activated Alpha/Bravo shifts on Thursday, September 1 consisting of seven crews working twelve hour shifts as well as Administrative Support.



- Pre-deployed crews to six previously selected hardened school locations (Fort Braden, Woodville, Montford, Chaires, Canopy Oaks and Chiles) due to their strategic locations as well as one location at the Public Works Facility.

*Operations:*

- Crews began responding to downed trees and other calls for service on Thursday evening, August 31. At approximately 11:00 p.m., crews were pulled back to the deployment locations due to winds increasing to tropical storm force speeds. At approximately 4:00 a.m., when winds fell below tropical storm force, crews were moved back out to resume clearing operations.
- On Friday, September 1, crews continued Alpha/Bravo Shifts with a 7:00 a.m. to a 7:00 p.m. rotation due to nighttime safety concerns.
- Activated two "cut and toss" crews from contractor to assist with road clearing. Inmate crews were also utilized during this time.
- Overall, Leon County responded to approximately 325 downed trees resulting in eight collector roads and 130 local roads being closed due to tree blockages.

*Current Status and Outlook:*

- All County roads were cleared and open by September 5. Public Works worked with the City of Tallahassee and Talquin Electric to coordinate removal of electrical lines entangled in trees.
- Leon County Public Works and the City of Tallahassee have coordinated with the Florida Department of Transportation to begin debris removal on Federal Highway Administration (FHWA) roadways starting Friday, September 9. In addition, debris removal and debris monitoring contracts have been activated. Residential debris removal began on September 9 and all areas will have been serviced by September 23.
- Staff has also contacted the Florida Department of Environmental Protection to activate two temporary debris staging locations within Leon County. These orders have been received and the locations are being prepped. Staff will evaluate with the debris removal contractor to determine if a third location will need to be activated.
- Public Works staff returned to normal operating hours on September 6. However, some staff will work outside of normal operating hours to help coordinate debris removal and debris monitoring activities.

Solid Waste, Fleet, and Mosquito Control

*Preparation:*

- Coordinated with the Public Information Office to advise Waste Pro customers to safely store their garbage and recycling containers prior to the storm.
- Staff prepared the Solid Waste Management Facility, transfer station, Rural Waste Service Centers, and the Fleet building prior to the storm, including inspecting generators and topping off fuel tanks.
- Developed Alpha/Bravo work schedules for each work area.
- Mosquito Control inspected equipment prior to the storm.

*Operations:*

- Solid Waste services were suspended on Friday, September 2 due to the extent of road blockages. Service was suspended for only one day.
- Immediately following the hurricane, modified operational hours for the Solid Waste Management Facility to 7 a.m. to 7:30 p.m. including Sunday, normally a nonoperational day.
- Resumed operations at all Rural Waste Service Centers on Saturday, September 3.
- Fleet staff maintained an Alpha/Bravo staffing model through Sunday night, September 4 and went to on-call status starting Monday, September 5.
- Since the storm, the Solid Waste Management facility has received over 570 loads of yard waste totaling over 2,200 tons. The normal monthly average is 1,500 Tons. In addition, the Rural Waste Service Centers have received over 160 tons of yard waste.
- Solid Waste and Fleet staff assisted Facilities with overnight unloading and staging of bottled water for distribution (discussed further below).
- Mosquito Control resumed normal operations on Monday, September 5 and begun focusing fog truck spraying in historically problematic areas such as Killearn Lakes, the Lake Jackson area, Chaires area, Woodville, and Ft. Braden.
- Staff initiated the process to submit for funding support associated with post-disaster mosquito control.

*Current Status and Outlook:*

- All Rural Waste Service Centers continue to remain open daily from 9 a.m. to 5 p.m. and will continue to be open daily at least through September 16. Based on activity levels a determination will be made to further extend additional daily operations at the end of September 16. Normal operating days are Friday through Sunday.

