

Board of County Commissioners

Workshop Discussion Item

Date of Meeting: January 29, 2009

Date Submitted: January 21, 2009

To: Honorable Chairman and Members of the Board

From: Parwez Alam, County Administrator
Vincent S. Long, Deputy County Administrator
Richard Smith, Director of Emergency Management

Subject: Acceptance of Emergency Management Preparedness and Status Report on Tropical Storm Fay

Statement of Issue:

This workshop item requests Board acceptance of a status report on the County's emergency management preparedness and presents recommendations based on lessons learned from Tropical Storm Fay (TS Fay).

Background:

At the September 2, 2008 regular meeting, the Board directed staff to schedule a workshop to evaluate the County's emergency response to TS Fay - a 100 year flood event which inundated Leon County with 17 inches of rain over a 72 hour period beginning on August 21, 2008. A severe weather event like TS Fay requires a review of each phase of the operations conducted by Leon County Emergency Management (LCEM) and partner agencies. In reviewing the planning and operational phases of TS Fay, staff developed a series of recommendations for continuous improvements to the County's emergency management preparedness and response based on "lessons learned" that are included throughout this item. The workshop materials are structured as follows:

1. Executive Summary
2. Planning Before the Storm
3. Preparation for Tropical Storm Fay
4. Response During the Storm
5. Recovery After the Storm
6. Conclusion

1. Executive Summary

TS Fay was a 100 year flood event that brought heavy rains to the area leaving several neighborhoods severely flooded and isolated due to flooded access roadways. The Leon County Emergency Operations Center (EOC) closely monitored the storm for several days as it approached Florida's southeastern coast before activating on August 21, 2008 and continued 24 hour operations until August 25, 2008. After numerous storm track predictions outlined in this workshop item, TS Fay passed just to the south of Leon County on August 22, 2008. The heavy rains lasted two days and created enough challenges to warrant the County's EOC to remain active for 21 days until September 11, 2008. This extended activation period required the prolonged cooperation of numerous local agencies and County departments which tested the coordination and execution of resources and the effectiveness of established protocols. TS Fay provided an excellent opportunity to continue to enhance the County's emergency preparedness by identifying and implementing "lessons learned" from this weather event.

After any emergency event, the Leon County EOC conducts an After Action Review to measure the coordination and response levels during an emergency. Results of the After Action Review are used to produce an After Action Report which identifies strengths, weaknesses, and areas for improvement for the next activation. In preparing this workshop item based on Board direction, staff provides a more thorough examination of all of the County departments involved in the emergency preparedness and response of TS Fay including the preparation, the execution of responsibilities, and the areas identified for improvement. This item provides a review by County Administration and the Leon County Emergency Management Division on the overall effectiveness of the coordinated effort and presents recommendations for continuous improvements to Leon County's organizational readiness to manage future emergencies.

The body of this analysis includes the planning before the storm, the preparation for TS Fay, the response during the storm, and the recovery after storm. The planning before the storm section reviews the year-round training and coordination activities for emergency events and hurricane season. The following section on the preparation for TS Fay focuses on activities and events leading up to the arrival of TS Fay. From EOC activation to public outreach and filling sandbags, this section details the internal and external efforts to appropriately prepare for TS Fay. The response during the storm section outlines the ongoing efforts of County departments and external agencies while addressing the numerous challenges caused by TS Fay including isolated neighborhoods, rising water levels, debris removal, etc. The recovery after the storm section examines some of the long term challenges and secondary efforts undertaken by staff after the immediate response to TS Fay. These efforts include the damage assessments, mosquito control spraying, and requests for FEMA assistance. Throughout these sections, the lessons learned and recommendations will be clearly illustrated in bold italic font for Board consideration.

In reviewing the planning, preparation, response, and recovery phases of TS Fay, staff developed a

series of recommendations for continuous improvements to the County's emergency management preparedness and response based on lessons learned that are included throughout this item. The lessons learned, which are discussed in detail in the analysis section, are as follows:

Lessons Learned – Areas Identified for Continuous Improvement (explained in more detail in the body of this report):

#1: *Revise and edit the Emergency Response Manual and Debris Management Plan to incorporate Incident Command System (ICS) methodologies and identify response and recovery activities built around the five major ICS management activities.* (Public Works – Alan Rosenzweig/Tony Park)

#2: *Fully staff and train the Public Information Office in preparation of hurricane season.* (Public Services/Public Information – Vincent Long/Jon Brown)

#3: *Prepare for a high demand of sandbags and select a location that does not interfere with, or cause, traffic congestion.* (Public Works – Alan Rosenzweig/Tony Park)

#4: *Improve accuracy and timeliness of road closure listings by coordinating and standardizing terminology between Public Works and the Leon County Sheriff's Office.* (Public Works - Alan Rosenzweig/Tony Park)

#5: *Expand cross-training opportunities for Public Works Senior Management staff to enhance operational and emergency response capabilities.* (Public Works - Alan Rosenzweig/Tony Park)

#6: *Formalize a Critical Response Task Force made up of a law enforcement officer, a paramedic, a building inspector, an engineer from Public Works, and a representative from the Health Department to respond to affected areas and allocate County resources in consultation with the County Administrator.* (County Administration – Vincent Long/Ken Morris)

#7: *Increase the availability of pet friendly shelters.* (See Recommendation #1)

#8: *Enhance informational and educational program content through Comcast Channel 16 for potential state of emergency events.* (See Recommendation #3)

#9: *Continuously improve the EOC ITS software through the EOC ITS cross-jurisdictional work group.* (Geographic Information Services – Alan Rosenzweig/Pat Curtis)

#10: *Pursue the integration of workflow activities with the City of Tallahassee to share pertinent information from one database to another and improve the efficiency of*

information exchange. (Geographic Information Services – Alan Rosenzweig/Pat Curtis)

#11: *Improve staffing levels for TlCGIS during an emergency event and extended activation to adequately operate the EOC ITS and the RSC while creating real-time maps and logging incidents.* (See Recommendation #6)

#12: *Increase public information through press releases and advisories to remind citizens that it is not appropriate to use water testing kits in flood waters and that flood waters should be presumed to be contaminated.* (County Administration/Health Department – Vincent Long/Homer Rice)

#13: *Cross-train the Health Department PIO with the Leon County PIO to serve as a backup to the County PIO.* (County Administration/Emergency Management – Vincent Long/Jon Brown/Richard Smith)

#14: *Continue to pursue a protected, secure, sustainable, survivable facility of adequate size for emergency communications and operations. The County and City will continue to pursue the construction of a joint dispatch center to include the County EOC.* (County Administration – Vincent Long/Alan Rosenzweig)

#15: *Request additional City liaisons from key emergency support functions to assist in coordinating the response from the EOC. These functions include* (Emergency Management – Richard Smith):

- *Transportation – StarMetro*
- *Public Works/Traffic Management*
- *Energy - City of Tallahassee Electric Utility*
- *Public Information/Joint Information Center*
- *Animal Protection/Services*

#16: *Increase staffing and volunteer levels to help operate the Volunteer Center and Citizens Information Line.* (See Recommendation #6)

#17: *Establish clear parameters for activation of the debris removal contracts.* (Public Works – Alan Rosenzweig/Tony Park)

#18: *Improve coordination with the debris removal vendors to establish a close-out procedure whereby it can be “certified” that all areas and zones assigned to the contractor have been completed.* (Public Works – Alan Rosenzweig/Tony Park)

#19: *Provide more information on proper waste and debris separation to expedite community recovery by distributing pamphlets at sandbag distribution locations.* (Public

Works – Alan Rosenzweig/Tony Park)

#20: Consider planning for aerial spray services in advance since standing rain water leads to mosquito outbreaks and excessive call volumes at the Mosquito Control Division. (See Recommendation #8)

#21: Continue to utilize Board sponsored training and FEMA incident and management training to provide staff the skill sets to quickly and accurately assess damage to effectively respond to emergency situations. (Emergency Management – Richard Smith)

#22: Expand the County's ability to receive online damage assessments for homes and businesses to streamline the damage assessment process. (See Recommendation #7)

#23: Continue to promote the Catastrophe Fund for future emergency events to assist residents with the payment of Leon County Solid Waste and Leon County Building/Growth Management fees for damages associated with a local declared state of emergency. (Public Services/Public Information – Vincent Long/Jon Brown)

The recommendations included throughout this workshop are listed below by operational phase. Staff has provided these recommendations for Board consideration. The recommendations are as follows:

Recommendations to Enhance Emergency Response:

#1: Authorize staff to bring back an agenda item to consider a mobile emergency animal shelter for evacuees' pets to resolve the challenges of locating a suitable pet-friendly shelter during a storm. (Public Works/Animal Control - Alan Rosenzweig/Tony Park/Richard Ziegler)

#2: Direct staff to explore the use of reverse 911 technology and/or a citizen subscription service to reach thousands of citizens within minutes with phone messages and mass email alerts and bring back an agenda item for Board consideration. Note: These communication systems vary and may cost anywhere from \$250,000 to \$1 million. (County Administration/Emergency Management/Management Information Services – Vincent Long/Jon Brown/Richard Smith/Alan Rosenzweig/Pat Curtis)

#3: Direct staff to explore opportunities to enhance informational and educational program content through Comcast Channel 16 for the response to emergency events (Public Services/Public Information – Vincent Long/Jon Brown)

#4: Authorize staff to explore the expanded use of the County's website during an emergency to reduce the number of calls from the media and citizens. (Public Services/Public Information – Vincent Long/Jon Brown)

#5: Formalize a Critical Response Task Force made up of a law enforcement officer, a paramedic, a building inspector, an engineer from Public Works, and a representative from the Health Department to respond to affected areas and allocate County resources in consultation with the County Administrator. (County Administration – Vincent Long/Ken Morris)

#6: Direct staff to bring back a draft policy to maximize staffing levels during a Declared State of Local Emergency. (Human Resources – Lillian Bennett)

Recommendations to Enhance Emergency Recovery:

#7: Direct staff to explore the expanded use of the County's website for damage assessment efforts during the recovery phase by allowing citizens to report damages online. (Public Services/Public Information – Vincent Long/Jon Brown)

#8: Direct staff to bring back an agenda item to consider putting a plan in place for aerial spray services prior to a heavy rain event. (Public Works/Mosquito Control – Alan Rosenzweig/Tony Park/Glen Pourciau)

#9: Direct staff to bring back an agenda item to consider the establishment of a County Recovery Center (Emergency Management/Volunteer Leon – Richard Smith/Vincent Long/Jeri Bush)

The lessons learned from this review of TS Fay provide both acknowledgement of successful programs and the identification of areas that require improvement. Staff has already initiated internal reviews of the lessons learned to help prepare for the 2009 hurricane season. The staff recommendations are actionable items for the Board to consider moving forward in order to improve emergency operations throughout County departments. Based on the Board's direction during the workshop, staff will begin to carryout the recommendations approved by the Board.

Before the examination of T.S. Fay, it is important to provide an overview of the planning and activities that take place throughout the year in preparation of the hurricane season and other emergency events. This section provides an overview of the planning before the storm including some of the tools that are used by staff, the required coordination of resources, and the training required in the planning process.

2. Planning Before the Storm:

Planning for an emergency is a year-round activity for the LCEM. LCEM coordinates with numerous County departments and outside organizations throughout the year to prepare vital resources in the event of an emergency. Various tools are used for guidance in preparation of emergencies including:

- Leon County Comprehensive Emergency Management Plan
- National Incident Management Plan
- Local Mitigation Strategy
- Debris Management Plan
- Technology Development
- Intergovernmental Coordination
- Public Information/Outreach
- Hurricane Season Weather Forecasting
- Volunteer Program

Leon County Comprehensive Emergency Management Plan

LCEM utilizes recognized best practices for its emergency preparedness each year and has incorporated them in to the Leon County Comprehensive Emergency Management Plan (CEMP). Chapter 252 of Florida Statutes describes that the State of Florida is vulnerable to a wide range of emergencies, including natural, technological, and manmade disasters, all of which threaten the life, health, and safety of its people. Due to these potential threats, all counties are required to take precautionary steps to prepare for emergencies by developing an emergency management plan that is coordinated and consistent with the state Comprehensive Emergency Management Plan. LCEM coordinates with County and City departments, along with LCSO, to fulfill the objectives in the County's CEMP. The latest revision to the CEMP was approved by the Florida Division of Emergency Management on December 17, 2007.

The CEMP includes the County's preparedness, response, recovery, and mitigation activities to man-made, technological, and natural disasters. The CEMP follows the National Incident Management System (NIMS), which is a federally approved emergency management guide, and is divided into three sections (Basic, Recovery and Mitigation).

The Basic Plan contains preparedness and response elements including general information about hazards in our community, geography, demographics, continuity of operations, responsibilities,

financial management, and specific references to standard operating guides, supporting plans, and County and State authority to implement the CEMP. The Recovery section provides directions and steps the County must take to recover from an event by:

- Implementing damage assessment processes
- Opening disaster recovery centers to assist residents
- Managing debris
- Keeping citizens informed through community relations
- Identifying unmet needs, and
- Providing emergency housing for citizens

The Mitigation section contains the process for identifying mitigation projects, identifying sources of funding for projects, and providing mitigation education. This annex identifies participating agencies of the Local Mitigation Strategy (LMS) Committee, and their responsibilities. It also identifies the Steering Committee and its process which is discussed in a subsequent section of this item.

In summary, the CEMP is a key element in the planning, response, recovery, and mitigation for any emergency. While each event will have similar needs, every event is unique, requiring different levels of response and recovery.

National Incident Management System

To enhance the emergency management preparedness of governmental and non-governmental entities across the country, President Bush issued Homeland Security Presidential Directive (HSPD)–5, *Management of Domestic Incidents*, on February 28, 2003, which directs the Secretary of Homeland Security to develop and administer NIMS. HSPD-5 requires Homeland Security to develop a National Response Framework that integrates federal government domestic prevention, preparedness, response, and recovery plans into a single, all-disciplines, all-hazards plan. The NRF, using the comprehensive framework provided by the NIMS, provides the structure and mechanisms for national-level policy and operational direction for federal support to state and local incident managers.

Building on the foundation provided by existing incident management and emergency response systems used by jurisdictions and functional disciplines at all levels, this document integrates best practices that have proven effective over the years into a comprehensive framework for use by incident management organizations in an all-hazards context (terrorist attacks, natural disasters, and other emergencies) nationwide. It also sets in motion the mechanisms necessary to leverage new technologies and adopt new approaches that will enable continuous refinement of the NIMS over time. Much of the County's senior level employees who serve an active role during an emergency have undergone NIMS training to ensure that all personnel can function effectively together during an incident.

NIMS represents a core set of doctrines, concepts, principles, terminology, and organizational processes to enable effective, efficient, and collaborative incident management at all levels. It is not an operational incident management or resource allocation plan. To this end, HSPD-5 requires the Secretary of Homeland Security to develop a National Response Framework (NRF) that integrates federal government domestic prevention, preparedness, response, and recovery plans into a single, all-disciplines, all-hazards plan. The NRF, using the comprehensive framework provided by the NIMS, provides the structure and mechanisms for national-level policy and operational direction for federal support to state, local, and tribal incident managers and for exercising direct federal authorities and responsibilities as appropriate under the law.

HSPD-5 requires all federal departments and agencies to adopt NIMS and to use it in their individual domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation programs and activities, as well as in support of all actions taken to assist State, local, or tribal entities. The directive also requires federal departments and agencies to make adoption of NIMS by state and local organizations a condition for federal preparedness assistance through grants, contracts, and other activities beginning in FY 2005.

The Department of Homeland Security, through the NIMS Integration Center, will continue to publish additional standards, guidelines, and compliance protocols for the aspects of the NIMS not yet fully developed. On September 13, 2005 the Leon County Board of County Commissioners adopted the National Incident Management System as the standard for incident management in Leon County (Attachment #1).

Lessons Learned – Areas Identified for Continuous Improvement

#1: Revise and edit the Emergency Response Manual and Debris Management Plan to incorporate Incident Command System (ICS) methodologies and identify response and recovery activities built around the five major ICS management activities. (Emergency Management/Public Works – Richard Smith/Alan Rosenzweig/Tony Park)

Local Mitigation Strategy

Some of the damage caused by a weather event can be minimized or eliminated through a mitigation process to protect property and infrastructure. In the summer of 1998, the Florida Department of Community Affairs (DCA) provided funding to all Florida counties and municipalities to assist them in preparing a comprehensive Local Mitigation Strategy (LMS). The goal of the LMS was to help local officials identify and assess the various natural and technological disasters threatening the County, and then identify locally developed strategies to reduce the impact of future disasters. DCA provided direct funding to the County, which then entered into an inter-local agreement with the City to jointly administer the state contract and to prepare an LMS that would benefit both local governments.

The Tallahassee / Leon County LMS Steering Committee and Working Group were formed in October 1998 made up of City and County officials. The Committee and Working Group met to identify and discuss the hazards facing Leon County and the City of Tallahassee. From these discussions, the Steering Committee conducted a hazard assessment and identified mitigation strategies to reduce the County's risk to the identified hazards. The final result of their actions is the Tallahassee / Leon County Local Mitigation Strategy (Attachment #2). The LMS serves both jurisdictions and also serves as the City's Floodplain Management Plan.

Debris Management Plan

Communities with a debris management plan are better prepared to restore public services and ensure the public health and safety in the aftermath of a disaster, and they are better positioned to receive the full level of assistance available to them from FEMA and other participating entities. FEMA encourages state and local governments to take a proactive approach to coordinating and managing debris removal operations as part of their overall emergency management plan. FEMA offers a cost share program for debris removal for federally declared disaster areas. FEMA contributes 75% while the state and local government must contribute 12.5% each. In 2007, FEMA established a pilot program that included providing an additional five percent federal cost share to applicants that have a FEMA-approved debris management plan and at least two pre-qualified debris and wreckage removal contractors identified prior to the disaster. Under this program, the FEMA cost share increases to 80% and leaves the state and local government to pay 10% each for debris removal. Leon County had already met the second criteria by having signed contracts with three qualified debris removal contractors (Crowder-Gulf, DRC Emergency Services, and Omni Pinnacle), and one debris removal monitoring contractor (Beck Disaster Recovery). The RFP process for these contracts was a joint effort with the City of Tallahassee, awarded in June and August of 2006, and do not expire until 2011.

A debris management plan had to be written in order to qualify for the additional five percent of federal funding. The core components of a comprehensive debris management plan incorporate best practices in debris removal, reflect FEMA eligibility criteria, and are tailored to the specific needs and unique circumstances of each applicant. Staff investigated the option of hiring a consultant, but the price ranged from \$50,000 - \$60,000. Due to cost constraints it was determined that the document would have to be prepared in-house. In July 2008, Public Works staff completed the document and submitted it to FEMA for review. On October 3, 2008, the County was notified that the Leon County Debris Management Plan had been approved. Since the plan was submitted prior to TS Fay, the County qualified for the additional funding for TS Fay.

Technology Development

In order to carry out the objectives of the CEMP, LMS, and the Debris Management Plan, the County must invest in technology infrastructure and utilize technology to enhance the planning, response, recovery, and mitigation efforts of a major emergency. The addition and utilization of new technology requires year-round training across many County departments. Staff utilizes various

forms of integrative technology to identify and resolve problems, track the resolution of problems, and communicate with internal departments and external organizations. The following is an overview of the Board's investment in technology development that is mission critical to the County's emergency management preparedness.

1. EOC Incident Tracking System

The Leon County Emergency Operations Center Incident Tracking System (EOC ITS) is a visual aid for staff in the EOC during a large-scale emergency or disaster. It allows incident information to be plotted and displayed graphically in near real time. Prior to the development of this software, incident information was tracked in spreadsheets and marker boards. A separate map book would have to be reviewed, copied, and distributed, wasting critical time and staff resources that could be applied to other priority tasks. EOC ITS puts all of the information in to a clean spatially referenced format.

The EOC ITS is on a shared County/City network so both entities can input and view information. This helps paint a more complete picture of the tasks at hand and aid situational awareness. Information is stored in databases that can be used for reports, incident analysis, or to generate specialized maps. The EOC ITS, organizes data and events into three basic categories: Emergency Service Points, Point Events, and Area Events:

- Emergency Service Points - These are facilities or service points during an emergency which may be open, closed or on stand-by (i.e. Red Cross Shelters, Sand Bag Distribution Points, Work Crew Feeding Sites). Prior to EOC ITS, these emergency service points were tracked by different agencies and in a variety of forms. The EOC ITS allows every partner agency located at the EOC to see the changes in status for these service points in real time.
- Point Event - A point event would equate to a fire, a hazardous chemical spill, or a confined event to a specific location. Prior to EOC ITS, these types of events were coordinated mostly on site with information being relayed to the EOC when time permitted. Maps were then created by Tallahassee-Leon County GIS and a runner would take them to the event. Integrating hazardous materials, basic weather information for wind velocity and direction, and census information allows for assessing potential impacts to the surrounding population. In addition, road closures and evacuation areas can also be determined.
- Area Event - An area event includes both man-induced and natural disasters which impact a non-site specific location within the County. The application can quickly adapt from a point event to an area event as the geographical impacts broaden in scope and effect. The EOC ITS provides the availability of tracking several common incidents that may occur during one of these disasters; automobile accidents, downed trees, power lines down, power outages, flooding

and isolation areas. The routing component of the application provides routes based on these street segment closures.

Since all incidents are tracked with a date and time stamp for each status (opened, closed, or assigned), a post-event report can be generated to identify each action and the time of response. This will allow for more accurate and timely post-event reports and provides the opportunity to review the incident for training purposes. This technology has improved the coordination and tracking of incidents and was highlighted in the Economic and Social Research Institute's (ESRI) Fall Edition of ArcNews (Attachment #3)

2. Remote Server Center

Another technology advancement tool critical to the County's emergency planning was the installation of the Remote Server Center (RSC) in the Leon County Jail. During the 2005 Jail Rewiring Project, the Board approved the installation of the RSC to improve disaster recovery and business continuity for the Board and Constitutional Offices. Specific critical technology applications and systems such as the Justice Information System (JIS), the Jail Management System, the Geographic Information System (GIS), the County's website, and the email system are duplicated and/or staged at the County Jail. This secondary data center protects the County's critical operational functions during an emergency event.

The RSC is necessary so that operations, including the County's email and website, and access to software such as the JIS, the Jail Management System, and GIS maps are not endangered by any utility failures or facility failures at the Courthouse. MIS and Tallahassee-Leon County Geographic Information Services (TLCGIS) staff monitors and maintains the RSC throughout the year for expected and unexpected emergencies. TLCGIS must also undergo training throughout the year in coordination with LCEM to ensure the preservation of the software and technology applications that are critical to the County's emergency response.

3. Hurrtrak Software

LCEM tracks the development of all tropical cyclones in the Atlantic Ocean, Caribbean Sea, and Gulf of Mexico using PC Weather Products' Hurrtrak software. Hurrtrak offers an advanced set of functions and capabilities related to the analysis of Atlantic tropical systems as well as their potential impact to land/sea areas. Hurrtrak also provides concise reports that conform with email capabilities for the mass distribution of information to partner agencies.

Intergovernmental Coordination

Planning for an emergency, particularly for seasonal weather events that are anticipated on an annual basis, requires the coordination of multiple government and non-governmental agencies. Every year,

between April and May, LCEM hosts a series of hurricane preparedness meetings. Leon County, the City of Tallahassee, the State of Florida, and non-government entities that play a role in emergency preparedness within Leon County come together to review plans and operations. The hurricane preparedness meetings cover an array of topics including emergency services coordination, evacuation and shelter operations, debris management operations, special needs coordination, and post-disaster recovery operations.

In planning for an actual event, Leon County serves as the Regional Coordination County for the Florida Division of Emergency Management's Region 2 (Attachment #4). Leon County coordinates conference calls for the 13 county region as well as the Leon County/Tallahassee area during tropical and severe weather events. The purpose of these calls is to maintain situational awareness. All parties receive the latest weather information, report on preparedness/response activities, ensure the coordination of evacuation orders, and coordinate the opening of hurricane shelters within the region.

Public Information/Outreach

In the past several years, the BOCC has enabled the Public Information Office (PIO) to make great strides in the area of emergency preparedness outreach to the community. The County PIO is stationed at the EOC 24 hours a day during an emergency and is the point person for all communication with the media and public. Throughout the year, the PIO focuses on educating residents on hurricane preparedness through several outreach programs previously adopted by the Board.

Following the devastating impacts of Hurricane Katrina in 2005 on the Gulf Coast, the Board directed the PIO to develop a public awareness and educational campaign on Leon County's emergency preparedness and response plans. \$25,000 was approved from general contingency to fund these educational and informational outreach efforts. The Board specifically authorized the production of a video for Leon County's Cable Information Channel (Comcast Channel 16) and the development of informational materials, which was produced, has been updated, and airs during the months leading up to hurricane season.

The informational video, "Preparing for the Storm," was developed to increase awareness and educate citizens on how to develop a hurricane preparedness plan. The video focuses on the County's emergency management plan and what Leon County residents should do if a hurricane threatens the area. The video is broadcasted on Comcast Cable Channel 16 and scheduled for broadcast on Comcast On-Demand, WFSU (PBS), and Leon County Schools Board's programming schedule. "Preparing for the Storm" was also posted to the hurricane website and Leon County worked in partnership with the Capital Area Chapter of the American Red Cross to show the video at neighborhood meetings and other community events leading up to the hurricane season.

In addition, with the assistance of a professional creative marketing firm, the PIO engaged in a thorough evaluation of the existing communication efforts and develop the most effective communication methods, tools, and informational materials to ensure the citizens of Leon County are prepared prior to a natural disaster occurring. A Hurricane Preparedness Communications Plan was created with the goal of increasing awareness among Leon County citizens that a hurricane threat exists so residents should have a hurricane plan. The public awareness and education campaign consisted of:

- A revamped survival guide
- Billboards
- 30 second TV spots
- An informational video
- A campaign specific website (www.haveahurricaneplan.com)

A significant tool and the starting point for the 2006 campaign was the revamping of the existing Hurricane Survival Guide, which has historically been distributed at the start of each hurricane season and had not been updated in 17 years. The direction was to make the new guide action-oriented, encouraging readers to put pen to paper and make their plans (Attachment #5). Nearly 200,000 guides are printed and distributed annually for increased awareness in the eight county region. Insertions are included in the Tallahassee Democrat, the Capital Outlook, weekly regional papers, and available at the Red Cross office, libraries, courthouse and other government facilities, and local businesses. Red Cross volunteers also distribute the Hurricane Survival Guide at numerous community events and neighborhood meetings. This guide is also posted to the website, as well as the Capital Area Chapter of the American Red Cross and emergency management websites. Based on the newly revamped guide, a new campaign specific website was also developed and launched to focus on user-friendly content and capability. The website URL, www.haveahurricaneplan.com, became a brand in itself. During hurricane season, the hurricane-specific website is continually highlighted on Leon County's website to urge residents to prepare for the hurricane season.

Billboard design, development, and production are also used for awareness, education, and directing the public to the new website. Since 2006, outdoor media partners have donated available billboard space for placement of these billboards from May through October. These billboards are strategically placed for enhance exposure and educate citizens including low lying areas in southern Leon County. One billboard reminds the community of the devastating effects that can occur inland:



A 30-second TV spot was produced that provided a succinct, direct hurricane preparedness message and directed viewers to the County's new hurricane website. PIO worked in partnership with Comcast to broadcast the commercial at minimal cost, which aired regularly on Channel 16, as part of Comcast's *Video on Demand* program, and in conjunction with the *Weather Channel* promoting special hurricane content.

PIO staff will continue to use existing communication tools and partnerships to market the Hurricane Preparedness Campaign including:

- The continued development of strong website presence of new hurricane website on County's website.
- An annual kick-off news conference at start of hurricane season with all partners.
- The continued distribution of news releases and news advisories for awareness and information.
- Continued promotion in the *County Link* (monthly newsletter in the Tallahassee Democrat), *In the Loop* (electronic newsletter to employees), and *The Courier* (printed newsletter to employees).
- Continued promotion on Comcast Cable Channel 16.
- Continued partnering opportunities with civic groups, including CONA, the Chamber, and others to send e-mail announcement to members.
- Continued use of roaming informational displays for County facilities (Courthouse, libraries, etc).

Hurricane Season Weather Forecasting

In preparation of the annual hurricane season, LCEM monitors the release of all hurricane forecasts to get an indication of the severity of the upcoming storm season. Dr. William Gray, a hurricane researcher/forecaster at the University of Colorado, releases hurricane forecasts in December, April and June each year for the hurricane season. It is important to note that LCEM must prepare for hurricane season each year in anticipation of multiple threats and hurricane strikes to the area regardless of the projected forecasts. LCEM reviews the forecasts and associated documentation to get an idea of the anticipated intensity of the upcoming hurricane season in advance of the official forecast from the National Hurricane Center published in late May each year. Table 1 illustrates Dr. Gray's three forecasts for the 2008 hurricane season. Dr. Gray's series of forecasts indicated the need to prepare for an above average hurricane season.

Table 1: Dr. William Gray's 2008 Hurricane Forecast

Release Date	# of Named Storms	# of Hurricanes	# of Hurricanes to Become Category 3 or Greater
December 2007	13	7	3
April 2008	15	8	4
June 2008	15	8	4

The official forecast from the National Hurricane Center in May 2008, illustrated in Table 2, echoed Dr. Gray’s forecasts.

Table 2: National Hurricane Center’s 2008 Hurricane Forecast

Release Date	# of Named Storms	# of Hurricanes	# of Hurricanes to Become Category 3 or Greater
May 2008	12-16	6-9	2-5

The potential for an active hurricane season was communicated to Leon County, City of Tallahassee, state, and non-government entities that play a role in emergency management within Leon County during the hurricane preparedness meetings. The forecasts turned out to be correct. The National Hurricane Center reported that the 2008 hurricane season produced a record number of consecutive storms to strike the United States. Six consecutive tropical cyclones (Dolly, Edouard, Fay, Gustav, Hanna and Ike) made landfall on the U.S. mainland.

Overall, the 2008 season tied for the fourth most active season in terms of named storms (16) and major hurricanes (five). It also tied as the fifth most active in terms of hurricanes (eight) since 1944, which was the first year aircraft missions flew into tropical storms and hurricanes. Table 3 reflects the total number of named storms, hurricanes, and hurricanes to become a Category 3 storm or greater in 2008.

Table 3: Summary of 2008 Storm Season

# of Named Storms	# of Hurricanes	# of Hurricanes to Become Category 3 or Greater
16	8	5

Volunteer Program

A strong volunteer program is critical to the success of responding to emergencies. There is a constant need for trained and untrained volunteers to assist County staff and non-governmental organizations. Volunteer recruitment and training is a year-round process for VolunteerLEON and partner agencies. In order to improve volunteer coordination during emergency situations, VolunteerLEON has partnered with the LCEM and the City of Tallahassee’s Emergency Management Division to form the Big Bend Community Organizations Active in Disaster (COAD) coalition. The COAD is an association of humanitarian organizations that participate in all phases of a disaster situation: preparedness, response, recovery, and mitigation. The goal is to streamline service delivery by bringing together all of the agencies that provide disaster relief services under the VolunteerLEON umbrella.

When people hear of a disaster that has struck a community, many feel the need to reach out to those affected. It is the mission of the Big Bend COAD to bring together organizations that provide human

services and volunteer services to create a coordinated response to urgent human needs caused by a disaster. Membership consists of any organization (community, faith-based, non-profit, private and public) active in any phase of emergency management.

The role of Big Bend COAD during disasters includes:

- Donations management
- Managing unaffiliated volunteers
- Receiving and distributing goods
- Sharing resources
- Coordination of human services
- Multi-agency resource center
- Sharing information on disaster survivors
- Release of confidentiality forms
- Reducing duplication of effort
- Regular meetings and communication

Sustaining the Big Bend COAD is often a significant challenge for staff, particularly in periods where there is a long gap between emergencies. During a time lapse without an emergency, there is a natural turnover of volunteers which requires additional and frequent training regimens. Efforts to sustain the Big Bend COAD include:

- Recognizing outstanding volunteers
- Developing relationships with volunteer groups
- Encouraging community preparedness
- Supporting community morale
- Public relations/media updates on with recovery efforts and volunteer opportunities

1. Citizens Information Line

With any emergency event, public information and the ability to field a massive amount of phone calls from the general public requires a strong volunteer base. The Citizens Information Line (CIL) ensures that the most current information is always available to residents. VolunteerLEON recruits, trains, and supervises both citizens and County employees to staff the CIL. Staff duties include responding to questions from the public via telephone, working closely with VolunteerLEON to assure that all community needs are routed to the appropriate channels, and alerting the Public Information Office of any rumors or misinformation detected through the CIL.

2. Volunteer Reception Center (VRC)

Sometimes citizens choose to spontaneously offer to lend a hand and volunteer during an emergency without any prior training. A Volunteer Reception Center (VRC), when activated by the LCEM, is set up to register, interview, issue identification, assign tasks, and train volunteers who spontaneously want to help. In order for the VRC to be fully operational, a team of trained volunteers are needed to assist in the center. Tasks that are required of volunteers include volunteer registration; intake/interviewing; incident/safety briefing; issuing identification and volunteer assignments; operating the phone bank; serving as data entry coordinator and operator; and other tasks as assigned. These volunteers are responsible for carrying out the tasks outlined

above and for ensuring that the VRC is serving as a valuable resource to LCEM and the community during the emergency.

3. Community Recovery Center

Throughout the year, VolunteerLEON coordinates a “go team” of community based agencies to staff an information and referral center to assist residents with immediate needs until FEMA arrives on scene and opens up their Disaster Recovery Center. Examples of onsite agencies include the Capital Area Chapter of the American Red Cross, 2-1-1 Big Bend, Catholic Charities, American Second Harvest Food Bank, and other agencies that can help with disaster recovery needs.

3. Preparation for Tropical Storm Fay:

Using the tools, training, and coordination outlined in the previous section, staff began preparing for the effects of TS Fay as it approached Florida. This section reviews the chronology and step-by-step preparation undertaken for TS Fay including the activation of the EOC and immediate coordination of resources.

TS Fay formed on August 15, 2008. The first advisory from the National Hurricane Center was issued at 5:00 PM. This was the first advisory distributed to the LCEM Weather Notification Email Group. The LCEM Weather Notification Email Group consists of 207 members which represent entities that play a role in emergency management within Leon County. The purpose of the email group is to maintain situational awareness on hazardous weather events, particularly tropical cyclones.

During the weekend of August 16-17, the Florida Division of Emergency Management initiated conference calls due to the potential impact to South Florida early in the week of August 18, 2008. LCEM monitored these conference calls and forecasts throughout the weekend.

TS Fay was a slow moving tropical cyclone which is difficult to forecast. The following side by side comparison in Table 4 illustrates the uncertainty of the forecast for TS Fay along with actions taken by LCEM throughout the week of August 18, 2008 (Attachment #6). Please note that August 23, 2008, was the day that LCEM transitioned from tracking TS Fay as a weather event to responding to flooding in the area.

Table #4: Uncertainty of TS Fay’s Forecast

Date	Uncertainty of Forecast	EOC Activity
<i>Mon. Aug. 18</i>	-TS Fay was in the Florida Straits and strengthening -The latest track shifted TS Fay back to the east -The threat to the Florida Big Bend was decreasing but still needed to be monitored	-LCEM Monitored TS Fay -Forwarded NHC advisories to LCEM Weather Email Group -3:00 PM: Conducted Regional/Local Conference Call

	<p>closely</p> <p>-Some models brought TS Fay back across Florida and into the Gulf of Mexico the following week</p>	<p>-4:30 PM: LCEM issued Situation Report #1</p>
<i>Tue. Aug. 19</i>	<p>-TS Fay made landfall in Southwest Florida</p> <p>-The latest track brought the storm back to the west across North Florida, South Georgia, and Southeast Alabama, which could create a significant rain event in our area.</p> <p>-The wind threat to the area decreased but TS Fay still closely monitored</p>	<p>-Forwarded NHC advisories to LCEM Weather Email Group</p>
<i>Wed. Aug. 20</i>	<p>-The wind threat to our area decreased but TS Fay still needed to be monitored closely</p> <p>-TS Fay was meandering near Cape Canaveral</p> <p>-TS Fay was expected to move back to the west by Thursday</p> <p>-The future forecast remained uncertain into the weekend</p> <ul style="list-style-type: none"> • Scenario 1: TS Fay moves over the Gulf of Mexico and remains just offshore of the Florida coast. Rainfall amounts in excess of 8 inches possible along the Florida coast with lesser amounts further inland. • Scenario 2: TS Fay remains over land and does not make it into the Gulf of Mexico. If TS Fay remains over land and tracks along Interstate 10, rainfall totals will be significantly higher in North Florida and into Southern Georgia and Southeast Alabama. 	<p>-Forwarded NHC advisories to LCEM Weather Email Group</p>

<p><i>Thurs. Aug. 21</i></p>	<p>-TS Fay remained nearly stationary off Florida's East Coast -TS Fay expected to move west later in the day -Heavy rainfall remained the main threat. A flood watch was in effect for the area. -Uncertainty remained with the eventual track of TS Fay</p> <ul style="list-style-type: none"> • Scenario 1: Since some of the rainfall could occur quickly and persist for several hours, urbanized flooding expected to be a concern, especially in the normally flood-prone areas of Leon and Bay Counties. Since the heaviest rainfall is expected to occur from the Florida border southward, especially along the coastal areas, river basins in Florida could experience some minor to moderate flooding problems. River flooding expected to persist into next week. • Scenario 2: If TS Fay tracked a little further south than expected and moves slower, the potential for significant heavy rainfall exists across Florida coastal counties. Since the center will remain offshore the entire northern side of the storm will track over the coastal areas. This forecast was a "worst case scenario for our area." 	<p>-Forwarded NHC advisories to LCEM Weather Email Group -9:42 AM: Forward NWS Flood Watch information to LCEM Weather Group -1:00 PM: Sandbags made available by Public Works -1:00 PM: Leon County Schools announces school closure for Friday August 22 -4:00 PM: LCEM conducted Regional/Local Conference Call -4:00 PM: In coordination with Chairman Sauls and County Administration, LCEM announced that the EOC would be activated for 24 hour operations at 9:00 AM on Friday August 22, 2008 -4:30 PM: LCEM issued Situation Report #2 -5:00 PM: Local State of Emergency declared by Chairman Sauls -5:00 PM: American Red Cross placed Emergency Shelter at Florida High School on stand-by</p>
<p><i>Fri. Aug. 22</i></p>	<p>-TS Fay forecasted to pass south of area across Apalachee Bay -7:00 AM: Rainfall from TS Fay expected to arrive. 7 to 8 inches of rain forecasted -A "feeder band" (a conveyor belt of storms) is forecasted to develop over the area on August 23 and bring additional heavy rain</p>	<p>-Forwarded NHC advisories to LCEM Weather Email Group -9:00 AM: County EOC activated, 24-hour staffing -10:00 AM: LCEM conducted Regional/Local Conference Call -1:00 PM: Forwarded summary of current NWS Watches and Warnings to LCEM Weather Group</p>

		-6:00 PM: LCEM conducted Regional/Local Conference Call -6:00 PM: American Red Cross opened Emergency Shelter at Florida High School -6:00 PM: LCEM issued Situation Report #3
Sat. Aug 23	-TS Fay tracked south of the area and centered near Panama City Beach -Estimated rainfall totals of 2 to 4 inches observed on August 22 -“feeder” band developed over Big Bend. Rainfall forecast of 8 to 10 inches with isolated areas of 10 to 14 inches of rain projected	-5:00 AM: Forwarded NHC advisory to LCEM Weather Email Group (This was the final advisory distributed to Weather Email Group, Fay had passed Leon County by the 11:00 AM advisory) -6:00 PM: LCEM conducted Regional/Local Conference Call -8:30 PM: LCEM issued Situation Report #4
Sun. Aug. 24	-Estimated rainfall totals of 12 to 20 inches between 8:00 AM, August 21 and 8:00 AM, August 24	

EOC Activation

The decision to activate the Leon County Emergency Operations Center (EOC) was made on Thursday, August 21, 2008. Based on the forecast track of TS Fay, and the potential for heavy rainfall, it was determined that the EOC would begin 24 hour activation at 9:00 AM on Friday, August 22, 2008. The EOC was activated in a 24 hour status for five days (August 22 to August 26). The following entities were represented in the County EOC:

Leon County Emergency Management
 Leon County Administration
 Leon County BOCC
 Leon County Public Works
 Leon County Emergency Medical Services
 Leon County Health Department
 Leon County Public Information Office
 Leon County Sheriff’s Office
 Leon County Volunteer Services
 Tallahassee Amateur Radio Society
 Tallahassee-Leon County GIS

City of Tallahassee Liaisons
 Tallahassee Police Department
 Tallahassee Fire Department
 Florida Division of Emergency Management
 Florida Department of Transportation
 Florida Department of Law Enforcement
 Talquin Electric
 American Red Cross-Capital Area Chapter
 The Salvation Army
 Florida Baptist Disaster Relief Team
 Leon County Schools

The Citizens Information Center was activated and staffed by County employees and volunteers. The daily situation reports summarized the impacts of the event as well as the activities of the responding entities. Situation reports were distributed via the Weather Notification Email Group and forwarded to the State Emergency Operations Center. The final situation report was issued on September 4, 2008.

Preparation of County Resources

EOC activation immediately triggers certain actions in numerous County departments that are heavily relied upon during an emergency. Each County department is responsible for a set of activities that are coordinated through the EOC.