Facilities Management/Parks and Recreation

*Preparation:*

- Prior to the storm, Facilities Management staff cleared gutters, placed sandbags, and removed wind-borne dangers to County facilities.
- Facilities Management also planned for staffing needs the day following the storm.
- Parks staff assisted with staffing the four County sandbag locations.
- Evacuated campers from County campgrounds, removed windscreens and other wind-borne dangers, and coordinated with community partners and customers regarding reservations and special events.
- Staff configured the Public Safety Complex (PSC) for full EOC activation prior to the storm. The PSC is designed to be able to operate on generator power for up to 14 days. Arranged for additional security and custodial services at the PSC.

*Operations:*

- Immediately following the storm, Facilities Management and Parks staff began to assess County properties for any reports of damage. No major damage was reported at any County property.

- The PSC remained on generator power until Saturday, September 3 with no disruption of service.
- In coordination with Emergency Management and the Leon County Health Department, requested and received six tractor-trailer loads of bottled water and two tractor-trailer loads of hygiene kits from the State of Florida.
- Established distribution sites for bottled water and hygiene kits at Lake Jackson Library, Ft. Braden Community Center, Woodville Library, Chaires Community Center, and Miccosukee Community Center. These sites operated 12 p.m. to 6 p.m. from Saturday, September 3 through Monday, September 5. The Woodville location remained open Tuesday, September 6 due to continued demand. 180,000 bottles of water and thousands of hygiene kits were distributed.
- Four of the sites listed above also served as fixed locations for Salvation Army canteen food service: Lake Jackson Library, Ft. Braden Community Center, Woodville Library, and Chaires Community Center. Over 2,600 meals were served at these locations.

*Current Status and Outlook:*

- Reopened all County parks, campgrounds, and boat landings by Saturday, September 3.
- All community centers reopened on Tuesday, September 6 (after the Labor Day holiday) with the exception of the Bradfordville Community Center which reopened on Thursday, September 8 after electrical service was restored.

Emergency Medical Services

*Preparation:*

- EMS begins preparation for hurricane season in the spring of each year by reviewing the Emergency Operations Plan. On May 4, 2016, EMS along with regional healthcare partners, emergency response personnel, and emergency management officials participated in a functional exercise of a Category 3 hurricane making landfall in the Apalachee Bay.
- On August 28, 2016 EMS began participating in Emergency Management's tracking of Tropical Depression Nine, which would later become Hurricane Hermine.
- At 12 p.m. on Wednesday, August 31, EMS initiated its Emergency Operations Plan for tropical system impacts and issued a situational report advising staff to take protective measures at home by activating their personal emergency plan and to be prepared for possible full staff recall and the likelihood of extra shift assignments.
- EMS Administrative staff was assigned to the EOC on Wednesday, August 31 to provide assistance to Emergency Management and the Florida Department of Health in Leon County in contacting individuals on the special needs registry. This was done to identify individuals that have medical issues that may require additional assistance or sheltering at the special needs shelter and to begin the process of planning to meet the needs or moving the individual to the special needs shelter.
- EMS operations staff checked equipment and supplies and ordered additional oxygen and other expendable supplies to ensure the operational readiness of EMS. This included facilitating ambulance repairs with Fleet Management.

- Conducted a command staff meeting at 6:30 a.m. on Thursday, September 1 to finalize a staffing plan, prepare equipment and conclude response planning activities.
- Identified strategic ambulance staging locations and areas of last refuge throughout the County for staff deployed on ambulances. Alternate response plans were finalized based on these locations which included County facilities, schools, fire stations and hospital facilities.
- Began staffing the EOC with two staff members beginning at 7:00 a.m. on Thursday, September 1 and continued staffing the EOC through Wednesday, September 7.