1. County Administration

County Administration works in conjunction with LCEM to monitor severe weather and determine an appropriate course of action. Before the official Declaration of a Local State of Emergency, County Administration led the efforts to coordinate resources from several County departments to identify the most immediate needs as TS Fay approached. The Declaration of a Local State of Emergency was issued at 5:00 PM on Thursday, August 21, by Chairman Sauls (Attachment #7). Under a Local State of Emergency, pursuant to section 252.38 Florida Statutes, procedures and formalities otherwise required of Leon County are waived until such time that the declaration expires. This provides the County the authority to take emergency measures including, but not limited to, the use or distribution of any supplies, equipment, materials, and facilities assembled or arranged to be made available pursuant to the disaster emergency plans of Leon County. A proclamation declaring a state of emergency lasts for seven days and may be extended in seven day increments as necessary. The declaration was extended twice and finally expired on September 11, 2008. The extended period of time allowed for debris removal and pumping operations to be completed. Pumping commenced on August 24, and nine locations were serviced.

Once the Chairman signs a Declaration of a Local State of Emergency, the Public Information Office relocates to the County EOC to begin distributing advisories to the media and serve as County Administration's representative to LCEM. Generally, all three FTEs within the Public Information Office take shifts at the EOC during the 24 hour activation period and are sometimes relieved by other County Administration personnel. During TS Fay, all three FTEs of the Public Information Office were vacant due to the County's hiring freeze at that time. In the month prior to TS Fay, the day-to-day responsibilities of the PIO had been divided among staff in County Administration. The interim PIO staff did not have the necessary level of training or expertise to operate out of the EOC during a 24 hour activation. Despite the lack of staffing, County Administration was able to find staff to disseminate information to the public throughout the storm.

Lessons Learned – Areas Identified for Continuous Improvement

#2: Fully staff and train the Public Information Office in preparation of hurricane season. (Public Services/Public Information – Vincent Long/Jon Brown)

2. Public Works

As TS Fay approached, it became obvious that it would primarily be a heavy rain event.

Utilizing the LCSO work crews/inmate labor, the Public Works Division of Operations and the Division of Parks and Recreation began assembling sandbags in preparation for the heavy rainfall. By 1:00 PM on August 21, four locations were staffed, stocked with pre-filled sandbags, and open to the public. Those locations were:

- US 27 North Landing located near Lake Jackson (1/2 mile south of Capital Circle Northwest/US 27 intersection)
- The intersection of Ranchero Road and Oak Ridge Road
- Tekesta Park located at the intersection of Tekesta Drive and Deer Lake Road in Killlearn Lakes
- The multi-purpose fields at the Solid Waste Management Facility on Apalachee Parkway

Public response was so great at the US 27 North Landing location that the site was relocated by 6:00 PM that same day to J. Lee Vause Park to ensure traffic safety. In total, over 22,000 sandbags were distributed at the four locations over the course of several days.

Also on August 21, personnel from Public Works Administration, Operations, and Engineering Divisions shifted from regular 8 or 10-hour workdays to the Alpha/Bravo model. This model provides for 24-hour staffing with employees working 12-hours on and 12-hours off. Public Works staff was highly involved at the EOC to coordinate responses, answer phones, respond to citizens' calls, and assist first responders.

Solid Waste staff, in anticipation of the recovery efforts, began preparing a flyer that was released through the Public Information Office regarding the separation of various types of debris. The flyer and press release were distributed to media outlets on Sunday, August 24, 2008 (Attachment #8).

Lessons Learned – Areas Identified for Continuous Improvement

#3: Prepare for a high demand of sandbags and select a location that does not interfere with, or cause, traffic congestion. (Public Works – Alan Rosenzweig/Tony Park)

3. Facilities Management

In preparation for TS Fay, the Facilities Management Division performed an exterior reconnaissance of the County's 84 buildings for loose items that could pose a threat in tropical storm force winds, checked fuel levels for generators, and filled sandbags to protect County facilities from the heavy rains. Facilities staff was put on alert to be prepared to respond to damaged facilities during, and immediately after, TS Fay. As TS Fay approached the area, Facilities Management staff coordinated with LCEM to assess and modify its preparations based on the storm track projections and anticipated weather.

4. Leon County Sheriff's Office

LCSO prepares and trains for emergencies throughout the year in accordance with its Emergency Operations Plan. Upon activation by the EOC, LCSO implemented its Emergency Operations Plan which calls for specialized equipment to be checked for operational readiness. LCSO also implemented its Alpha/Bravo staffing guidelines requiring 12 hour shifts for all personnel at pre-designated operational areas. Finally, LCSO activated a series of specialty teams trained to respond during emergencies. These specialty teams include a dive team, aviation unit, and chainsaw squad to help clear debris for first responders.

5. Tallahassee-Leon County GIS

Tallahassee-Leon County GIS (TLCGIS) is an integral part of the County's emergency preparedness throughout the year by maintaining and testing software utilized by LCEM and other County departments. On August 21, 2008, TLCGIS personnel began preparations for responding to an activation call, if needed, by the EOC. Initial efforts focused on reviewing and implementing TLCGIS's disaster responsibilities and shifts. Many of these initial preparations are internal to TLCGIS and provide staff an opportunity to resolve any outstanding issues relative to a partial or full activation. In addition, this event was unique since it was the first opportunity to utilize the EOC ITS during a real event. It provided a live update of incidents; downed trees, flooding, power outages and road closures, as they occurred during the storm.

TLCGIS's preparation for the activation included:

- Verifying access to preconfigured maps for easy access and quick delivery to emergency staff
- Verifying EOC ITS web access at the EOC and the City's Area Command Center
- Verifying printer access and operation for both the EOC and GIS Central (Courthouse: Level P-3)
- Verifying adequacy of printer supplies at both at EOC and TLCGIS Central
- Pre-event staff meeting to finalize response plan and staffing schedules
- Verifying system backups were up and running in case the EOC or Courthouse becomes inaccessible
- Removed all test data from the EOC ITS application in preparation for receiving actual event data
- Verifying main GIS server connections at Remote Service Center, located at the Leon County Jail, in case communications to servers at the Courthouse failed, then a failover situation test to ensure GIS service at the EOC would be available

6. Leon County Health Department

Tropical weather events with heavy rains create an opportunity for poor health conditions that requires the attention of the Leon County Health Department. The Leon County Health

Department is a partner agency charged with protecting public health, particularly in response to an emergency event that could affect the water supply, air quality, etc. Upon activation, the Leon County Health Department initiates its own incident command system to prepare special needs shelters, water testing kits, send personnel to staff the County EOC, and gathers relevant public information documents regarding flooding, drinking water, mosquito control, and post storm recovery. In the aftermath of the 2004-2005 storm seasons, several special needs shelter teams were established, trained, and exercised. Prior to the landfall of TS Fay, the special needs shelter teams were activated and placed on alert status for assignment as needed. Special needs shelter equipment was evaluated and readied for deployment. The Leon County Health Department also placed water testing kits on stand-by status for deployment and prepared sample collection instructions and well disinfection instructions for distribution as needed.

Shelter Activation

With the uncertainty of the track and intensity of TS Fay, the decision to utilize a risk shelter was made on August 22, 2008. Leon County has 14 risk shelters available for use which meet the American Red Cross Hurricane Evacuation Shelter Guidelines. Florida High School was selected as the shelter to be opened on August 22, 2008 to serve as a general population shelter and the County's special needs shelter. The only concern with this location is that it was not the County's designated pet friendly shelter. Coordination between Leon County Animal Control, Florida High School administrators, and the Big Bend Disaster Animal Response Team lead to the establishment of a temporary pet friendly shelter area at the school.

This shelter opened at 6:00 PM on August 22, 2008 and closed on August 24, 2008. Once the risk for strong winds had passed, the Red Cross could utilize a non-hurricane shelter, also known as a host shelter. At 4:00 PM on August 24, shelter operations shifted to Forest Heights Baptist Church before transitioning to First Baptist Church of Woodville on August 27.

4. Response During the Storm:

The County EOC provides a coordination center for multiple agencies and County departments to coordinate vital resources to respond during emergencies. During the emergency, the Director of LCEM serves as the County Coordinating Officer and coordinates the acquisition and utilization of resources to support field operations. The County Administrator works closely with the Director of LCEM to ensure that all of the necessary resources are available as challenges are identified in response to an emergency.

Coordination of County Resources

The process for identifying problems during TS Fay, as well as any storm, is three-fold. First, County staff and LCSO utilize a checklist of historical problem areas from the Standard Operating Procedures that require close monitoring during a weather event, particularly with flooding concerns. As such, barricades and "road closed" signs may be pre-positioned at flood-prone locations, so that they can quickly be deployed should the need arise. Second, patrolling by LCSO

and other County staff during the storm provides valuable information on problem areas which can be investigated by the appropriate County staff. Lastly, citizens assist in identifying problem areas by calling the EOC, law enforcement, and the Public Works Operations Center. The second and third methods are on-going and occur simultaneously throughout an event. It should be noted that, for employee safety, response activities by Public Works, EMS, and the Tallahassee Fire Department cease once winds reach tropical-storm force (39 mph). Response and recovery efforts then resume once winds die down. Below is a summary of County response activities during TS Fay from several of the departments on the front lines.

1. Public Works

In response to the first 24-72 hours of TS Fay (Aug. 21-24), Public Works administrative staff supported EOC operations and coordinated with state and local agencies including FDOT and LCSO for additional resources such as message boards and barricades. Operations crews deployed these message boards and barricades, cut and tossed trees from roadways, filled washed out roads with rock, and shored up embankments. These are the normal tasks associated with any severe weather event. However, the heavy rain generated by TS Fay required Public Works staff to focus its attention to several neighborhoods throughout the County.

Due to rising waters trapping residents in the Timber Lake subdivision, Public Works operations staff developed a plan to provide emergency temporary access for the neighborhood. On August 26, construction of a gravel road bed began at the north end of Quazar Road and across St. Joe property to a connection point at 5040 Cottage Wood Trail. Construction was completed by August 27. The temporary access ensured that emergency and service vehicles could reach persons in need, as well as provide residents that were not flooded the ability to stay in their homes. A similar situation occurred in the Windwood Hills subdivision and again emergency temporary access was established to provide safe passage over Weeping Willow Way. Both of these situations will be addressed in more detail during the Stormwater/Transportation part of the workshop.

Public Works operated with three staff rotating 12-hour shifts at the EOC while the majority of Public Works staff operated in the field to respond to TS Fay. Previously, such a rotation had been sufficient. However, given the extended period of EOC activation for TS Fay, and the fact that it was activated during normal County business hours, Public Works has identified the need for cross-training and additional staff resources, particularly related to staffing the EOC. Going forward, Public Works will send two employees to the EOC until cross-training is completed. Once completed, there will be a larger pool of senior management employees that can be deployed to the EOC. In the future, Public Works will send one employee to the EOC in order to allocate additional resources to the response and recovery phases.

TS Fay required swift and immediate decision making by the County Administrator to allocate resources as multiple neighborhoods suffered damage, residents were trapped in their homes, and access to subdivisions was blocked by flood waters. County staff from several departments were on the scene in these affected areas to assess the damages, gauge the threat to life and property, and relay that information to the EOC. Staff has identified the need to formalize this evaluation and decision making process, particularly in a large-scale emergency event that stretches staff resources.

In the event that multiple segments of the County are threatened during an emergency event, the County Administrator may initiate a Critical Response Task Force to address competing priorities. Staff is in the process of formalizing a Critical Response Task Force to consist of a law enforcement officer, a paramedic, a building inspector, an engineer from Public Works, and an official from the Health Department to evaluate damages in the field and report their findings to the EOC. This group would report to a representative of County Administration, the Public Works Director, and the LCEM Director at the EOC. In consultation with the County Administrator, this group will review the information gathered from the field and allocate resources accordingly.

Lessons Learned – Areas Identified for Continuous Improvement

#4: Improve accuracy and timeliness of road closure listings by coordinating and standardizing terminology between Public Works and the Leon County Sheriff's Office. (Public Works - Alan Rosenzweig/Tony Park)

#5: Expand cross-training opportunities for Public Works Senior Management staff to enhance operational and emergency response capabilities. (Public Works - Alan Rosenzweig/Tony Park)

#6: Formalize a Critical Response Task Force made up of a law enforcement officer, a paramedic, a building inspector, an engineer from Public Works, and a representative from the Health Department to respond to affected areas and allocate County resources in consultation with the County Administrator. (County Administration – Vincent Long/Ken Morris)

2. Animal Control

The Division of Animal Control was also involved in the response phase of TS Fay. Two officers worked overtime in responding to calls along with the Big Bend Disaster Animal Response Team (DART) in setting up and staffing a pet friendly shelter. The challenge in setting up a pet friendly shelter is locating it near or adjacent to the human shelter since pet owners prefer to be near their pets.

The Red Cross shelter at the Florida High School included a special needs shelter and a pet friendly shelter. Once the severe weather had passed, the Red Cross was forced to shut down the shelter so the classes could resume at the high school. At that time, the Red Cross moved the human shelter to the First Church of Nazarene. The church was opened as a 'Host' shelter but could not accommodate pets. Later in the week, the Red Cross moved the human shelter to Forest Height Baptist Church at 1200 W. Tharpe Street. At that time, the Division of Animal Control, along with the Big Bend DART group, arranged three local animal facilities near this shelter to house evacuees' pets for a small fee.

Lessons Learned – Areas Identified for Continuous Improvement

#7: Increase the availability of pet friendly shelters. (See Recommendation #1)

3. Public Information Office

In response to the EOC activation for TS Fay, the Interim County PIO was stationed at the EOC to serve as the point person for all communication with the media and public. All available means were used to provide residents with specific information and advised courses of action to safely respond to imminent threats. Accurate and timely information is vital when the public may otherwise accept rumors, hearsay, and inaccurate information that could cause panic, fear, and confusion. The County PIO offers clear, concise, coordinated information regarding emergency conditions and relief services available. Information disseminated during this phase through written statements, news releases, news advisories, press conferences, television & radio interviews, and website informational postings is directed primarily toward the survival, health and safety of the County residents and evacuees.

During TS Fay, it was especially challenging to communicate with residents in affected and isolated areas such as the Timber Lake and Windwood subdivisions. Press releases and other information were delivered by boat and placed on residents' doors in order to keep them updated with timely information. The acquisition of reverse 911 technology would improve communication with County residents that are isolated but continue to have access to a landline telephone. The price for these communication systems vary and may cost anywhere from \$250,000 to \$1 million.

Lessons Learned – Areas Identified for Continuous Improvement

#8: Enhance informational and educational program content through Comcast Channel 16 for potential state of emergency events. (See Recommendation #3)

4. Tallahassee-Leon County Geographic Information Services

During TS Fay, all of the County's technology systems were functional and fully accessible within the EOC. TLEGIS was critical in the response to TS Fay because its work is utilized by numerous County departments and partner agencies. Although TS Fay was not expected

to be a severe threat to the Leon County area, TLCGIS did get its first opportunity to utilize the Emergency Operations Incident Tracking System (EOC ITS) during a real event. EOC ITS had been in development for over two years. It provided a live update to incidents; downed trees, flooding, power outages and road closures, as they occurred during the disaster.

TLCGIS staff performed a variety of tasks while supporting the EOC by providing printed maps and logging incidents in to the EOC ITS application. A total of 700 incidents were entered in to the EOC ITS program to provide the maps that served many of the agencies and departments operating from the EOC including LCSO, Red Cross, Salvation Army, Growth Management, and Public Works. The maps offered street and parcel data to respond to public safety incidents, homes with structural damage, road closures, debris tracking and collection, topographic analysis and flooding information for flooded neighborhoods, and potential flood-prone properties along the Ochlockonee River to allow LCSO to go door-to-door to warn residents to evacuate the area.

Although the EOC ITS software worked properly and was successfully integrated with the response and recovery efforts, staff has identified several areas for improvement. The EOC ITS requires additional tools and functionality to allow the editors inputting incidents to complete them faster. Often times, the GIS editors had to interpret the location information passed to them from the call-takers prior to inputting them into the application (i.e. misspelled streets). A standardized data entry process which is fully integrated into the business process could assist in resolving this issue. Other application enhancements were directed at improving street find tools, improved data retrieval from the database and incorporating additional data layers (digital elevation model for contours) to the application. The EOC ITS cross-jurisdictional work group is engaged in continuous improvement for this application.

The County and City are currently working together to improve and implement work order management systems which automate government business processes such as emergency management. Integrating GIS with these work order management systems, where feasible, will assist in streamlining processes and providing for more complete visualization of each event. TLCGIS, City GIS, and LCEM staff have begun discussions on ways to better utilize automation in the business process. Currently, the City of Tallahassee's Utilities Department has an Outage Management System (OMS) which tracks power outages during a weather event like TS Fay. Since the OMS has a GIS component, it is possible for the outage areas to be automatically updated (as opened or closed incidents) to the EOC ITS application. Automating business processes is beneficial to share pertinent information from one database to another. This will improve the efficiency of information exchange and ultimately the services provided.

Staffing levels were a concern during the response and recovery phases of TS Fay due to the

level of expertise required to monitor TLCGIS such as EOC ITS and the RSC while creating real-time maps and logging incidents. The EOC was fully staffed during the response and recovery phases of TS Fay but the extended Declaration of a Local State of Emergency placed an unexpected burden on personnel.

Lessons Learned – Areas Identified for Continuous Improvement

#9: Continuously improve the EOC ITS software through the EOC ITS cross-jurisdictional work group. (Geographic Information Services – Alan Rosenzweig/Pat Curtis)

#10: Pursue the integration of workflow activities with the City of Tallahassee to share pertinent information from one database to another and improve the efficiency of information exchange. (Geographic Information Services – Alan Rosenzweig/Pat Curtis)

#11: Improve staffing levels for TLCGIS during an emergency event and extended activation to adequately operate the EOC ITS and the RSC while creating real-time maps and logging incidents. (See Recommendation #6)

5. Emergency Medical Services

In response to TS Fay, EMS crew members were stationed at the EOC and remained throughout and beyond the storm. During and immediately after the storm, EMS experienced a 30% increase in call volume over normal traffic. Many of the responses involved water rescues and storm related issues. EMS participated in these rescues along with the Tallahassee Fire Department (TFD) and both local law enforcement agencies to rescue medical patients that had become trapped in their homes and were unable to get out without a boat.

For one such rescue, a crew was called to rescue an elderly man that was trapped in a mobile home in a remote part of the County. The elderly man was a cancer patient that was confined to his bed. His family and home health care personnel were unable to access his home. LCEMS was called to transport the patient so that he could be treated appropriately. LCEMS teamed up with TFD and LCSO and took a boat through the water on the property toward the mobile home. The water had risen to the bottom of the residence. As the rescue team approached the mobile home, it observed a dog that had been chained in the yard and was standing on the top step. The chain was pulled tight so the dog was only able to keep its eyes and nose above the water. The crew moved in and released the dog from the chain and then successfully transported the cancer patient to a local hospital.

6. Leon County Health Department

The Environmental Health Division staff, within the Leon County Health Department, responded to hundreds of citizen inquires regarding flood related issues and complaints of sanitary nuisances. Following the storm, DOH staff canvassed areas of known flooding and

distributed over 300 water testing kits. Approximately 110 samples were returned and sent to the Department of Health lab for analysis. Additional information packets were provided to LCSO Deputies stationed at flooded areas for distribution to residents. These packets included information regarding flood water contamination and associated health risks, precautionary boil water notice, well disinfection procedures, and other flood recovery information.

Flood waters are contaminated and should always be avoided if possible. Flooding from TS Fay caused several breaks in the City's sewer system discharging millions of gallons of raw sewage. Additionally, several sewer lift stations were inundated with flood water allowing raw sewage to discharge into flood waters. Stormwater ponds and other water bodies receiving these contaminated waters overflowed placing residents into close contact with the contaminated waters and/or had their homes flooded.

Despite the numerous requests for testing these flood water, the sampling of flood water is not recommended since contamination is known to exist. Additionally, flood waters can not be effectively disinfected on this large of a scale and with this volume. Efforts to minimize contact through citizen education and allowing the flood waters to recede naturally are the only viable actions that can be taken in a storm event.

The Health Department was contacted by several agencies and concerned citizens requesting the posting of signage that certain water bodies are closed due to sewage contamination. This is not practical as health departments do not have legal jurisdiction to take such action unless the water body in question is an approved and permitted natural bathing place. The main issue regarding posting signage for non-permitted water bodies is that there are no standards to use to base the decision. More importantly, there are no standards to use or reopen the water body for use. Using the natural bathing place standards are not an option as many of the water bodies would not meet the stringent bacteriological standards in their natural state much less after a flood event, effectively closing these water bodies permanently.