*Operations:*

- Overall, EMS handled over 900 requests for service from the time Hermine began impacting the County through Tuesday morning. Friday morning was the peak operational period for EMS where requests for service were 60% higher than typical call volumes.
- Coordinated with the Department of Health in Leon County in the movement of special needs patients and the set-up of equipment at the special needs shelter.
- Increased staffing levels from Thursday, September 1 through Tuesday, September 6 at levels consistent with demands for service.
- Deployed additional ambulances and personnel at varying levels from Thursday evening through Tuesday morning.
- Placed a 3<sup>rd</sup> member on most ambulances Thursday evening through Friday morning in case crews needed to move patients with potentially no ambulance backup for a prolonged period of time.
- Deployed two paramedics to the special needs shelter Thursday evening through Friday morning.
- Remained in close contact with hospital partners. All three emergency departments remained operational and capable of accepting patients throughout the event. There was no loss of medical service capability at any facility.
- In the EOC, EMS provided support to the Department of Health in Leon County with the coordination of needs at nursing homes, assisted living facilities and citizens with special medical needs.
- Following the storm, EMS assisted citizens in evacuating buildings where elevators were not operational, assisted citizens that were dependent on oxygen to set up and change oxygen cylinders and coordinate services with their medical supply provider, and assisted citizens in need of a breathing treatment that were without power by providing oxygen to facilitate their treatment until they were able to make arrangements with their durable medical supply provider.
- Assisted with the assessment of medical facility and nursing home ability to sustain services on generator power.

*Current Status and Outlook:*

- Calls for service returned to normal levels on Monday, September 5. Staffing was returned to pre-storm levels beginning Tuesday, September 6.
- EMS demobilized deployed assets beginning on Wednesday, September 7.

### Animal Control

#### *Preparation:*

- Animal Control Officers participated in the State Agricultural Response Coalition's Small Animal Emergency Sheltering Class in June of 2015 in order to be better prepared for an emergency.
- Animal Control and Big Bend DART (Disaster Animal Response Team) hosted a full scale mock drill with the Emergency Mobile Animal Shelter in June 2016.
- On August 28, 2016 Animal Control began participating in Emergency Management's tracking of Tropical Depression Nine.
- On Wednesday, August 31, Animal Control made preparations to activate the Emergency Mobile Shelter.
- Checked equipment and supplies prior to the storm and reached out to the Animal Service Center to check the availability of additional supplies and equipment.
- Staffed the EOC beginning on Thursday, September 1.
- Contacted Big Bend DART on Thursday, September 1 to prepare emergency animal sheltering services at designated Red Cross area shelters.
- Delivered dog, cat food and housing supplies to the Big Bend DART representative at the Special Needs shelter at Florida High.

#### *Operations:*

- Coordinated with Red Cross to establish Chiles High School as a pet accessible shelter.
- Maintained close contact with Big Bend DART to ensure adequate staffing to assist with animals in the shelter environment.
- Assisted with the transition of the Mobile Emergency Animal Shelter to the Bethel A.M.E Church on Tuesday September 6.

#### *Current Status and Outlook:*

- Resumed normal on-call operations on Friday, September 2 and resumed full normal operations on Tuesday, September 6.

### Volunteer Services

#### *Preparation:*

- VolunteerLEON created Community Organizations Active in Disaster (COAD) in 1998 to ensure effective cross-coordination of non-profit agency resources during disaster events. COAD consists of 77 partner agencies throughout the Leon County community.
- VolunteerLEON participates in an annual state disaster exercise through Florida Division of Emergency Management.
- VolunteerLEON conducts year-round recruitment to ensure that volunteers are available during incidents like Hurricane Hermine.
- In advance of Hurricane Hermine, trained County staff and volunteers as shift leaders to staff the Citizen Information Line on a 24-hour basis.
- Activated disaster volunteers on standby to staff the Citizen Information Line on Monday, August 26.
- Activated the Citizen Information Line at 7 a.m. on Thursday, September 1.

*Operations:*

- Operated the Citizen Information Line for 111 consecutive hours starting on September 1, receiving over 1,800 calls since activation.
- Recruited volunteers including the Florida State Women's Softball Team to staff the Main Library Comfort Station from 8 a.m. to 8 p.m. on September 4 and 5.
- Provided citizen referrals to the appropriate disaster response organizations.

*Current Status and Outlook:*

- VolunteerLEON is transitioning to Big Bend 211 to assume the lead role in receiving general information phone calls.
- VolunteerLEON will continue to serve as the point of contact for COAD agencies in continuing operation updates.
- Conducting ongoing recruitment and assignment of volunteers as requested.

Development Support

*Preparation:*

- The Leon County Department of Development Support and Environmental Management (DSEM) ensures the protection of the built and natural environment through implementation of the Comprehensive Plan and the Land Development Code and enforcement of the building code.

*Operations:*

- Staff from DSEM assisted in conducting preliminary damage assessments after the storm. This information will be used to support a request for federal assistance.

*Current Status and Outlook:*

- To help the community rebuild after Hurricane Hermine, growth management and building permit fees will be waived for storm-related repairs. Fees will also be waived retroactively for completed projects. Permit fees to remove storm-damaged trees will also be waived. To be eligible for the waiver, the person performing the work must be the homeowner or a licensed contractor.
- In order to expedite the restoration of electrical service, DSEM will also allow electrical service to be reconnected by a licensed electrical contractor with final inspection to be done at a later date.

Tourism Development

*Preparation:*

- Surveyed Leon County hotels for availability and special rates prior to the storm. 25 hotels responded, representing nearly 50% of lodging properties in the County.
- Storm communication protocol for staff was established and each team member was assigned specific tasks and daily outreach to industry sectors to provide assessment reports throughout the long weekend.

*Operations:*

- On Friday, September 2, less than 10 hotels had power and all were sold out and turning guests away. For the remainder of the weekend through Monday, Tourism staff acted as a conduit surveying lodging properties and attractions daily to determine their status of operations and to inform those properties who were sold-out and turning away guests, of those properties now coming back online. Tourism staff filled a critical industry need by helping direct those guests to a property with availability. Staff also informed hotel properties of the comfort station established at the Main Library.
- Tourism staff communicated with current and future County visitors via the VisitTallahassee.com website regarding area lodging and attractions, focusing on the FSU home football game on Saturday, September 10.

*Current Status and Outlook:*

- Tourism staff continues to provide out-of-market messaging and marketing to support current tourism industry events and partners. This coordination is essential to ensure that the general public knows that Leon County is ready to host visitors without displacing emergency crews or residents that may still require lodging.

MIS/GIS

*Preparation:*

- MIS/GIS started preparing early on August 26, 2016 when initial weather forecasts suggested an Election Day hurricane landfall. MIS worked with the Supervisor of Elections Office to develop a contingency plan for computing resources and network connectivity at alternative facilities before and on the Primary Election Day.
- Updated the department's staffing plan for assignments at the EOC, the Jail Data Center to support the Jail Management System, the Courthouse Data Center, and the Public Works complex to support the work order management system and expanded the on call support of the Technical Services Center for desktop and technical support for the entire event.
- Mobilized the network team to support telephone and network services for the EOC and other mission critical sites such as the Jail, the Courthouse, and Public Works. Web and Systems staff were also mobilized to provide remote support. All other staff without direct assignments was considered on-call.

*Operations:*

- MIS/GIS along with Sheriff's IT staff maintained the EOC IT infrastructure throughout the EOC activation. Since September 1, critical County websites have received over 160,000 views. 75% of those views were accessed by mobile devices.
- MIS set up phones and a four-station call center for 211 Big Bend to relocate their operations in the EOC's Citizen Response Call Center. MIS coordinated with CenturyLink to port the 211 phone system to the County exchange.
- Coordinated with AT&T on information about their cellular service which impacted local law enforcement's mobile computers.
- Coordinated with CenturyLink for an outage at Public Works.