Lessons Learned – Areas Identified for Continuous Improvement

#12: Increase public information through press releases and advisories to remind citizens that it is not appropriate to use water testing kits in flood waters and that flood waters should be presumed to be contaminated. (County Administration/Health Department – Vincent Long/Homer Rice)

#13: Cross-train the Health Department PIO with the Leon County PIO to serve as a backup to the County PIO. (County Administration/Emergency Management – Vincent Long/Jon Brown/Richard Smith)

Intergovernmental Cooperation

Intergovernmental cooperation is an important component during a declaration of emergency for an efficient response system. Chapter 252 of Florida Statutes delegates emergency management to the Board of County Commissioners. On May 1, 1999, the Board transferred emergency management responsibilities to the Leon County Sheriff's Office. The City of Tallahassee also has emergency management staff to coordinate the City's operations during an emergency. The sharing of information, coordination of resources, and work toward common objectives are critical to the success of first responders and emergency personnel. During TS Fay, County staff worked with the City of Tallahassee, state agencies primarily through the State EOC, and a number of non-profits and volunteer organizations.

1. City of Tallahassee

The City of Tallahassee provides several liaisons to the County EOC in response to any emergency event including one Tallahassee Police Department Representative, one Tallahassee Fire Department Representative, and one General Liaison to represent all other City functions. The General Liaison is sometimes staffed by two persons during the day shift and one person at night. TPD and TFD representatives monitor their agency radios as well as the City's WebEOC, an incident software program utilized to coordinate activities and information across the City's emergency response functions. Each of the City's liaisons is available to answer questions from EOC staff and coordinate City activities being carried out by the various City departments.

Lessons Learned – Areas Identified for Continuous Improvement

#14: Continue to pursue a protected, secure, sustainable, survivable facility of adequate size for emergency communications and operations. The County and City will continue to pursue the construction of a joint dispatch center to include the County EOC. (County Administration – Vincent Long/Alan Rosenzweig)

#15: Request additional City liaisons from key emergency support functions to assist in coordinating the response from the EOC. These functions include (Emergency Management – Richard Smith):

- **Transportation – StarMetro**
- **Public Works/Traffic Management**
- **Energy - City of Tallahassee Electric Utility**
- **Public Information/Joint Information Center**
- **Animal Protection/Services**

2. State Emergency Operations Center

During a tropical storm or hurricane, a state liaison is physically located in the County EOC to help coordinate and exchange information with state agencies in response to the emergency. The amount of rainfall generated by TS Fay posed an immediate flooding

problem for several parts of the County that required state support. There were concerns that the County and City lacked the resources to meet the water rescue demands caused by the storm since the current capacity consists of two LCSO boats and four TFD boats. The excessive rainfall caused by TS Fay created a demand much greater than the combined six boat capability of the two local governments. On August 23, an LCSO Field Incident Commander placed a request to the County EOC for additional boats and law enforcement officers.

The State EOC Liaison immediately placed the request with the State EOC. The State EOC tasked the mission to the Florida Fish and Wildlife Conservation Commission (FWC). Later that evening on August 23, four FWC boats and officers were on scene at the Timber Lake subdivision. An additional fifth FWC boat was later assigned to Leon County bringing the water rescue response capability up to 11 boats for the floods associated with TS Fay.

3. Non-Profits and Volunteer Groups

During any type disaster response, the Capital Area Chapter of the Red Cross (Red Cross) has the primary responsibility for opening and managing shelters and evacuees. The Red Cross also provides food and water to disaster victims and evacuees. On August 22, the Red Cross opened a shelter at Florida High School to host the general population, special needs citizens, and pets. The general population shelter is staffed by the Red Cross, the Special Needs Unit is staffed by the Leon county Health Department, and the pet shelter is staffed by the Big Bend Disaster Animal Response Team. As the event transitioned to a flood event, the Red Cross moved shelter operations to non-school facilities including Forest Heights Baptist Church and the First Baptist of Woodville. The Red Cross used its emergency response vehicle and additional rented vehicles to deliver food, snacks, and water to impacted homes and first responders in the field in coordination with the County EOC.

The Red Cross also helps oversee the coordination of other non-profits and volunteer groups during an emergency. The Salvation Army complimented some of the Red Cross' tasks by providing food and water to disaster victims. The Salvation Army brought two canteens in to the County to provide hot meals. The Florida Baptist Disaster Relief Team contributed a total of 294 volunteer hours by assisting with tree and debris removal from impacted homes as well as temporary roof repairs. The Red Cross and Salvation Army divided up their resources to conduct case work, provide food and water, and to provide clean-up kits. Clean-up kits contain a broom, mop, disinfectant, rubber gloves and other items to help residents clean their homes after a disaster event.

As previously noted in this workshop item, a strong volunteer program is critical to the success of responding to emergencies. There is a constant need for trained and untrained volunteers to assist County staff and non-governmental organizations. VolunteerLEON is the County's lead office on streamlining volunteer service delivery by bringing together all

of the agencies that provide disaster relief services under the VolunteerLEON umbrella. Despite having 50 trained community volunteers on call to help operate the Volunteer Center and Citizens Information Line, it was challenging to maintain adequate staffing levels throughout the response to TS Fay. Staffing is always a challenge when depending on volunteers, particularly with overnight shifts. While, VolunteerLEON was able to effectively manage the Volunteer Center and Citizens Information Line with fewer volunteers working longer hours, it is not the ideal way to manage the County emergency response activities.

After conferring with numerous County departments on the response to TS Fay, it became very clear to staff that there is shortage of personnel, including County employees and volunteers, to take part in the County's response to an emergency. Staff has identified several instances where staffing and volunteer levels were inadequate or extremely burdensome due to long shifts during the 24 hour EOC operations and extended recovery period. Had TS Fay been projected to be a catastrophic event, there likely would have been a smaller pool of employees and volunteers to negotiate and greater response to the storm.

To ensure that all emergency response functions are managed with adequate personnel, staff recommends that a policy be put in place to maximize staffing levels during a Declared State of Local Emergency. Leon County Human Resources has prepared a draft policy memorandum requiring all County employees to be designated as either "Department Essential" or "EOC Essential" by their supervising department (Attachment #9). The draft policy also calls for VolunteerLEON to assume the responsibility of assigning, training, and supervising County employees in their respective emergency management functions. The draft policy includes compensation guidelines for employees who are required to be paid hourly, for overtime, or other requirements by law. Although Senior Management employees must be designated as either Department Essential or EOC Essential, they would not receive additional compensation under this draft policy.

Staff plans to bring this policy to the Board for consideration at a future date. This draft policy will increase the pool of County employees available to respond to an emergency, particularly a catastrophic event that limits volunteer participation.

Lessons Learned – Areas Identified for Continuous Improvement

#16: Increase staffing and volunteer levels to help operate the Volunteer Center and Citizens Information Line. (See Recommendation #6)

Recommendations to Enhance Emergency Response:

#1: Authorize staff to bring back an agenda item to consider a mobile emergency animal shelter for evacuees' pets to resolve the challenges of locating a suitable pet-friendly shelter during a storm. (Public Works/Animal Control - Alan Rosenzweig/Tony Park/Richard Ziegler)

#2: Direct staff to explore the use of reverse 911 technology and/or a citizen subscription service to reach thousands of citizens within minutes with phone messages and mass email alerts and bring back an agenda item for Board consideration. Note: These communication systems vary and may cost anywhere from \$250,000 to \$1 million. (County Administration/Emergency Management/Management Information Services – Vincent Long/Richard Smith/Alan Rosenzweig/Pat Curtis)

#3: Direct staff to explore opportunities to enhance informational and educational program content through Comcast Channel 16 for the response to emergency events (Public Services/Public Information – Vincent Long/Jon Brown)

#4: Authorize staff to explore the expanded use of the County’s website during an emergency to reduce the number of calls from the media and citizens. (Public Services/Public Information – Vincent Long/Jon Brown)

#5: Direct Leon County Emergency Management to coordinate in advance with the State EOC for the need of additional water rescue supplies in anticipation of a heavy rain event. (Emergency Management – Richard Smith)

#6: Direct staff to bring back a draft policy to maximize staffing levels during a Declared State of Local Emergency. (Human Resources – Lillian Bennett)

5. Recovery After the Storm:

Depending on the severity of a weather event, the recovery efforts can range from a few days to several years. TS Fay did not generate enough sustained severe winds to cause widespread damage to the area but did bring enough rainfall to temporarily close roadways, block access to private subdivisions, and permanently damage homes. Once the immediate danger of an emergency has concluded, County staff transitioned from the response phase to the recovery phase.

Citizen and Staff Reports

The aftermath of an emergency event like TS Fay triggers a series of tasks for County staff and partner agencies. As previously mentioned, it is critical for citizens, County staff, and other partner agencies to report public safety and infrastructure concerns through the EOC so they are properly logged and addressed in an efficient manner. The following is a review of some of the County’s recovery efforts following TS Fay.

1. Road/Bridge Assessments

The assessment of critical infrastructure is essential to the recovery after a storm or emergency event. Assessments of roads and bridges began immediately following TS Fay. Resources assisting with the assessments included: Public Works’ Operations and

Engineering staff, FDOT, FEMA and a private engineering firm under a continuing services contract with the County. Safety concerns were top priority and repairs were prioritized according to the severity of the damage. To date, all but three permanent repairs have been made. The remaining three repairs require additional engineering and consulting work but should be complete within the next three months.

2. Debris Removal

In order to access segments of the County's infrastructure, particularly the County's canopy roadways, the debris removal process is initiated in the recovery phase. On August 31, 2008, Public Works staff issued Notices to Proceed to the primary debris removal contractor (Crowder-Gulf) and the debris monitor (Beck Disaster Recovery) for debris removal along County-maintained rights-of-way. Although contracts had been in place since 2006, this was the first time the County elected to activate them. A temporary debris removal storage site and a monitoring tower were set up at the Solid Waste Management Facility. County staff worked with the contractor to establish zones and areas for service. Given the nature of the storm, the contractor was asked to focus on the northern and central parts of the County, while the Division of Operations' crews serviced the southern part of the County. The contractor, with staff approval, ended debris removal activities on September 14, 2008. After that date, however, it was discovered that debris remained in areas believed to have already been serviced. The Division of Operations then mobilized crews to canvas the County and remove remaining debris. Debris removal was finally completed on October 10, 2008.

Having just submitted the County's Debris Management Plan to FEMA in July 2008, Public Works did not know at the time of the storm whether the County would qualify for the program in order to receive an additional five percent federal cost share. On October 3, 2008, the County was notified that the Debris Management Plan had been approved by FEMA. Since the plan was submitted in July, prior to TS Fay, the County qualified for the additional federal funding. Staff has submitted a request reimbursement in the amount of \$290,000 for debris removal.

Given the nature of TS Fay being more of a rain event instead of a wind event, debris fields were relatively minimal. In hind sight, activating the debris removal and the debris monitoring contracts for this event may not have been necessary. On October 27, 2008, Public Works staff met with Beck Disaster Recovery staff to debrief and establish parameters for when to activate contracts. It was determined that in small storms, the County should mobilize its crews first to begin clean-up allowing staff the opportunity to better determine the amount of debris on the ground, and to see what guidelines, if any, FEMA might issue for the particular event.

Lessons Learned – Areas Identified for Continuous Improvement

#17: Establish clear parameters for activation of the debris removal contracts. (Public

Works – Alan Rosenzweig/Tony Park)

#18: *Improve coordination with the debris removal vendors to establish a close-out procedure whereby it can be “certified” that all areas and zones assigned to the contractor have been completed.* (Public Works – Alan Rosenzweig/Tony Park)

#19: *Provide more information on proper waste and debris separation to expedite community recovery by distributing pamphlets at sandbag distribution locations.* (Public Works – Alan Rosenzweig/Tony Park)

3. Mosquito Control

Immediately after the passing of TS Fay, Leon County Mosquito Control began receiving hundreds of complaints from citizens about swarms of mosquitoes. The heavy rains of TS Fay deposited large amounts of water in much of Leon County, water which was stagnant and slow to drain in many areas. Consequently, there was a significant increase in the breeding and hatching of mosquitoes. On August 25, two days after TS Fay, three sentinel chickens were confirmed to have West Nile Virus (WNV). On August 29, the Leon County Health Department issued a medical advisory due to a human case of Eastern Equine Encephalitis (EEE). At the September 2, 2008 Board meeting, the County Administrator alerted the Board to the increased number of calls for spraying and suggested that the Board consider authorizing aerial adulticiding costing approximately \$250,000. The Board voted to utilize the state contract for the aerial spraying, and on September 5, 2008, the Notice to Proceed was issued to Clarke Environmental Mosquito Management. A website and public notice were quickly prepared, and the service was rendered on September 7, 2008. On October 30, 2008 staff submitted a request for FEMA reimbursement which was approved on December 9, 2008. At the time this workshop item was written, the FEMA reimbursement was still being processed.

Lessons Learned – Areas Identified for Continuous Improvement

#20: *Consider planning for aerial spray services in advance since standing rain water leads to mosquito outbreaks and excessive call volumes at the Mosquito Control Division.*
(See Recommendation #8)

Initial Damage Surveys

Another task in the recovery process is to conduct initial damage surveys on private homes, commercial properties, and government facilities. In conjunction with our other regulatory partners at the City of Tallahassee and the Leon County School Board, Leon County Building Inspection initially assisted in performing habitability and/or impact assessments on the 251 high priority critical facilities identified in the Local Mitigation Strategy. Very minimal damage was found at these facilities that did not affect the occupancy or use of the facilities. The scope was then

broadened to include habitability and/or impact assessments on targeted commercial properties. Inspectors encountered mostly parking lot flooding with some minimal in-structure flooding that did not preclude occupancy or use of the facilities.

The next recovery stage of deployment involved providing habitability assessments on residential properties, which included Timber Ridge, Windwood Hills, Killlearn Acres, Killlearn Lakes, and the Crooked Road and Chaires Crossroad areas (approximately 217 inspections were performed). Inspectors encountered isolated, but in some cases, significant roadway flooding which included completely blocked normal vehicular access to residences such as the Timber Lake subdivision. Some in-structure flooding occurred, mostly in buildings constructed prior to the Board's approval of increased Flood Protection Elevations on January 11, 2005, wherein among other things, special consideration for future construction and resultant increases in impervious areas within a flood basin are considered in establishing a building's finished floor height.

The primary focus at this stage of the recovery was determining which impacted structures without electricity could be safely reconnected. Due to liability concerns, local electrical power companies would not re-connect an electrical service to a damaged structure unless the structure is inspected by the appropriate authority and determined to be safe to re-connect. All of this recovery activity was being performed while still reviewing plans, issuing permits, and performing inspections for projects that were in process prior to the impacts of TS Fay. Additionally, existing regulatory work processes and available resources had to be re-assessed and modified as necessary to accommodate the post disaster rebuilding efforts.

Damage surveys were also conducted by the County's Facilities Management Division on several County facilities for minor building leaks due to the heavy rainfall. The Facilities Management Division is responsible for providing the physical maintenance of the County's 84 buildings. Most of the damages were reported by County employees through the EOC and Facilities Management. The assessments of these County facilities were conducted during, and immediately following, TS Fay. Other damages caused by TS Fay include a lightning strike at the main library, a damaged flagpole at the Leon County Welcome Center, and the swelling of a door due to excessive moisture. Most of the minor damages caused by TS Fay have been repaired by Facilities Management staff.

Lessons Learned – Areas Identified for Continuous Improvement

#21: Continue to utilize Board sponsored training and FEMA incident and management training to provide staff the skill sets to quickly and accurately assess damage to effectively respond to emergency situations. (Emergency Management – Richard Smith)

#22: Expand the County's ability to receive online damage assessments for homes and businesses to streamline the damage assessment process. (See Recommendation #7)

Federal Declarations, Public Assistance, Individual Assistance

Depending on the severity of an emergency event, the state and federal governments may provide assistance in the form of personnel, funding, or resources such as food and water for an extended period of time while a local government assesses the damages. TS Fay severely impacted eastern Florida before making its way to Leon County. On August 22, 2008, Governor Crist requested a major federal disaster declaration for Florida. On August 24, 2008, President Bush granted that request and declared TS Fay a major disaster for Florida after conducting assessments of counties on Florida's east coast. That same day, in coordination with the State EOC, preliminary damage assessment teams began to conduct assessments for public assistance and individual assistance program funding so that Leon County could be added to the major disaster declaration for Florida.

The Public Assistance funding is generally sought for County facilities and/or infrastructure repair and replacement. On August 29, 2008, Public Works and LCEM met with FEMA and state representatives for the preliminary damage assessment. A rough cost estimate was provided along with the types of activities and categories for which staff believed the County would be eligible. Staff then escorted FEMA and state representatives to various damaged sites to conduct preliminary damage assessments. After completion of the site visits, it was determined that Leon County would qualify for Public Assistance.

Once determined that an eligible applicant qualifies for Public Assistance, two additional meetings must follow. Those meetings are the Applicants Briefing and a Kick-off meeting. The Applicants Briefing was held on September 8, 2008. Immediately following that meeting, staff submitted the necessary Request for Public Assistance (RPA). This document triggers the scheduling of the Kick-off meeting which was held on September 30, 2008. Once the Kick-off meeting has been held, the County can then begin to submit Project Worksheets (PWs) which identify the specific costs and projects for which reimbursements are being requested.

As of January 21, 2009, 28 PWs, totaling \$923,263, have been submitted (Attachment #10). Approximately \$30,000 to \$50,000 is still in the process of being written into PWs and should be submitted by the end of January. Once approved by FEMA, the County will receive 75% of each PW amount from the federal government and 12.5% from the state. The County is responsible for the remaining 12.5%. For projects associated with debris removal, however, the County will receive 80% from the federal government with the state picking up 10% leaving the County with just 10% of the cost. This extra percentage is a result of the County having a pre-approved Debris Management Plan as previously discussed in this item. In all, it is anticipated that the County will receive approximately \$800,000 in public assistance dollars.

The Individual Assistance Program provides money and services to people in the declared area whose property has been damaged or destroyed and whose losses are not covered by insurance. In every case, the disaster victim must register for assistance and establish eligibility. FEMA verifies eligibility and need before assistance is offered.

The preliminary damage assessment team for the Individual Assessment Program arrived on August 25 to conduct an assessment. The assessment team consisted of a Florida Division of Emergency Management representative, a FEMA representative, and a Small Business Administration representative. This assessment did not discover enough damaged homes to warrant a federal declaration. However, the flood event had not maximized at that time. Some areas were inaccessible while flood waters were just beginning to rise in the Oak Ridge Road area. Throughout the week of August 25, many homes were impacted by the rising flood waters in the Oak Ridge Road area.

A second preliminary damage assessment for the Individual Assessment Program was conducted on August 29. During this second assessment, the team identified enough damaged homes to warrant a federal declaration. On August 31, 2008, Leon County was added to the Federal Disaster Declaration for TS Fay, authorizing individual assistance to affected County residents. 532 citizens applied for assistance from FEMA under the Individual Assistance Declaration and 151 (28.4%) citizens were deemed eligible by FEMA. A total of \$487,278 was awarded to local victims through this program.

Catastrophe Fund

While residents were still dealing with the aftermath of TS Fay, the Board approved the creation of a \$2 million Leon County Catastrophe Fund on September 16, 2008, to provide eligible residents assistance towards the payment of Leon County Solid Waste and Leon County Building/Growth Management fees for damages associated with a local declared state of emergency. Leon County Solid Waste and Leon County Building/Growth Management fees would be paid from the Catastrophe Fund on behalf of the residents that qualify. In order to receive assistance, residents must demonstrate that all other means, including, but not limited to, FEMA individual assistance and property insurance have been exhausted prior to seeking assistance from the County.

County Administration and Growth Management developed an application process for County staff to determine eligibility for qualified residents. Successful applications to waive the Leon County Solid Waste and/or Leon County Building/Growth Management fees were paid through the Catastrophe Fund. Three of the six residents that applied for the Growth Management and Solid Waste fee waivers were approved for the program. It is important to note that two of the requests for the assistance were denied because the property was on a private road that is regularly submerged during a heavy rain event.

Lessons Learned – Areas Identified for Continuous Improvement

#23: Continue to promote the Catastrophe Fund for future emergency events to assist residents with the payment of Leon County Solid Waste and Leon County Building/Growth Management fees for damages associated with a local declared state of emergency. (Public Services/Public Information – Vincent Long/Jon Brown)

Disaster Recovery/Assistance Centers

As a result of Leon County being added to the major disaster declaration, the Florida Division of Emergency Management, in coordination with FEMA, opened a Disaster Recover Center (DRC) in Leon County at the County's main library. The Leon County Facilities Management Division set up the space at the main library within 24 hours and opened the DRC on September 5, 2008, and was staffed with FEMA and Florida Division of Emergency Management disaster recovery specialists as well as representatives from volunteer agencies. Their mission was to help survivors through the process of applying for disaster assistance. People who had already registered for assistance could have FEMA disaster recovery specialists check on their case, answer questions about their claim, or provide information FEMA needs to process their claim. The Small Business Administration representatives were also located at the DRC to meet with individuals and business owners to answer any questions about disaster loan programs, help them complete the loan application, and process the completed disaster loan applications.

Staff has identified the need to establish a County Recovery Center to assist people with immediate needs until the FEMA DRC is established. The County Recovery Center would also assist residents should FEMA decide against opening a DRC in the area. VolunteerLEON has been negotiating with the BIG Bend COAD volunteer organizations to streamline service delivery by bringing together all of the agencies that provide disaster relief services under the VolunteerLEON umbrella. The County Recovery Center would provide a central location for citizens to gather information and receive services immediately rather than waiting the duration for FEMA's decision to open a DRC.

Public Information Office

As the recovery phase begins after the disaster impact and until the needs for recovery and rehabilitation are satisfied, the PIO coordinates and distributes information regarding estimates of conditions, details of what is being done to alleviate the problems, and descriptions of emergency assistance available. Communication efforts include where and how disaster victims may apply for assistance through written statements, news releases, news advisories, public service advisories, press conferences, and website informational postings.

In the days following TS Fay, the PIO continuously disseminated information on the flooded roads, shelter locations, sewer breaks, etc. In addition, the PIO helped establish the location and promotion of the DRC at the downtown library for citizens affected by the storm. Shortly after the storm when the Board approved the creation of the Leon County Catastrophe Fund, the PIO disseminated a series of news releases to promote the newly created program for citizens who may have suffered damaged homes during TS Fay.

Recommendations to Enhance Emergency Recovery:

#7: Direct staff to explore the expanded use of the County's website for damage assessment efforts during the recovery phase by allowing citizens to report damages online. (Public Services/Public Information – Vincent Long/Jon Brown)

#8: *Direct staff to bring back an agenda item to consider putting a plan in place for aerial spray services prior to a heavy rain event.* (Public Works/Mosquito Control – Alan Rosenzweig/Tony Park/Glen Pourciau)

#9: *Direct staff to bring back an agenda item to consider the establishment of a County Recovery Center* (Emergency Management/Volunteer Leon – Richard Smith/Vincent Long/Jeri Bush)

6. Conclusion:

In August 2008, TS Fay caused an estimated \$246 million in insured losses statewide, with another \$250 million to state and local governments for damages and response and recovery operations. TS Fay's impact resulted in 41 counties being declared for FEMA Public Assistance, as well as 27 counties declared for FEMA Individual Assistance. In Leon County, TS Fay was a 100 year flood event that brought heavy rains to the area leaving several neighborhoods isolated due to flooded access roadways. The heavy rains lasted two days and created enough challenges to warrant the County's EOC to remain active for 21 days until September 11, 2008. This extended activation period required the cooperation of numerous local agencies and County departments while testing the coordination of resources, execution, and established protocols. TS Fay provided an excellent opportunity to continue to improve the County's emergency preparedness by examining the lessons learned from this weather event.

The lessons learned from this review of TS Fay provide both acknowledgement of successful programs and the identification of areas that require improvement. Staff has already initiated internal reviews of the lessons learned to help prepare for the 2009 hurricane season. The staff recommendations are actionable items for the Board to consider moving forward in order to improve emergency operations throughout County departments. Based on the Board's direction, staff will bring back a series of agenda items designed to enhance the County's emergency management operations.

This first workshop item providing the status report on TS Fay was designed to review the overall effectiveness of the County's coordinated efforts. The next workshop item on stormwater and transportation flooding explores the potential actions that the Board could take to mitigate the impacts of TS Fay to reduce or prevent similar damages in future weather events. The workshop will include an overview of regulatory, policy, and infrastructure issues from requiring stormwater controls for future development to reactivating the Flooded Property Acquisition Program.

Options:

1. Accept the Emergency Management Status Report on Tropical Storm Fay and adopt the following staff recommendations:

#1: *Authorize staff to bring back an agenda item to consider a mobile emergency animal shelter for evacuees' pets to resolve the challenges of locating a suitable pet-friendly*

shelter during a storm. (Public Works/Animal Control - Alan Rosenzweig/Tony Park/Richard Ziegler)

#2: Direct staff to explore the use of reverse 911 technology and/or a citizen subscription service to reach thousands of citizens within minutes with phone messages and mass email alerts and bring back an agenda item for Board consideration. Note: These communication systems vary and may cost as much as \$1 million. (County Administration/Emergency Management/Management Information Services – Vincent Long/Richard Smith/Alan Rosenzweig/Pat Curtis)

#3: Direct staff to explore opportunities to enhance informational and educational program content through Comcast Channel 16 for the response to emergency events (Public Services/Public Information – Vincent Long/Jon Brown)

#4: Authorize staff to explore the expanded use of the County's website during an emergency to reduce the number of calls from the media and citizens. (Public Services/Public Information – Vincent Long/Jon Brown)

#5: Formalize a Critical Response Task Force made up of a law enforcement officer, a paramedic, a building inspector, an engineer from Public Works, and a representative from the Health Department to respond to affected areas and allocate County resources in consultation with the County Administrator. (County Administration – Vincent Long/Ken Morris)

#6: Direct staff to bring back a draft policy to maximize staffing levels during a Declared State of Local Emergency. (Human Resources – Lillian Bennett)

#7: Direct staff to explore the expanded use of the County's website for damage assessment efforts during the recovery phase by allowing citizens to report damages online. (Public Services/Public Information – Vincent Long/Jon Brown)

#8: Direct staff to bring back an agenda item to consider putting a plan in place for aerial spray services prior to a heavy rain event. (Public Works/Mosquito Control – Alan Rosenzweig/Tony Park/Glen Pourciau)

#9: Direct staff to bring back an agenda item to consider the establishment of a County Recovery Center (Emergency Management/Volunteer Leon – Richard Smith/Vincent Long/Jeri Bush)

2. Accept the Emergency Management Status Report on Tropical Storm Fay and modify the staff recommendations.

3. Do not accept the Emergency Management Status Report on Tropical Storm Fay.
4. Board Direction

Recommendation:

Option #1

Attachments:

1. National Incident Management System
2. Tallahassee-Leon County Local Mitigation Strategy
3. ArcNews' Economic and Social Research Institute's Fall Edition
4. Florida Division of Emergency Management's Region 2
5. Capital Area 2008 Hurricane Survival Guide
6. Tropical Storm Fay's Path through Florida
7. August 21, 2008 Declaration of a Local State of Emergency by Chairman Sauls
8. August 24, 2008 Press Release and Flyer Regarding Tropical Storm Fay Debris
9. Draft Policy Memorandum on Emergency Guidelines for Compensation
10. Leon County Project Worksheets

Due to its size, a copy of Attachment #1 is available in the Receptionist Area on the 5th Floor of the County Courthouse and in the County Commission Conference Room

EXECUTIVE SUMMARY

In the summer of 1998, the Florida Department of Community Affairs provided funding to all Florida counties and municipalities to assist them in preparing a comprehensive Local Mitigation Strategy (LMS). The goal of the LMS was to help local officials identify and assess the various natural and technological disasters the county faced, and then identify locally developed strategies to reduce the impact of future disasters.

The Leon County LMS Working Group was formed in October 1998, and has met 13 times to identify and discuss the hazards facing Leon County and the City of Tallahassee. From these discussions, the steering committee conducted a hazard assessment and identified mitigation strategies to reduce the county's risk to the identified hazards. The final result of their actions is this document, the *Leon County Local Mitigation Strategy*.

The *Leon County Local Mitigation Strategy* is organized into three volumes. Volume I contains the procedures the working group used to develop the strategy and to keep the strategy current. Volume I also describes the existing and proposed mitigation programs, policies and projects identified by the working group. For the most part, program and policy initiatives are non-capital efforts, such as ordinances or updates to existing codes/plans, that the local governments can usually start and complete without outside assistance and/or funding. In many instances, the County and City already have the information they need to begin these initiatives and simply need direction from local elected authorities. Projects, on the other hand, are generally capital efforts, such as road paving and culvert repairs. For many of these efforts, the local governments may require outside funding assistance. In recognition of the importance of funding, the description of each mitigation initiative also includes a list of potential funding sources. A more detailed description of each funding source is contained in Volume III, Appendix F.

The working group has developed a very broad-based list of mitigation initiatives that will benefit all portions of Leon County. It is important to note, however, that the mitigation list is not a permanent list. The group recognized that the list will change as current projects are completed, new needs and problems are identified, and local priorities change. To help ensure the *Leon County Local Mitigation Strategy* remains current, the working group has identified procedures for at least an annual review and update of the strategy. These procedures are also contained in Volume I.

Volume II is the Hazard Identification and Vulnerability Assessment. This section provides an overview of the county's recent disaster history and a discussion of the types of natural and technological hazards the County faces. The more significant hazards identified and assessed by the working group include tropical storms, hurricanes, floods, tornadoes, hazardous materials releases, and wildfires. Droughts, dam failure, civil disturbances and power failure are also addressed, but they are not identified as significant hazards.

Volume III of the *Leon County Local Mitigation Strategy* is the technical appendix, containing the support data. Included in this section are the conflict resolution procedures developed by the working group; an analysis of local, regional and state programs, ordinances and policies as they

pertain to hazard mitigation; the identification of local, regional, state, federal and non-profit agencies and organizations with a role in hazard mitigation; and potential funding sources. The information contained in Volume III will be extremely useful in implementing the mitigation strategy. For example, many grant applications require that proposed projects conform to existing local policies. Thus, these policy summaries can be used to find the policy support needed for a local project or initiative. One of the most useful appendices in Volume III is the description of potential funding sources. This section can be used to initially identify which funding source(s) may be appropriate for a particular mitigation initiative. Included for each funding source is a general description of the program, eligibility criteria and a point of contact for additional information.

Finally, the Florida Department of Community Affairs requires that the strategy be submitted to the Leon County Board of Commissioners for adoption. Although it is not required by the grant, adoption of the strategy by the City of Tallahassee is strongly encouraged. Adoption of the *Leon County Local Mitigation Strategy* will not have any effect on the City/County Comprehensive Plan. The mitigation projects in the strategy do not have to be included in the Capital Improvements Element of the comprehensive plan, and there will be no review to see if the initiatives are being accomplished. However, adoption of the local mitigation strategy will give the County and City priority for disaster recovery and hazard mitigation funds from some state and federal sources.

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1. Increase intergovernmental coordination in the area of stormwater management.

Status: In April of 2005, the City of Tallahassee and Leon County created the Interlocal Watershed Management Policy Board. The board is comprised of state and local officials charged with creating a joint watershed management plan to address stormwater issues by looking at the needs of the region's stormwater basins rather than focusing on stormwater management needs within jurisdictional boundaries. It is anticipated that the watershed management plans will include structural and non-structural recommendations such as public education and/or land development practices.

2. Improve the disaster resistance of existing site built housing stock.

Status: The Capital Area Chapter of the American Red Cross facilitates various structural mitigation activities on low-income, owner occupied homes. To date, the Red Cross has retrofitted many homes in Leon County.

3. Advocate that FEMA provide greater flexibility to local communities that elect to establish more accurate flood elevations.

Status: The City of Tallahassee and Leon County continue to cooperate with the Northwest Florida Water Management District in its efforts to initiate a Cooperating Technical Partnership with FEMA, which will be instrumental in accomplishing this goal.

4. Promote disaster resistant neighborhoods.

Status: The community continues to partner with the local Red Cross and local media outlets to provide public service announcements and outreach programs supplying information to citizens related to disaster resistant neighborhood strategies.

5. Improvement in floodplain boundary identification and implementation of the FEMA map amendment process.

Status: The City of Tallahassee continues to work with FEMA and its sub-contractors to adopt updates to the Flood Insurance Rate Maps. There is currently a county-wide map revision project under review. The Northwest Florida Water Management District is currently managing the project which will update the Flood Insurance Rate Maps for Leon County through its Cooperating Technical Partnership with FEMA.

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6. Explore methods to eliminate additional development in the 25-year floodplain.

Status: The City of Tallahassee, Growth Management Department continues to consider new ordinance language to accomplish this goal.

7. Identify shuttering/hardening needs for Tallahassee Memorial Hospital (TMH) and Capital Regional Medical Center (CRMC).

Status: Once a possible funding source is identified, the committee has discussed applying for window protection at TMH. TMH has developed an application for hazard mitigation and is ready to proceed, when funding becomes available. Tallahassee community hospital is now Capital Regional Medical Center, and they have hardened windows installed.

8. Strengthen the land development code dealing with finished floor elevation.

Status: The Growth Management Department and Stormwater Management are continuing work on potential regulatory changes to the floodplain section of the municipal code. This initiative continues to be a priority, and it is under consideration by the Local Mitigation Strategy Steering Committee.

9. Expand the County's housing inspection program.

Status: The Leon County Housing Inspection Program continues to focus on the inspection and rehabilitation of owner-occupied housing of low to moderate-income residents. Residents are made aware of the program through outreach projects, which advertise potential assistance availability. Once an inspection and rehabilitation project is completed, the house will meet current code requirements. Leon County also funds a Red Cross program that removes or trims trees that could damage a house if they fall during a storm.

10. Improve current efforts to remove dead, dying or diseased trees or branches next to roadways and power lines.

Status: The City of Tallahassee Electric Department and City of Tallahassee Streets and Drainage Division in cooperation with the Leon County Public Works Department, continues to remove those trees and limbs that pose a hazard to overhead power lines and roadways.

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11. Flood related capital improvement projects.

Status: See attached list of City of Tallahassee, Stormwater Capital Projects drainage improvement projects.

12. Identify equipment needs for responding to a weapons of mass destruction threat, a hazardous materials release or similar disaster.

Status: Our community emergency management officials have identified the equipment needed and have purchased many of the items through the homeland security funding. There is a committee that outlines items to be purchased, and funding is coordinated through the Regional Domestic Security Task Force. However, available funding for this initiative is decreasing.

13. Require flood hazard disclosure in the deed for the sale or transfer of improved or unimproved property in the floodplain.

Status: It continues to be standard practice for the City of Tallahassee Public Works Department, Real Estate Division to record development limitations and drainage easements on the deed of any property sold within the floodplain. In addition, all properties acquired using federal funding for flood relief such as the Flood Mitigation Assistance Program and the Hazard Mitigation Grant Program also must have deed restrictions recorded at the time of purchase.

14. Acquire parcels in the 100-year floodplain.

Status: The City and County continue to evaluate potential acquisition projects and possible funding sources for property acquisitions within the 100-year floodplain. Many parcels within the 100-year floodplain have been purchased by the City of Tallahassee and Leon County during previous years to provide flood relief to flood prone property owners. Some of these acquisition projects were entirely funded using local dollars. Others were funded through state and federal programs while also making use of local matching funds. Examples of these programs include the Flood Mitigation Assistance Program and the Hazard Mitigation Grant Program, both of which are FEMA programs administered by the Florida Department of Community Affairs.

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15. Evaluate requirements and feasibility for the County's participation in the NFIP Community Rating System.

Status: Leon County continues to consider its options regarding participation in the Community Rating System, but due to limitations in staffing and funds, entering the program remains unfeasible.

16. Establish audible warning systems at the dam.

Status: The C. H. Corn, Hydroelectric Power Plant at the Lake Talquin Dam continues to operate warning siren and paging system that is used to warn boaters downstream of the dam to move further downstream prior to increasing flow through the dam.

17. Explore the feasibility of adding a full build-out component to the Leon County Master Stormwater Management Plan

Status: Based on information from the Leon County Public Works Department, there are no plans to update the Master Plan at this time due to staffing limitations and current allocation of available resources.

18. Retrofit shelters to correct known deficiencies.

Status: Local emergency management officials continue to assess the needs of local shelters for use in future disasters. A new shelter is planned for construction in the northeast section of the City.

19. Consider addressing the economic impact of different disaster scenarios, as information becomes available.

Status: The City of Tallahassee and the Capital Area Chapter of the American Red Cross both continue to have programs in place to assess the impacts of disaster immediately following an event. The City's Rapid Damage Assessment Program will deploy City employees into all parts of the City to assess and relay damage information to the Emergency Operations Center to allow rapid assessment of economic impacts related to City infrastructure. In addition, Red Cross Damage Assessment Teams are also deployed following a disaster on a countywide basis to document disaster-related damages.

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20. Replacement of overhead electrical distribution lines with underground lines along Woodward Ave.

Status: Underground distribution lines have been installed along Woodward Avenue from Jefferson Street north through the Florida State University campus to Tennessee Street. . Underground Distribution lines have also been placed along Park Ave from Magnolia to Capital Cir. SE. Underground Transmission lines have been placed along Dempsey Mayo from Mahan Dr. onto the Welaunee property as part of the Eastern Transmission Line project. The City of Tallahassee Electric department continues to place distribution lines underground where appropriate and cost effective.

21. Identify decontamination-training needs for Tallahassee Memorial Hospital and Tallahassee Community Hospital personnel.

Status: The Leon County/State Health Department works with the area hospitals, and they all have adopted and tested decontamination operation procedures. On going by State and County Health. Note Tallahassee Community Hospital is now called Capital Regional Medical Center.

22. Identify needs for improving the disaster resistance of critical facilities.

Status: The Local Mitigation Strategy Steering Committee continues to work to identify additional security measures to protect critical facilities within the community. The City has installed extra security measures at certain critical facilities throughout the City. The North Florida Regional Domestic Security Task Forces, is provided funding to address K-12, Universities, Court houses and communications towers, funding is still needed to protect utilities.

23. Identify, develop and implement training courses for emergency responders.

Status: The City's Rapid Damage Assessment Program will deploy City employees into all parts of the City to assess and relay damage information to the Emergency Operations Center to allow rapid assessment of economic impacts related to City infrastructure. The City of Tallahassee Public Works Department recently held a training seminar for the Rapid Damage Assessment Teams to go over Rapid Damage Assessment procedures in the event of a disaster.

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24. Host an annual or semi-annual disaster fair.

Status: The Capital Area Chapter of the American Red Cross regularly facilitates hurricane exercises for businesses and neighborhoods to increase community preparedness. Further information related to the Red Cross hurricane exercises can be found online at www.tallytown.com/biz.

25. Develop a program to promote a community-wide debate comparing community vulnerability with available resources.

Status: The Local Mitigation Strategy Steering regularly meets to discuss these issues.

26. Develop program to deploy flood-warning devices at critical facilities and/or locations.

Status: There are several flood-warning devices in place and functioning within the community, which include the flood warning system at Franklin Boulevard, the warning system at the Lake Talquin Dam as well as the Capital Area Flood Warning Network and City of Tallahassee Rainfall Data Telemetry System. The Capital Area Flood Warning Network and the City of Tallahassee Rainfall Data Telemetry System provide real-time rainfall totals and water levels at key points within the community. Emergency Management Officials can then use this information during major storm events to identify potential areas of flooding.

27. Develop regional hazardous materials response capability; identify needed assets, training and local agreements.

Status: The Apalachee Regional Planning Council, Tallahassee, Gainesville, Thomasville, Valdosta and other surrounding communities have worked together on regional responses. In Florida, surrounding communities have agreed to support each other through the Fire Chief's Association and the Regional Domestic Security Tasks Forces. There are 7 of these in Florida, and they will support each other as needed. There has been no change in the status of this initiative since the previous publication of this report.

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28. Develop automated telephone warning/notice system tied to chemical releases at fixed facilities.

Status: Funding needs to be identified, to support such a system.

29. Identify populations at risk under different scenarios.

Status: The Local Mitigation Strategy Steering Committee regularly meets to discuss these issues. Additional coordination has also taken place using the digital information available through the community's Geographic Information System. In addition, the Florida Department of Health and the Florida Division of Emergency Management also considers this topic for hazardous materials.

30. Build a single, community-wide emergency operations center.

Status: The American Red Cross has received \$4,500,000 in funding to build a new Emergency Operations Center to house all non-profit human services agencies, which have a partnership role in disaster response and recovery. This facility is planned to be on-line by the summer of 2008. The City of Tallahassee and Leon County have committed to constructing a Joint Dispatch facility, while this facility does not include a joint emergency operation center, this facility lends itself to better communications and coordination between the City and County. Additional funding could be used to support such a facility in the future.

31. Develop and implement program(s) to promote better understanding between hospital and local emergency service provider personnel regarding hospital emergency plans and local emergency plans/capabilities.

Status: The County/State Health Department conducts meetings and full scale exercises in an effort to bring all parties together to test plans and procedures.

32. Encourage the establishment of community-based emergency shelters.

Status: The City of Tallahassee and Leon County have a total of 14 school campuses and 72 buildings, which meet the Red Cross standards and can be used as emergency shelters. In addition, the City of Tallahassee is now providing transportation to persons who regularly ride

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StarMetro seeking shelter. Another shelter is planned for construction in the northeast section of the City.

33. Compile a more comprehensive hazardous materials database.

Status: According to Local Mitigation Strategy Steering Committee information, the Solid Waste Departments are responsible for maintaining the hazardous materials database. However, there is no record of a recent update to this information on file. Leon County Division of Emergency Management and the Local Emergency Planning Committee is responsible for identifying and mapping all facilities storing EPA section 302 chemicals. Annually, they publish a document identifying these locations as part of the community right to know act.

34. Establish a community emergency medical needs working group.

Status: According to Local Mitigation Strategy Steering Committee information, the Leon County Health Department is responsible for coordinating the emergency medical needs working group. Reports indicate this is being accomplished through the Regional Domestic Security Task Force.