- Coordinated with Comcast on outages at the PSC and other County facilities.
- Monitored, assessed and maintained network and Internet connectivity for County facilities.
- TlCGIS supported mapping of downed trees, power lines, and power outages.
- TlCGIS supported mapping of shelter locations, comfort stations, and food/water distribution points.
- Provided technical support for ambulance technology during the event.
- Supported the comfort station at the Main Library to establish charging stations for citizens' electronic devices.
- Set up the PSC Command Control conference room to host the BOCC Special Meeting on Tuesday, September 6 with audio recording.

*Current Status and Outlook:*

- All County facilities have network and Internet connectivity with minimal damage to infrastructure.
- All County applications are operational.
- MIS has provided smartphone devices for use in the field by damage assessment teams and for debris collection documentation.
- Provided all mapping support for damage assessment required for submission to FEMA.
- TlCGIS continues to provide mapping support for damage assessments.

***Financial Impacts and Federal Emergency Management Assistance***

Two types of federal disaster assistance are being pursued by Leon County: public assistance for government/eligible non-profits and assistance for private individuals.

*Public Assistance*

Leon County, the City of Tallahassee and eligible non-profits have identified \$10.4 million in preliminary damage assessment; \$3.1 million is attributable to Leon County government. Under the federal rules, there is a two part financial test for a federal public assistance to be awarded. First, Leon County (inclusive the city and eligible non-profits) must exceed \$983,488 which has occurred. Second, the entire state must exceed \$26,509,847 in damage assessments. The Emergency Management Director has stated that preliminary indications are the state threshold should be met.

Emergency Management has submitted the \$10.4 million preliminary damage assessment report to the State of Florida. An initial meeting was conducted with state representatives on September 9, 2017 to review the submission. The Governor has to formerly submit a request to the President to seek the federal declaration for emergency assistance. If a Federal Declaration is provided, staff will then begin working with FEMA regarding detailed project and work plans that will allow the County to seek reimbursement for eligible expenses. Eligible expenses are reimbursed by FEMA at a 75% rate, with the County and State equally sharing the remaining costs (12.5% each). As a direct result of the County having a pre-approved emergency debris management plan, debris costs are eligible for an increased reimbursement rate by FEMA at 87%. The County and the State would split the remaining share at 6.5% each.



In order to ensure that the County is reimbursed for all eligible expenses, it is recommended that a FEMA Emergency Management Consultant be hired. Due to recent rule changes regarding FEMA Public Assistance Reimbursement, having a knowledgeable consultant will provide additional assurance that all eligible expenses by Leon County incurred due to the declared state of emergency qualify if a Federal Declaration of Disaster for the State of Florida including Leon County is issued. Current rules only allow the initial consultant to be hired with an initial emergency contract award (maximum 90 days with a \$150,000 limit). FEMA requires a modified competitive process for services lasting longer than 90 days. This second solicitation process needs to be completed in order for the allowable consulting reimbursement costs under the initial contract to be reimbursable. Consulting costs will be reimbursable at a rate of 75% from FEMA. For example, if expenditures under the emergency contract are \$100,000, Leon County would be reimbursed \$75,000. Staff recommends immediately initiating the required modified FEMA procurement process for continued emergency consulting services to ensure reimbursement under the first contract, and to ensure that all eligible storm expenses are recovered. The City has obtained similar services of an Emergency Management Consultant to ensure that all eligible expenses for FEMA Public Assistance are reimbursed.

In response to the after effects of Tropical Storm Fay in 2008, the Board approved the creation of the Catastrophe Reserve Fund (Policy No. 07-2, Attachment #1). The fund was created to allow access to emergency funds needed in case of a declared local state of emergency. The fund allows cash flow for expenses related to the disaster. In addition, the funds can be used to pay for solid waste and building/growth fees for eligible residents for the purpose of debris removal and home restoration/construction. Consistent with Policy 07-02, the Catastrophe Reserve will be utilized to reimburse the building fund for any fees waived in support of the restoration effort. The FY 2016 funding level for this reserve is \$2.7 million. In addition, using this fund will allow the centralized tracking of expenditures associated with the Hermine damages.