35. Establish an exercise design team.

Status: Each time there is a regional or large-scale exercise, a design team has been formed including all key players, and usually the same people are involved. However, this group of individuals has not been formally assigned to a team. This approach will most likely continue to be used to allow flexibility in staffing for such exercises.

36. Develop and implement policy requiring health care providers (hospitals, adult congregate care living facilities, nursing homes, etc.) to provide necessary staff support at special needs shelters.

Status: This is now a requirement, which is met by the Leon County Health Department.

37. Establish an Emergency Services Working Group.

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Status: The Local Mitigation Strategy Steering Committee includes Emergency Services Personnel, and Emergency Services needs are discussed during LMS meetings.

38. Identify and deploy typical resource needs prior to a disaster occurring.

Status: This is a standard procedure for all governmental departments when sufficient notice of impending disaster occurs. The local emergency management officials both City and County along with the staff from the Capital Area Chapter of the American Red Cross coordinate this deployment.

39. Place an audible warning system at the wastewater treatment plant and potable water sites.

Status: The City of Tallahassee Water Quality Administration has initiated a remote detection system to determine the run status and condition of the potable well facilities. This system achieves the goal of an audible alarm system for our potable water system. The Lake Bradford Road wastewater treatment plant has audible alarms on chlorine gas releases. In addition, a separate monitoring system has audible alarms for all equipment in the Thomas P. Smith wastewater treatment plant on Springhill Road.

40. Develop and disseminate a public awareness safety strategy.

Status: The City of Tallahassee, Leon County, and Capital Area Chapter of the American Red Cross performs this initiative on a regular basis.

41. Identify major land-based transportation corridors and establish safe zones around those corridors based on the exposure pathway for different chemicals.

Status: The Apalachee Regional Planning Council has developed a transportation study for hazardous materials. In addition, local Emergency Management officials have developed preliminary mapping of safe zones, 1-2 miles along the major routes through the community.

42. Deploy a low-power public radio station.

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Status: This initiative has recently been a topic of discussion between emergency managers in the community. A meeting to look at a radio system was held this year involving emergency managers from the City of Tallahassee, Florida State University and Leon County. The system is similar to what is being used at Disney and on some major roadway projects. The coverage area has a 1-3 mile radius. Currently, no funding has been obtained to purchase the system. Therefore, Emergency Managers would make use of NOAA Alerts and Public Radio for required radio broadcasts of public announcements in the event of an emergency.

43. Establish community emergency response teams.

Status: The City of Tallahassee and the Capital Area Chapter of the American Red Cross both have emergency response teams in place to assess the impacts of disaster immediately following an event. Once activated, the City's Rapid Damage Assessment Program will deploy City employees into all parts of the City to assess and relay damage information to the Emergency Operations Center to allow early assessment of economic impacts related to City infrastructure. In addition, the Red Cross Damage Assessment Teams would be deployed following a disaster to document disaster-related damages throughout the County, which would allow further analysis of economic impacts of the disaster.

44. Establish regional mitigation teams.

Status: Each time there is a regional or large-scale exercise, regional mitigation teams are formed including all key players, and usually the same people are involved. However, this group of individuals has not been formally assigned to a team. This approach will most likely continue to be used to allow flexibility in staffing for such exercises.

45. Create an emergency management-coordinating group.

Status: There are numerous coordinating groups in Tallahassee and Leon County, which have emergency management officials as members including the Local Mitigation Strategy Steering Committee.

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Tallahassee-Leon County GIS Rolls Out First Phase of Incident Management System

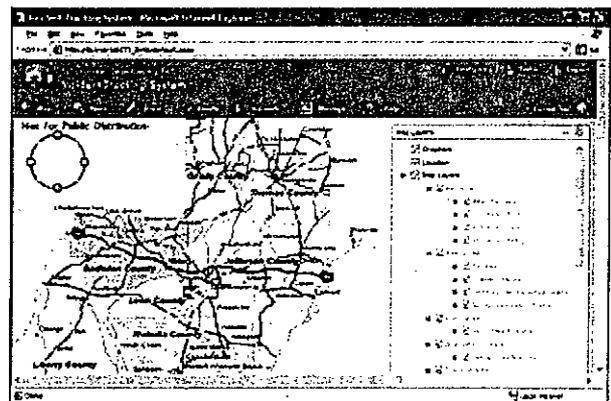
Enterprise GIS for Disaster Management

Highlights

- Server GIS-based incident mapping system promotes communication between rescue and recovery agencies.
- Incident Mapper allows real-time interaction for managing resources, personnel allocation, and routing.
- ArcGIS technology platform serves as the basis for disaster event planning.

The world of 21st-century disaster management is dynamic, complex, and wide ranging. Every year in the United States, large-scale wildfires, hurricanes, floods, or other natural disasters impact the lives of millions. In addition, the threat of terrorist attacks and other man-made phenomena makes providing safety, security, and rapid emergency response an even greater challenge.

Tallahassee-Leon County (TLC) GIS, a partnership between the City of Tallahassee, Leon County, and the Leon County Property Appraiser's Office in Florida, and the jurisdictions it represents are no strangers to these types of threats. With Florida experiencing its share of hurricanes, fires, and floods in recent years, local government agencies know what it takes to provide proficient emergency response. TLC GIS recently transitioned to a new level of optimized service by building a server GIS-based incident management system known as the Emergency Operations Center (EOC) Incident Mapper. Released in pilot phase as part of a phased rollout, the system complements existing communication networks in organizing, analyzing, and displaying GIS data in an easy-to-understand "big picture" format. It



An overview graphic of the Incident Tracking System.

supplies electronic display of disaster activities in real time and supports all phases of the disaster management cycle: preparation, mitigation, response, and recovery.

"GIS technology has allowed us the opportunity to do things we have always wanted to do with the resources that we currently possess," says Lee N. Hartsfield, Tallahassee-Leon County GIS coordinator, Leon County, Florida. "We see it as a visual aid for Emergency Operations Center staff during a large-scale emergency or disaster. We tested the system in numerous exercises, allowing us to refine the input and outputs. The system will be used for all types of hazards, including tornadoes, floods, terrorist attacks, law enforcement operations, and quarantines."

A Turning-Point Meeting

In May 2005, the Leon County Emergency Management Department called a meeting of all participants of the EOC to provide an update of recent technology advancements. TLC GIS, Red Cross, and the Tallahassee City Stormwater Department demonstrated their various technology efforts, including the use of GIS. TLC GIS provided a demonstration that showcased interactive mapping for monitoring an incident when it occurs and using GIS capabilities for response.

As part of the demonstration process, the TLC GIS coordinator invited the group to comment on the application. As discussions continued and more ideas were articulated, an initial outline was drafted that would eventually become the EOC Incident Mapper. The outline focused on building a comprehensive, enterprise incident mapping system to provide an electronic display of disaster activities in real time to multiple users, locations, and agencies.

A project workgroup was created that included users and technical support to identify and implement improvements to the outlined system. During the summer of 2007, TLC GIS staff were deployed at both city and county operation centers to coordinate information generation, integration, and sharing using the EOC Incident Mapper. The workgroup continues to meet to review and evaluate the application. The system was deployed in summer 2008 during Tropical Storm Fay with excellent results.

"In the past, data related to an emergency was supplied on a case-by-case basis through paper maps," explains Hartsfield. "The paper maps used much of the same basic information with one or two additional attributes added each time. Understanding the wide range of datasets managed by the TLC GIS group, and with the advancements made available by ArcGIS Server, these snapshots could now become something like a live movie feed of the event and related actions. The advantage is that each action is captured, date stamped, and placed into a database. Therefore, data can also be replayed for postevent evaluation. It allows for readily disseminating information; allocating personnel, equipment, and resources; and performing routing based on real-time data and events."

As part of the system development, an extensive survey of dedicated emergency and public safety staff was conducted to properly document job processes, particularly during a large emergency. In addition, public safety staff included TLC GIS personnel in its ongoing emergency training and exercises.

The incident mapping system is still in the final phases of development, which includes end-user evaluation and testing. In addition, the TLC GIS staff is working to complete a system user guide.

An Enterprise Incident Management System

The EOC Incident Mapper was built using ArcGIS Server, ArcGIS Network Analyst, and ArcSDE technology. In addition, the project team developed a viewer in ArcIMS for staff to view nonsensitive information during an event.

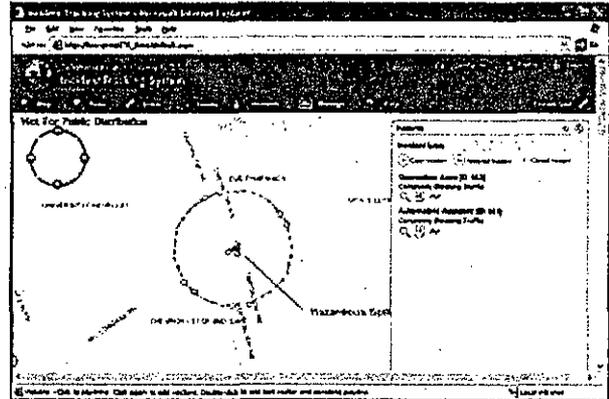
The system organizes data and events into three basic categories: emergency service points, point events, and area events. It allows real-time interaction for managing resource and personnel allocation, placement, and routing.

Emergency service points include facilities and apparatus that may be open, closed, or placed on standby. This includes items such as Red Cross shelters, sandbag distribution points, and work crew feeding sites. Previously, these were tracked separately by different agencies.

Point events are incidents, such as a fire or a hazardous chemical spill, confined to a specific location. The Federal Emergency Management Agency's (FEMA) National Incident Management System (NIMS) provides a common language and symbology for communicating across organizations for these types of disasters. NIMS training has been ongoing throughout Leon County, which uses NIMS mapping symbology to operate in a coordinated fashion.

Typically, disaster and emergency recovery was coordinated mostly on-site, with information being communicated to the EOC when time permitted during the event. Maps were requested from TLC GIS with a runner taking the request to the site and returning with the generated map. The incident management system provides NIMS-compliant symbology for the command center, staging areas, incident basecamps, helibase, and heliport. Using aerial photography, either through the Incident Mapper at the EOC or with a mobile application on a laptop, staff can quickly determine the optimal location for each of these facilities. Their locations can then be communicated to everyone involved over the Internet or over a secured intranet site.

An area event includes both man-made emergencies and natural disasters that impact more than one location or a series of locations within the county. The system can quickly adapt from a point event to an area event as the geographic impacts broaden in scope and effect. Users can track several common incidents that may occur simultaneously. This includes automobile accidents, downed trees or power lines, power outages, flooding, and



An incident involving an automobile accident and resultant fuel spill has been mapped. The traffic flow in the surrounding area has been blocked to prevent routing on the streets affected.

quarantined areas. The common incidents also carry a status indicating open, assigned, or closed, and Incident Mapper can identify whether traffic flow is blocked or impeded. Users can quickly input data and provide updates to an ArcSDE database that allows others to view the information in real time.

For example, when an emergency happens, GIS staff can map the above incidents and other data as it comes into the Emergency Operations Center. Users, whether in the EOC or in the field, can see where Red Cross shelters are being set up, the location of debris collection sites, supply distribution points, and more. Users can also generate point-to-point routing with turn-by-turn directions. In addition, they can perform queries by address, intersection, tax-code identification, or other geographic indicator. Users can search for a local business, a government agency, and educational and social institutions by name, address, phone number, and classification. Mapped data can then either be printed or e-mailed.

The system, once in full deployment, will be available to any agency within Leon County and the City of Tallahassee. It will maintain 45 spatial data layers, including roads, parcels, hospitals, airports, and multifamily complexes, with a hyperlink to building and site layouts. It will also include a population density grid, areas of potential flooding, hazardous materials sites, evacuation routes, locations of at-risk individuals (individuals who may require special assistance during an evacuation due to a medical condition), traffic light status, aerial imagery, and critical facilities.

The system replaces previous department-wide GIS processes and access, opening up data to multiple agencies when an emergency happens. Information is much more readily accessible for gaining an accurate assessment of what's happening in real time and providing the same accurate, comprehensive data to anyone who needs it.

More Information

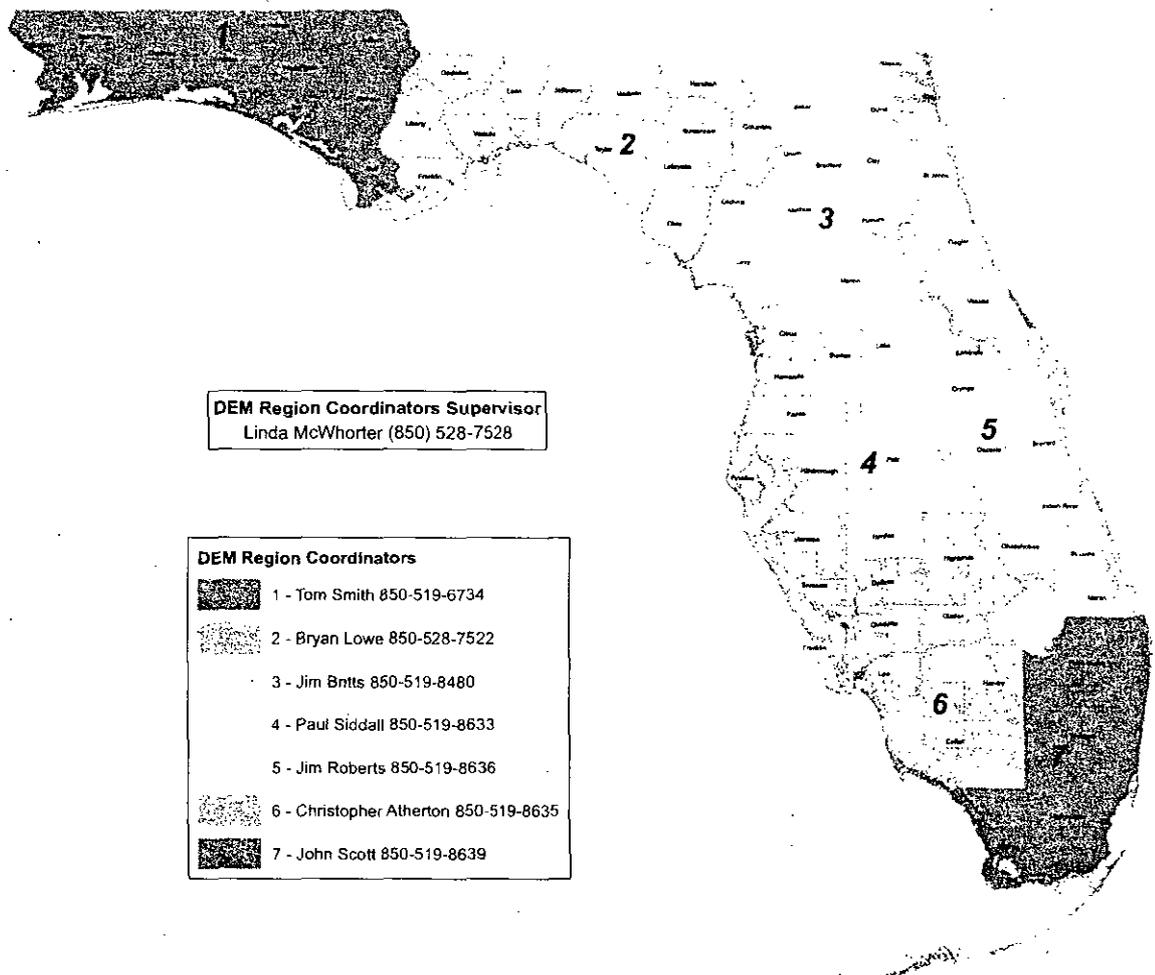
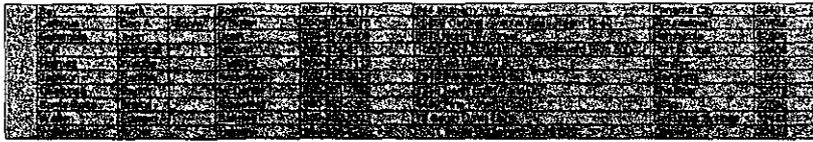
For more information, contact Lee N. Hartsfield, Tallahassee-Leon County GIS coordinator (e-mail: hartsfieldl@leoncountyfl.gov).

Related Podcast

[2008 Special Achievement in GIS Award—Tallahassee-Leon County Interlocal Program Integrates GIS](#)

Lee Hartsfield, interlocal coordinator for the Tallahassee-Leon County GIS, discusses how the Tallahassee-Leon County Interlocal Program breaks down silos of information that exist when there are barriers to data sharing across jurisdictions, agencies, and departments. He also explains how the program works to support the integration of GIS into business processes. [Listen to the podcast.](#) [9:54 | 6.83 MB]

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Jefferson	Carl	Shaw	850-342-0211	1240 North Jefferson Street	Monticello	32544
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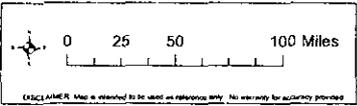
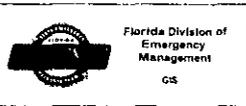
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Sumter	Judd	Wright	352-569-6000	1010 North Main Street	Bushnell	33513

- DEM Region Coordinators**
- 1 - Tom Smith 850-519-6734
 - 2 - Bryan Lowe 850-528-7522
 - 3 - Jim Britts 850-519-8480
 - 4 - Paul Siddall 850-519-8633
 - 5 - Jim Roberts 850-519-8636
 - 6 - Christopher Atherton 850-519-8635
 - 7 - John Scott 850-519-8639

Brevard	Robert	S. Lay	321-837-6870	1746 Cedar Street	Rockledge	32955
Indian River	John	King	772-567-2154	4225 43rd Avenue	Vero Beach	32969
Lake	Jerry	Smith	352-343-9420	315 West Main Street, PO Box 7800	Tavares	34778-7800
Martin	Keith	Holman	772-286-5694	800 Moneray Road	Stuart	34994
Orange	Preston	Cook	407-836-9140	8590 Amory Court	Winter Park	32792
Osceola	David	Casto	407-742-9010	320 N. Beaumont Avenue	Kissimmee	34741
Seminole	Alan	Harris	407-865-9017	160 Bush Boulevard	Sanford	32773
St. Lucie	Tom	Christophel	772-481-5201	101 North Rock Road	St. Pierce	34945
Volusia	Charlie	Craig	386-254-1500 ext 1506	148 Keyton Avenue	Daytona Beach	32124

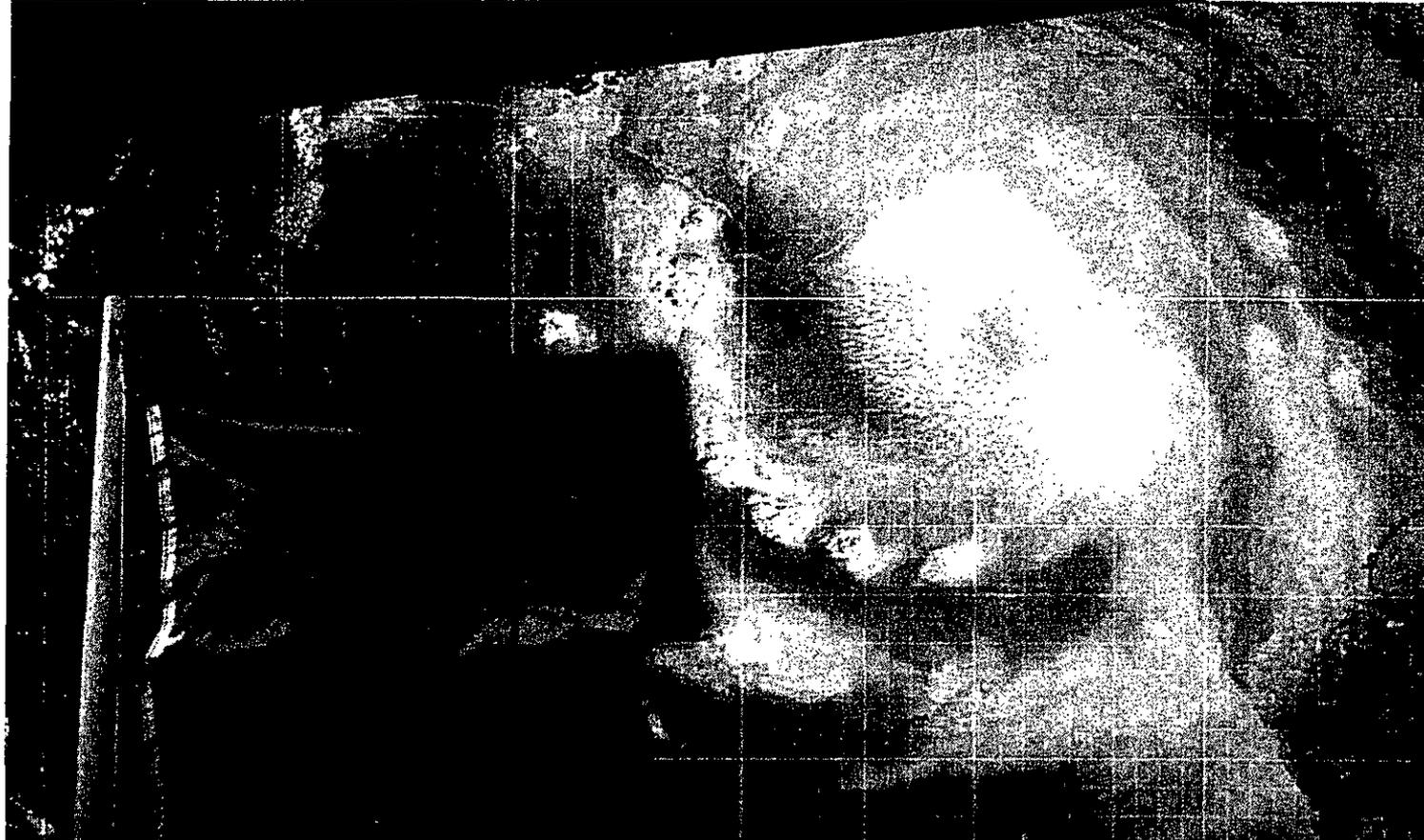
Charlotte	Wayne	Salade	941-505-4621	26871 Airport Road	Punta Gorda	33982
Collier	Dan	Summers	239-282-4000	3301 Tarriam Trail East, 990, E. Suite 103	Naples	34112
DeSoto	Calverline	Furr	863-983-4831	116 East Oak Bl. Room 2-1	Arcadia	34266
Gladys	Angela	R. Grow	863-948-6020	500 Avenue J	Moore Haven	33471
Henry	M. Lupa	Taylor	863-612-4700	308 E. Cowboy Way	LaBelle	33936
Highlands	Bill	Nichols	863-388-1112	6850 W George Blvd.	Sebring	33875
Lee	Jason	Wilson	239-833-3822	2866 Oak Ave.	Fort Myers	33905
Manatee	Jeffrey	Feagles	813-749-3500	2701 47th Terrace East	Brodenton	34906
Okeechobee	Michael	Faulstich	863-703-3212	409 NW Fifth Avenue	Okeechobee	34972
Sarasota	Edward	McCreary	813-561-5435	1966 Ringling Boulevard, 8th Floor	Sarasota	34238
Seminole Tribe	Jason	Dotson	850-931-8901	36784 Flashhouse Place	Clawson	33440



County EM Managers State of Florida

Created by: GIS
Dec 19, 2008
Requested by: Standard Product
File name: County_EM_managers.pdf

Attachment # of 4



THE OFFICIAL
**2008 HURRICANE
SURVIVAL GUIDE**
FRANKLIN · GADSDEN · JEFFERSON · LEON · LIBERTY · MADISON · TAYLOR · WAKULLA
FOR THE CAPITAL AREA

THIS GUIDE IS PROVIDED AS A COMMUNITY SERVICE BY THE
CAPITAL AREA CHAPTER AMERICAN RED CROSS, THE APALACHEE REGIONAL PLANNING COUNCIL
AND FRANKLIN, GADSDEN, JEFFERSON, LEON, LIBERTY, MADISON, TAYLOR AND WAKULLA COUNTIES

KNOW THE FACTS HAVE A PLAN:

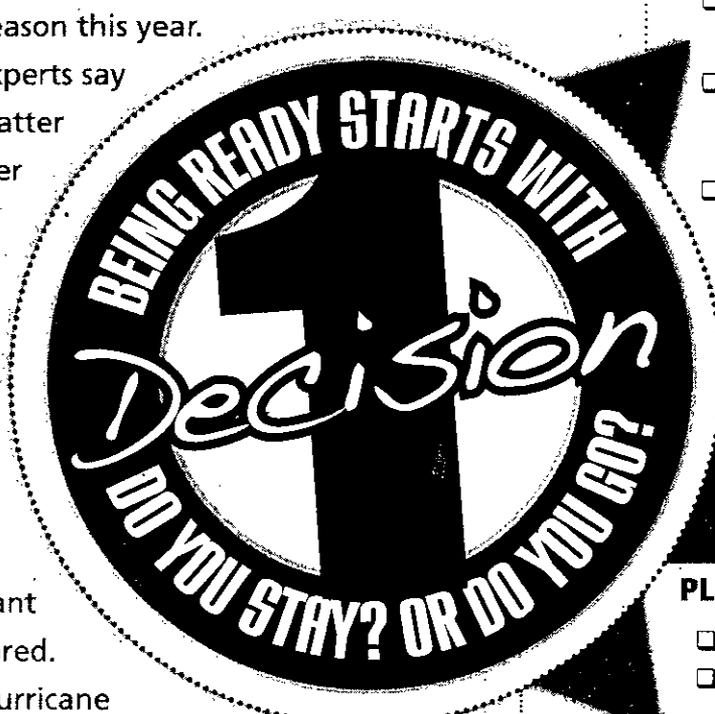
Hurricanes are one of nature's most serious and dangerous threats. The recent Atlantic hurricane seasons were the busiest on record with a total of 8 hurricanes and 2 tropical storms impacting Florida in a 13-month span. We have seen the devastating impact that violent storms like Hurricane Katrina can have on communities. Experts are predicting an active season this year.

Weather experts say it's not a matter of IF another hurricane will hit the Capital Area region, but WHEN.

That is why it is important to be prepared.

The 2008 Hurricane Survival Guide for the Capital Area will provide you with the critical information you need to protect yourself, your family, and your property. You can also visit www.cacarc.org for more information or contact your local emergency management office.

(See back of guide).



IF YOU DECIDE TO STAY

PLAN TO STAY IF...

- You live in a structure that is built after 1973 when Florida adopted a standard building code.
- You do not live in a manufactured or mobile home.
- Your home is not vulnerable to storm surge or inland flooding.
- You have reduced the threat of falling trees by trimming and/or removing dead, dying or diseased trees.
- You have mitigated the effects of severe winds on your home by installing hurricane shutters on windows and bracing your garage door.
- You have prepared a multi-hazard Disaster Response Plan for yourself, your family and your pets.
- You have prepared a Disaster Survival Kit that includes cash, two weeks supply of food, water and one month's supply of prescription medicines.
- You have identified a Safe Room within your home.
- You have a battery-powered radio and/or TV with extra batteries.

IF YOU DECIDE TO GO

PLAN TO GO IF...

- An evacuation order has been issued.
- You live in a structure that was built prior to 1973 when Florida adopted a standard building code.
- You do live in a manufactured or mobile home.
- Your home is vulnerable to storm surge or inland flooding.
- You can leave early enough to meet estimated regional clearance times. It is very dangerous to be on the highway during a storm.

► **BEFORE THE STORM**

- Obtain a 2-week supply of nonperishable foods.
- Fill your vehicle's gas tank and check oil, water and tires. Remember, gas pumps don't work without electricity.
- Report any stormwater ditches that may be blocked or over-grown.
- Have a plan for you, your family, and your pets. If you own or run a business, encourage your employees to have a plan.
- Make a survival kit, including a battery-powered radio.
- Review your homeowner's or renter's insurance policies, and consider purchasing flood insurance if you reside in a flood-prone area.
- Identify a safe area in your home – an interior room, closet, hallway, or bathroom on the lowest floor.
- Remove anything in your yard that could become windborne.
- Inventory, document, and photograph items in your residence or business.
- Cover all windows and doors, especially patio doors, with securely fastened, impact-resistant shutters.
- Protect your property by bracing double entry and garage doors.
- Purchase materials such as plywood and plastic sheeting.
- Refill prescriptions. Maintain at least a one-month supply during hurricane season.

► **AS IT APPROACHES**

- Turn off electricity if flood waters threaten your property.
- Turn off major appliances, such as the air conditioner and water heater, if you lose power.
- Listen to weather updates on TV or radio.
- If loss of electricity occurs, listen on a battery-powered radio.

► **AFTER THE STORM**

- Monitor local radio and TV for recovery activities.
- Be prepared to live without power, normal access to water, food, or any of the services you rely on regularly.
- Use a generator but be sure to keep the generator outdoors or in a well-ventilated area.
- Avoid driving. Debris in roadways is a safety hazard.
- Don't touch downed utility wires.
- Use grills outdoors.
- Use your telephone only for emergencies so lines can remain open for emergency communications.
- Assess and photograph damages to your property.
- Make temporary repairs to your roof, walls or windows to make your home safer and minimize further damage. Hire a licensed contractor to do permanent repairs. Contact your insurance company.
- If widespread flooding occurs, you may have to disinfect any tap water by boiling it first, or by adding chlorine bleach (8 drops per gallon), before consuming it.
- Report damage to your home or business on-line by visiting www.cacarc.org. This will allow response and recovery agencies to evaluate the extent of the damage faster.
- Make sure you have valid photo identification with your current local address.

► **BEFORE THE STORM**

- Identify a friend, relative or a hotel/motel in a safe area where you can stay if ordered to evacuate. An American Red Cross Shelter should be used as a last resort.
- Don't wait until the last minute. Expect congested roadways. Plan on leaving at least 24 to 36 hours in advance of the storm making landfall, or when the evacuation order is issued.
- Have a plan for you, your family, and your pets. If you own or run a business, encourage your employees to have a plan.
- Make a survival kit, including a battery-powered radio.
- Review your homeowner's or renter's insurance policies, and consider purchasing flood insurance if you reside in a flood prone area.
- Inventory, document, and photograph items in your residence or business.
- Cover all windows and doors, especially patio doors, with securely fastened, impact-resistant shutters.
- Purchase materials such as plywood and plastic sheeting.
- Refill prescriptions. Maintain at least a one-month supply during hurricane season.
- Register with your county emergency management agency if you cannot make arrangements for transportation or other special assistance due to age, disability, or other special need.

► **AS IT APPROACHES**

- Bring your survival kit.
- Take important papers with you.
- Lock windows and doors.
- Turn off electricity at the main breaker.
- Place valuable items in your empty appliances, such as a washer, dryer, oven, or microwave.
- Place plastic bags over TVs, computers, and other electronics.
- Remove anything in your yard that could become windborne.
- Listen to weather updates on TV or radio.
- Protect your property by bracing double entry and garage doors.

► **AFTER THE STORM**

- Stay tuned to your radio or TV for additional information.
- Be aware that you may not be able to return to your home until search and rescue operations are complete and downed trees and power lines have been cleared.
- Make temporary repairs to your roof, walls or windows to make your home safer and minimize further damage. Hire a licensed contractor to do permanent repairs. Contact your insurance company.
- Assess and photograph damages to your property.
- Report damage to your home or business on-line by visiting www.cacarc.org. This will allow response and recovery agencies to evaluate the extent of the damage faster.
- Make sure you have valid photo identification with your current local address.

USE THESE GUIDELINES TO HELP

PLAN TO LEAVE IF

you live in a mobile home.

MOBILE HOMES MUST EVACUATE!

PLAN TO LEAVE IF

you live on the coastline.

PLAN TO LEAVE IF

you live near a river or flood plain.

IF YOU DECIDE TO STAY

TIPS

- Avoid rooms with windows or glass doors.
- Don't trust rumors. Stay tuned to local radio and TV for information.
- Consider offering your home as shelter to friends or relatives who live in vulnerable areas or mobile homes.
- Get cash. Banks may not be open and ATM's won't work without electricity.
- Identify a safe area in your home - an interior, reinforced room, closet or bathroom on the lowest floor.
- Home health care or home-bound patients should see additional information on interior pages.

CLEAN-UP PRECAUTIONS

- Call professionals to remove large, uprooted trees, etc.
- Always use proper safety equipment such as heavy gloves, safety goggles, heavy boots, light-colored long-sleeve shirts and long pants.
- Tie back long hair and wear a hat and sunscreen.
- Drink plenty of fluids, rest, and ask for help when you need it.
- Lift with your legs, not with your back.
- Don't burn trash.
- If you can't identify something, don't touch it.
- Be especially wary of downed electrical wires.
- Be extremely careful with a chainsaw - don't use it for the first time to clear your yard, and always heed safety warnings.



DEVELOP YOUR HURRICANE PLAN

PLAN TO STAY IF...

- You live in a structure that was built after 1973 when Florida adopted a standard building code.
- You do not live in a manufactured or mobile home.
- Your home is not vulnerable to storm surge or inland flooding.
- You have reduced the threat of falling trees by trimming and/or removing dead, dying or diseased trees.
- You have mitigated the effects of severe winds on your home by installing hurricane shutters on windows and bracing your garage door.
- You have prepared a multi-hazard Disaster Response Plan for yourself, your family, and your pets.
- You have prepared a Disaster Survival Kit that includes cash, two weeks' supply of food, water and one month's supply of prescription medicines.
- You have identified a Safe Room within your home.
- You have a battery-powered radio and/or TV with extra batteries.

ACTION PLAN IF YOU STAY

- Have you reviewed your insurance policies? Yes No
- Have you posted emergency telephone numbers by your phones and made sure your children know how and when to call 9-1-1? Yes No
- Where is the safest room or the safest area in your home for each hurricane hazard?

- Have you designated a meeting place if separated from family members? Yes No
 Where: _____
- What are you going to do with your pets? Send to Vet Keep in House Other
- If your electricity goes out, how are you going to get weather updates?
 Generator Battery-powered Radio Other
- Who is your emergency contact in case something happens?
 Name: _____ Phone: _____
- If you do not have a generator, list neighbors who have one:

- List neighbors who have emergency medical training/knowledge.

SURVIVAL KIT IF YOU STAY:

GROCERIES

- Canned meats, fruits & vegetables, drinks
- Crackers
- Ice
- Drinking water – *two gallons per person per day for 2 weeks*

OTHER ITEMS

- Gas-operated generator.
- Battery-operated radio and batteries
- Cash – *Banks may be closed and loss of power will make ATM's and credit cards useless.*
- 1 month supply of prescription medicines
- Nonelectric can opener
- 2 week supply of nonperishable foods/special dietary foods
- Flashlights & extra batteries
- Cell phone, car charger & 2 charged batteries
- First aid kit
- 2 coolers – *1 for ice, 1 for food*
- Charcoal/LP gas grills
- Plastic tarp for roof or window repair
- Tools, including nails
- Diapers, bottles, and formula for infants
- Cleaning supplies
- Paper products – *toilet paper, paper towels, and pre-moistened towelettes*
- Toys, books, and games
- Mosquito repellent
- Water purification kit (chlorine)
- Camera/film/batteries
- Protective mask for air pollution

▶ PRE-REGISTER

Register with your county emergency management agency if you cannot make arrangements for transportation or other special assistance due to age, disability, or other special need.

▶ **IMPORTANT:** Buses and other transportation will not be available when tropical storm or hurricane conditions arrive in the area.

FRANKLIN COUNTY
(850) 653-8977

GADSDEN COUNTY
(850) 875-8642

JEFFERSON COUNTY
(850) 342-0211

LEON COUNTY
(850) 488-5921

LIBERTY COUNTY
(850) 643-2339

MADISON COUNTY
(850) 973-3698

TAYLOR COUNTY
(850) 838-3575

WAKULLA COUNTY
(850) 926-0860



TIPS

- Identify a friend, family member, or hotel/motel out of the area where you can stay for an extended period of time.
- Don't wait until the last minute to evacuate.
- Be patient. Don't return to the disaster area until you have received official word that it is safe.

PET SURVIVAL KIT

- Proper ID collar and rabies tag/license*
- Carrier or cage
- Leash
- Ample food supply (at least two weeks)
- Water/food bowls
- Any necessary medication(s)
- Specific care instructions
- Newspaper, cat litter, scoop, plastic trash bags for handling waste
- Proper ID on all belongings
- Nonelectric can opener

* Make sure your pets have had all their shots within the past 12 months. Kennels and veterinary offices will require proof of vaccinations.

IF YOU MUST EVACUATE

- Take important papers with you, including your driver's license, special medical information, insurance policies, and property inventories.
- Let friends and relatives know where you are going.
- Make sure your neighbors have a safe ride.
- Lock windows and doors.
- Turn off electricity at the main breaker.

PLAN TO GO IF...

- An evacuation order has been issued.
- You live in a structure that was built prior to 1973 when Florida adopted a standard building code.
- You live in a manufactured or mobile home.
- Your home is vulnerable to storm surge or inland flooding.
- You can leave early enough to meet estimated regional clearance times. (It is very dangerous to be on the highway during a storm).

ACTION PLAN IF YOU GO

- Where are you going? Friends Family Out of the region Shelter
- Do you have a Disaster Survival Kit that includes cash, two weeks' supply of food, water, and one month's supply of prescriptions? Yes No
- Have you reviewed your insurance policies? Yes No
- Have you mitigated the effects of severe winds on your home by installing hurricane shutters and bracing your garage door? Yes No
- Do you or your family know where the electric, gas, and water shut-off valves are to shut them off before you leave? Yes No
- Do you have a Pet Disaster Survival Kit including proof of current vaccination, current photograph in case of separation, collar with identification and leash, and pet carrier? Yes No
- How will you secure your home before you leave?

• What belongings will you take with you?

• Who is your designated out-of-state contact so all family members have a single point of contact?

Name: _____ Phone: _____

• Where is the emergency location that your family will meet?

• Do any of your neighbors need assistance in evacuation? Yes No

Who? _____

SURVIVAL KIT IF YOU GO:

GROCERIES

- Canned meats, fruits & vegetables, drinks
- Crackers
- Ice
- Drinking water – two gallons per person per day for 2 weeks

OTHER ITEMS

- Battery-operated radio and batteries
- Cash – Banks may be closed and loss of power will make ATMs and credit cards useless.
- 1 month supply of prescription medicines
- First aid kit
- 2 coolers – 1 for ice, 1 for food
- Diapers, bottles, and formula for infants
- Toys, books, quiet games
- Camera/film/batteries
- Pillows, blankets, sleeping bags or air mattresses
- Extra clothing and shoes
- Eyeglasses
- Folding chairs or cots

PERSONAL HYGIENE ITEMS

- Toothbrush, toothpaste
- Deodorant
- Contact solution

IMPORTANT PAPERS

- Driver's license
- Medical information
- Insurance policies
- Property inventories

Note: Pets, firearms and/or alcoholic beverages will not be allowed in the American Red Cross shelters.

PLANNING FOR SAFETY

Attachment # 5
8 of 16

WATCH OR WARNING?

TROPICAL STORM WATCH

An announcement for specific coastal areas that **tropical storm** conditions are possible within 36 hours.

TROPICAL STORM WARNING

A warning that sustained winds within the range of 34-63 kt (39-73 mph or 63-118 km/hr) associated with a **tropical cyclone** are expected in a specified coastal area within 24 hours or less.

HURRICANE WATCH

An announcement for specific coastal areas that **hurricane** conditions are possible within 36 hours.

HURRICANE WARNING

A warning that sustained winds 64 kt (74 mph or 119 km/hr) or higher associated with a **hurricane** are expected in a specified coastal area in 24 hours or less. A hurricane warning can remain in effect when dangerously high water or a combination of dangerously high water and exceptionally high waves continue, even though winds may be less than hurricane force.

— National Hurricane Center

THE SAFFIR-SIMPSON HURRICANE SCALE

The Saffir-Simpson Hurricane Scale is a 1-5 rating based on the hurricane's intensity. This is used to give an estimate of the potential property damage and flooding expected along the coast from a hurricane landfall. Wind speed is the determining factor in the scale, as storm surge values are highly dependent on the slope of the continental shelf and the shape of the coastline, in the landfall region.

CATEGORY ONE

Winds 74-95 mph. Storm surge generally 4-5 ft above normal. No severe damage to building structures. Primary damage to mobile homes, shrubbery and trees, and some coastal flooding.

CATEGORY TWO

Winds 96-110 mph. Storm surge generally 6-8 ft above normal. Some roofing material, door, and window damage of buildings. Considerable damage to shrubbery and trees with some trees blown down. Considerable damage to mobile homes, poorly constructed signs, and piers.

CATEGORY THREE

Winds 111-130 mph. Storm surge generally 9-12 ft above normal. Some structural damage to small residences and utility buildings with a minor amount of curtainwall failures. Mobile homes and poorly constructed signs are destroyed.

CATEGORY FOUR

Winds 131-155 mph. Storm surge generally 13-18 ft above normal. More extensive curtainwall failures with some complete roof structure failures on small residences. Shrubs, trees, and all signs are blown down. Complete destruction of mobile homes.

CATEGORY FIVE

Winds greater than 155 mph. Storm surge generally greater than 18 ft above normal. Complete roof failure on many residences and industrial buildings. Some complete building failures with small utility buildings blown over or away. All shrubs, trees, and signs blown down. Complete destruction of mobile homes. Severe and extensive window and door damage.