#### *Individual Assistance*

For individual assistance a separate Major Disaster Declaration of Individual Assistance is required. Leon County and the City of Tallahassee has provided extraordinary assistance to the Red Cross in performing preliminary damage assessments. The County/City placed 16 teams of two staff members into the field over the course of two days to ensure the maximum numbers of damage assessments were identified. These resources were in addition to the Red Crosses initial 5 teams. In addition, Leon County deployed a web portal for self-reporting of damage that assisted in directing the teams deployed in the field. GIS has provided all of the necessary mapping and compilation of the assessments required to both assist the field teams and prepare the information for submission to FEMA.

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A preliminary meeting with FEMA and state representatives is scheduled for September 13, 2017 to review the assessments. The Governor has 30 days of the occurrence to make the request to FEMA for consideration by the President. FEMA considers the following factors when evaluating requests: concentration of damage, trauma to the community, special populations impacted, insurance coverages available, voluntary agency assistance available and the severity and number of damaged residences.

If a declaration is received, individuals and households NOT receiving support through other means (such as insurance) can receive up to \$33,000 in grant assistance. The U.S. Small Business Administration also would provide low-interest, long-term loans to homeowners and renters for up to \$200,000 to repair/replace primary homes to pre-disaster conditions. To assist individuals, upon receipt of a declaration, FEMA would establish a disaster recovery center for individuals, which historically has been conducted at the Main Library program rooms.

**Options:**

1. Accept the status report on Leon County's response and recovery efforts related to Hurricane Hermine and the September 7, 2016 Mayor/Chair Meeting.
2. Approve County staff participating jointly with the City staff in conducting a series of community listening sessions to hear directly from citizens on the preparation and response to Hurricane Hermine. The sessions would be conducted throughout the City and unincorporated areas of the County.
3. Direct staff to prepare an agenda item for the consideration of partnering with the City of Tallahassee in engaging a disaster planning professional to evaluate the community's overall vulnerabilities, resiliency and community expectations (Note: this evaluation would be in addition to the detailed after action report currently being prepared).
4. Authorize the County Administrator to procure Federal Emergency Management Emergency Consulting services consistent with Federal Emergency Management Procurement Guidelines and execute agreements in a form approved by the County Attorney based on the Current Declaration of Emergency.
5. Authorize the Chairman to Extend the Local State of Emergency for an Additional Seven Day Period.
6. Board direction.

**Recommendation:**

Options #1 through #5.

**Attachment:**

1. Leon County Policy No. 07-2, "Reserves"

# **Board of County Commissioners**

## **Leon County, Florida**

### **Policy No. 07-2**

Title: Reserves

Date Adopted: September 16, 2008

Effective Date: September 16, 2008

Reference: N/A

Policy Superseded: Policy No. 07-2, "Reserves", adopted July 10, 2007; Policy No. 99-3, "Use of Contingency Reserves", adopted November 23, 1999; Policy No. 94-11, "Contingency Reserves and Mid-Fiscal Year Funding Requests from Outside Agencies," September 1994

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It shall be the policy of the Board of County Commissioners of Leon County, Florida, that:

Policy No. 07-2, "Reserves", adopted by the Board of County Commissioners on July 10, 2007, is hereby superseded, and a revised policy is hereby adopted in its place, to wit:

#### **1. Emergency Reserves**

- a. The general revenue emergency reserves will be maintained at an amount not to be less than 3% and to not exceed 8% of projected general fund and fine and forfeitures fund operating expenditures for the ensuing fiscal year.
- b. A Catastrophe Reserve will be maintained at 2% of the general fund and fine and forfeiture fund operating expenditures for the ensuing fiscal year. The Catastrophe Reserve will provide immediate cash flow for staff overtime, equipment, contractual support and materials/supplies in the event of a natural disaster.

In the event of a declared local state of emergency, the County Administrator is authorized to utilize the Catastrophe Reserve to pay Leon County solid waste and Leon County building/growth fees for eligible residents for the purpose of debris removal and home restoration/reconstruction. To be eligible, residents must demonstrate that all other means (including, but not limited to: FEMA Individual Assistance, property insurance) have been exhausted prior to seeking County assistance.

- c. The reserve for contingency is separate from the reserve for cash balances.
- d. Annually the Board will determine an appropriate amount of reserve for contingency to be appropriated as part of the annual budget. Any funds not included in the budget under this category will be included as part of the unreserved fund balance.

## **2. Reserve for Cash Balances**

- a. The County will maintain an annual unappropriated reserve for cash balance at a level sufficient to maintain adequate cash flow and to eliminate the need for short-term borrowing.
- b. The unappropriated fund balance shall be no less than 10% and no greater than 20% of projected general fund and fine and forfeiture fund operating expenditures.
- c. The reserve for cash balance shall be separate from the emergency reserves.
- d. All major funds will retain sufficient cash balances to eliminate the need for short-term borrowing.

## **3. Utilization of Fund Balance**

- a. As part of the annual budget process, a determination will be made of the minimum and maximum amounts of fund balance available based on the requirements set forth in Sections 1 and 2.
- b. Funds in excess of the minimums established can be utilized to support one time capital project funding and /or other one-time expenditures to address unforeseen revenue shortfalls.

## **4. Budgeted Contingency Reserve**

Budgeted Reserve for Contingency reserves, are established to provide the following:

- a. Funding for authorized mid-year increases to adopted levels of service.
- b. Funding for unexpected increases in the cost of providing existing levels of service.
- c. Temporary and nonrecurring funding for unexpected projects.
- d. Funding of a local match for public or private grants.
- e. Funding to offset losses in revenue caused by actions of other governmental bodies.
- f. Funding to accommodate unexpected program mandates from other governmental bodies.

## **5. Procedures**

- a. The County Administrator is authorized to develop forms and procedures to be used by outside agencies or individuals or County agencies in submitting their requests for use of contingency reserves.
- b. County agencies, including County departments and Constitutional Officers, requesting additional funding from the Board shall first submit their requests in writing to the County Administrator for full review and evaluation.
- c. After evaluation, all requests will be brought to the Board for consideration at a regularly scheduled meeting.
- d. Requests for use of reserves for contingency may be approved only by the Board of County Commissioners.

- e. The County's budget will be amended at such time the County Commission, by majority vote, authorizes reserves for contingency. All requests to the County Commission for the use of any reserves for contingency shall be accompanied by a "contingency statement" prepared by OMB showing the year-to-date activity on the reserves account as well as the current account balance and the net effect on the account of approving the use of reserves.

## **6. Evaluation Criteria**

- a. The Board will use the procedures and evaluation criteria set forth in this policy. The evaluation of funding requests shall include, but not be limited to the following:
  - ▶ consistency with other Board policy;
  - ▶ the urgency of the request;
  - ▶ the scope of services to be provided;
  - ▶ the short-term and long-term fiscal impact of the request;
  - ▶ a review of alternative methods of funding or providing the services,
  - ▶ a review for duplication of services with other agencies;
  - ▶ a review of efforts to secure non-County funding;
  - ▶ a discussion of why funding was not sought during the normal budget cycle; and
  - ▶ a review of the impact of not funding or delaying funding to the next fiscal year.

## **7. Exceptions**

- a. This policy is not intended to limit regular mid-year salary adjustment transfers from the salary adjustment contingency account, which is reviewed separately by the Board of County Commissioners on an annual basis.