HURRICANE NAMES FOR 2008

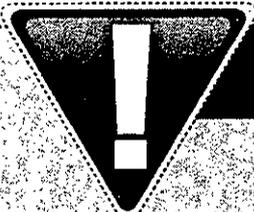
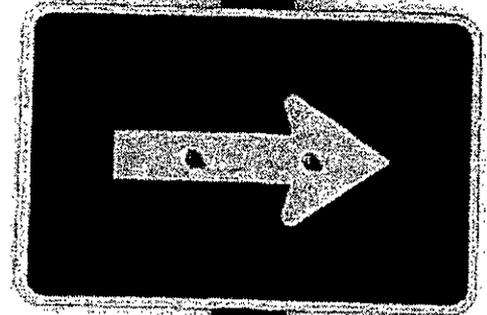
Arthur	Dolly	Gustav	Josephine	Marco	Paloma	Teddy
Bertha	Edouard	Hanna	Kyle	Nana	Rene	Vicky
Cristobal	Fay	Ike	Laura	Omar	Sally	Wilfred

EVACUATION ORDER

The most important instruction you will receive from local government officials, relayed over radio and television stations, is an evacuation order. Once issued, an evacuation order is mandatory under law in the state of Florida. If you live in a mobile home or an area ordered to evacuate, gather your survival kit and leave immediately. If you live in a safe area, secure your home and be prepared to stay. Because of long evacuation times and the unpredictability of hurricanes, you may be ordered to leave before a hurricane watch or warning is issued.



Prepare and plan for long evacuation times.



RESIDENTS OF MOBILE HOMES MUST LEAVE!

A Category 1 hurricane, with winds of 74 to 95 mph, can rip apart a mobile home. The National Hurricane Center reports that no mobile home or manufactured home – no matter how new it is – can be a safe shelter from hurricane force winds. Also, tornadoes can spin off from hurricanes. Straps or other tie-downs will not protect a mobile home from high winds associated with a hurricane.

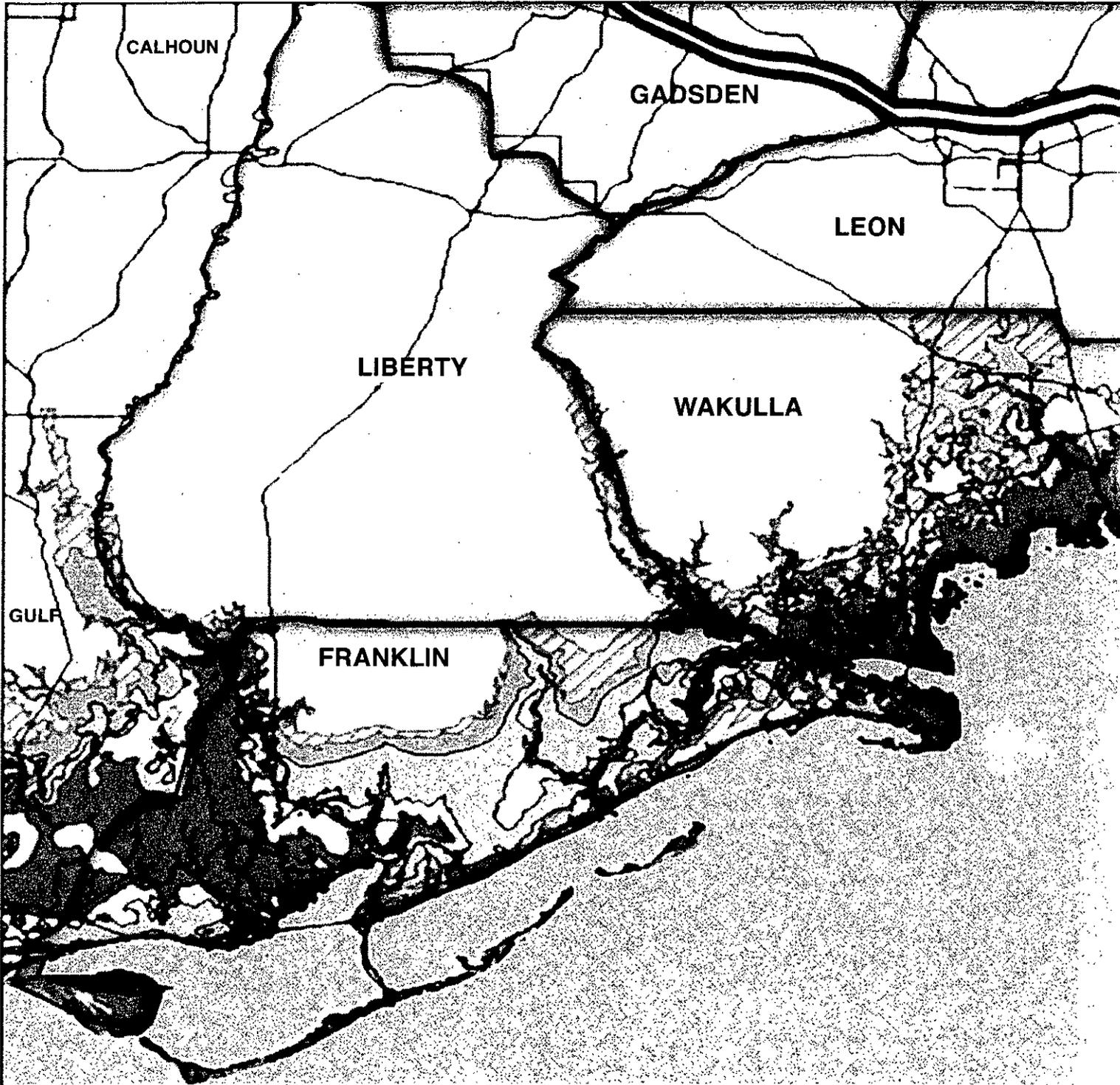
If a hurricane threatens the Capital Area, all mobile home residents will be required to evacuate. If you must evacuate and do not have access to transportation due to age, disability, or other special needs, you should register now with your local Emergency Management Agency.



In 1992, 97% of all manufactured homes in Hurricane Andrew's path in Dade County were destroyed, compared to 11% of single-family, non-manufactured homes.*

*Source HUD.

COASTAL EVACUATION AREAS FOR THE CAPITAL AREA



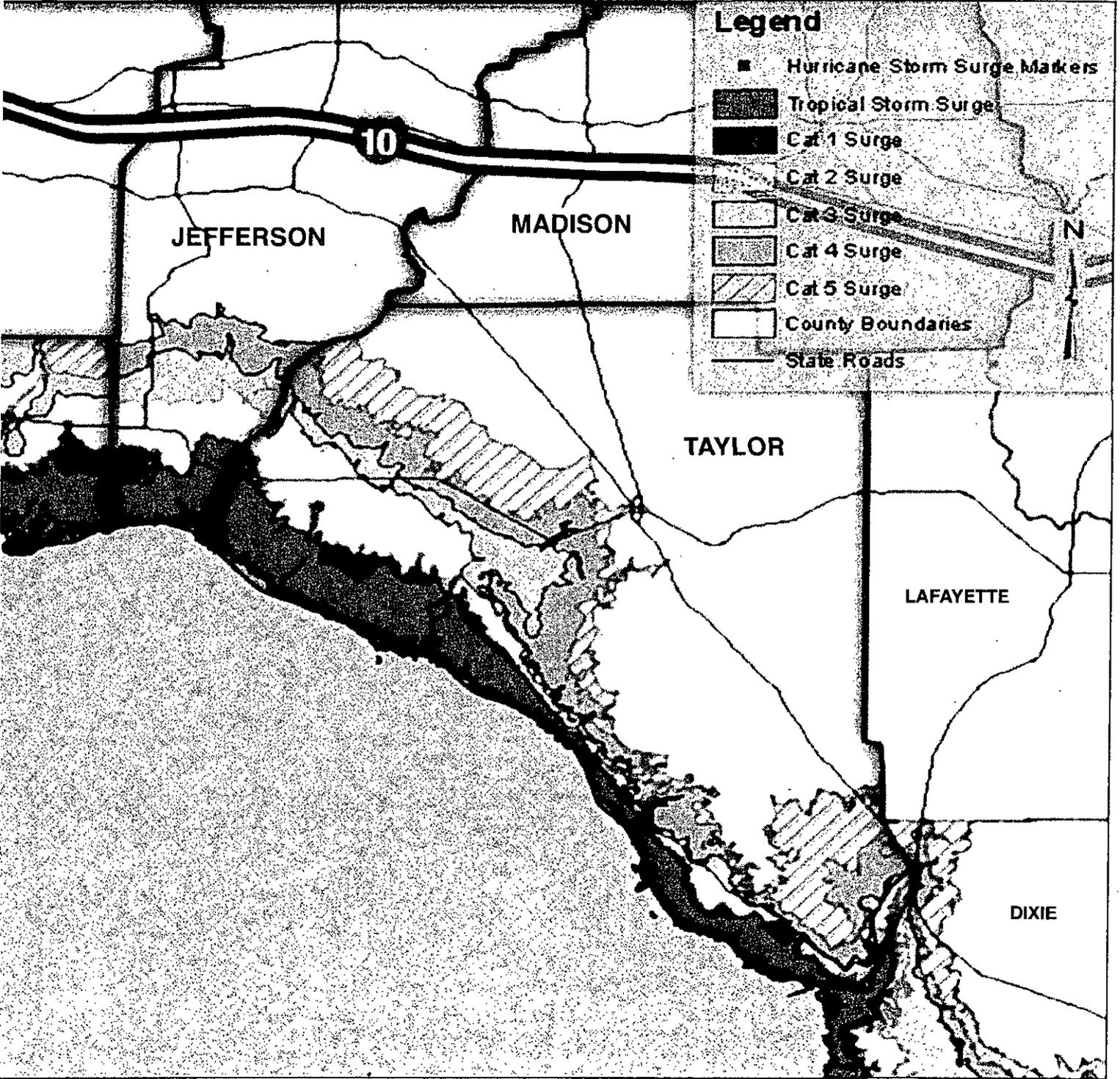
SHELTER INFORMATION HOTLINE:

850-894-6741

or ***ARC** from your cell phone

WHEN A TROPICAL STORM OR HURRICANE IMPACTS OUR AREA, THE CAPITAL AREA CHAPTER OF THE AMERICAN RED CROSS MAY OPEN SEVERAL SHELTERS THROUGHOUT THE REGION. CALL THE RED CROSS SHELTER INFORMATION HOTLINE AT *ARC FROM YOUR MOBILE PHONE, 850-894-6741, OR VISIT CACARC.ORG

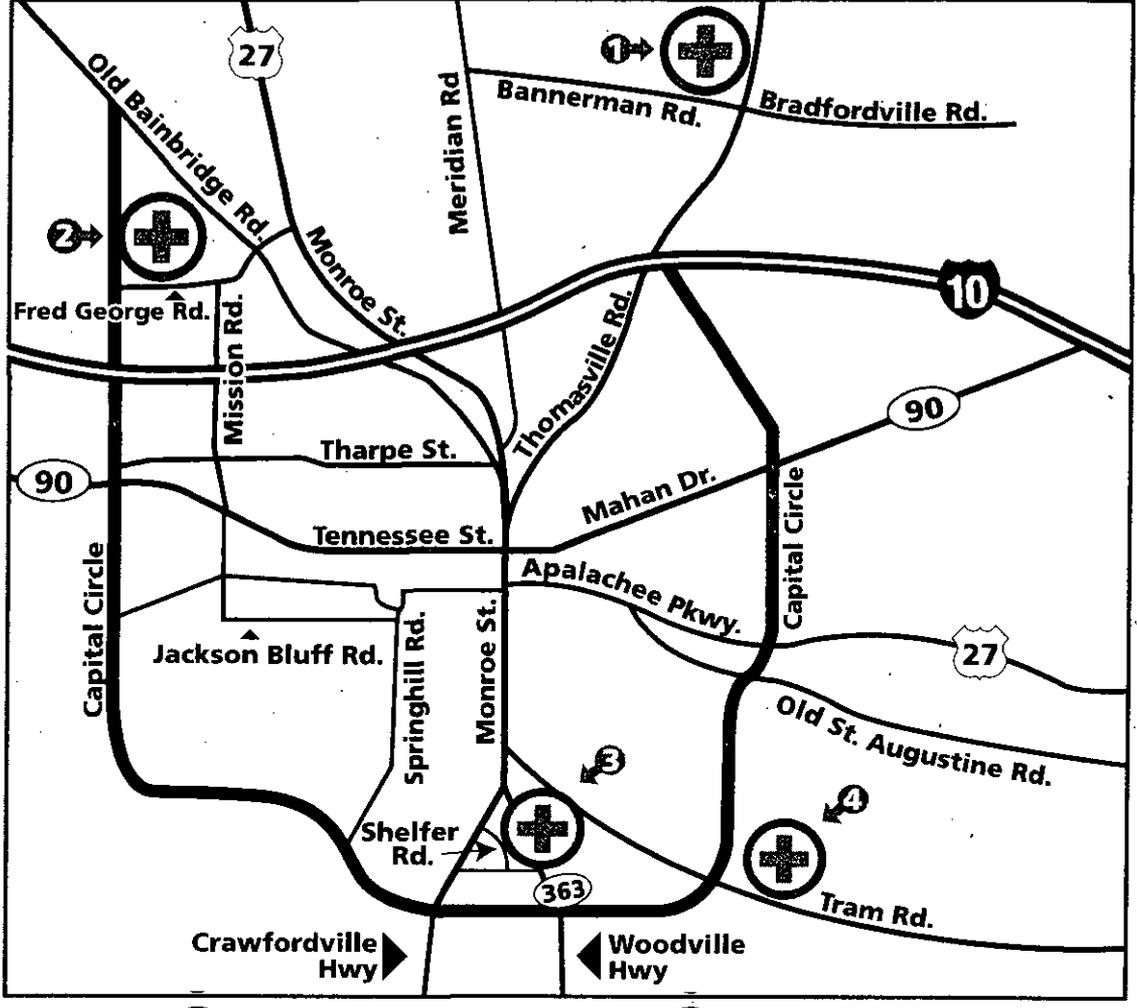
STAY TUNED TO LOCAL MEDIA
OUTLETS FOR CRITICAL
EVACUATION INSTRUCTIONS



RED CROSS SHELTERS BY COUNTY

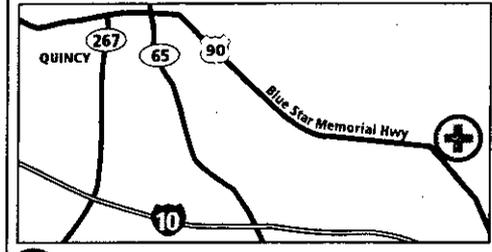
LEON COUNTY

- 1**
 Lawton Chiles High School,
 7200 Thomasville Rd.
- 2**
 Springwood Elementary School,
 3801 Fred George Rd.
- 3**
 Oak Ridge Elementary School,
 4350 Shelfer Rd.
- 4**
 Florida High School,
 3000 Schoolhouse Rd.



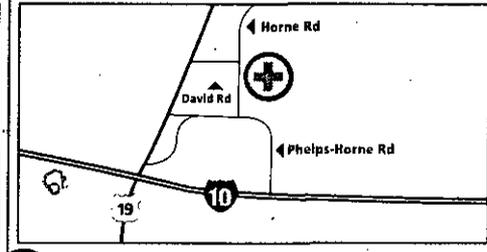
GADSDEN COUNTY

East Gadsden High School, 27001 Blue Star Memorial Hwy, Midway



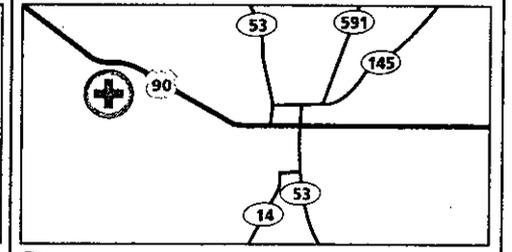
JEFFERSON COUNTY

Jefferson High School, 50 David Rd., Monticello



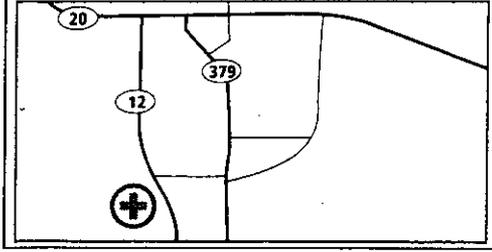
MADISON COUNTY

Madison Central School, 2093 W. US Hwy 90, Madison



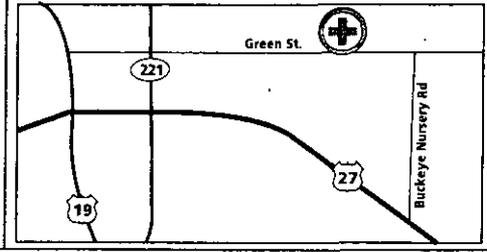
LIBERTY COUNTY

Toler Elementary School, 14745 NW Ct Rd 12, Bristol



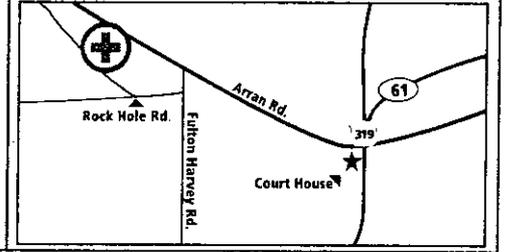
TAYLOR COUNTY

Taylor County Elementary School, 1600 E. Green St., Perry

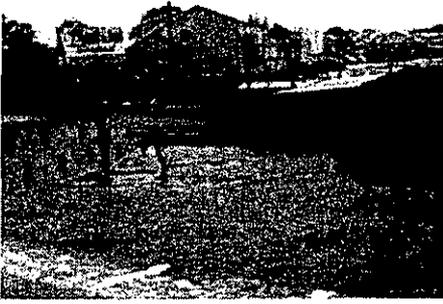


WAKULLA COUNTY

Crawfordville Elementary School, 379 Arran Rd., Crawfordville



COASTAL SPECIFIC HAZARDS



STORM SURGE

- The greatest potential for loss of life associated with a hurricane is from storm surge, which historically claims 9 of 10 lives.
- Storm surge can increase the mean water level 22 feet or more.
- Capital Area coastal counties can expect significant storm surges that will affect inland communities.



WIND

- Even minimal hurricane force winds will impact an area many miles inland from where the storm makes landfall.
- Winds associated with hurricanes and tornadoes can destroy homes, trees and power lines.
- Flying debris, including signs, roofing material, siding, and unsecured objects, can become flying missiles.



FLOODING

- Most coastal damage caused by hurricanes is the result of flooding from giant waves driven by the hurricane winds.
- If you are caught in the house by the suddenly rising flood waters, move to the second floor or to the roof and wait for help.
- Purchase flood insurance. Damage to your home and its contents is not covered by homeowner's insurance.
- **Remember:** Assume that all floodwater is contaminated.

INLAND SPECIFIC HAZARDS



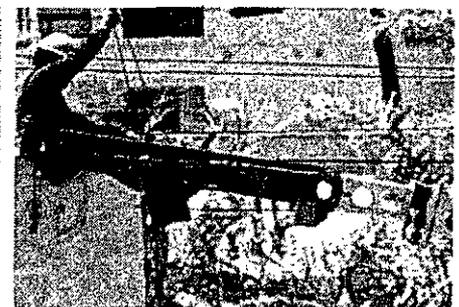
WIND

- Even minimal hurricane force winds will impact an area many miles inland from where the storm makes landfall.
- Winds associated with hurricanes and tornadoes can destroy homes, trees and power lines.
- Flying debris, including signs, roofing material, siding, and unsecured objects, can become flying missiles.



FLOODING

- Flash flooding is associated with hurricanes and tropical storms. The tons of water the storm picked up over the ocean will be released as the storm moves inland.
- If driving, and you encounter a flooded road, turn around and go another way. NEVER drive through flooded roadways!
- If the vehicle stalls, leave it immediately and seek higher ground.
- Purchase flood insurance. Damage to your home and its contents is not covered by homeowner's insurance.
- **Remember:** Assume that all floodwater is contaminated.



DOWNED POWER LINES

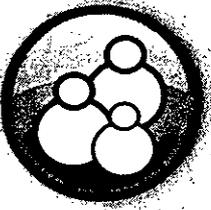
- Assume all downed power lines are energized.
- Contact your utility provider to report downed power lines.
- Do not connect generators directly to your home as it will energize the lines and injure or kill your neighbors or utility workers.

PROTECT YOUR BUSINESS



- Have a plan for your employees and their families.
- Establish a phone tree process to communicate before and after the storm.
- Have your business inspected by a licensed professional to know the vulnerabilities to flooding and hurricane force winds.
- Consider obtaining special insurance coverage, including business interruption insurance.
- Have your business appraised at least every five years.
- Back up your data or store it at an alternate site.
- Make provisions for alternate communications and electricity.
- Register for disaster resistant training for businesses with the Capital Area Chapter of the American Red Cross.

PROTECT YOUR NEIGHBORHOOD



- When disaster strikes, your neighborhood may be isolated from the rest of the community.
- You and your neighbors may have to pull together and help each other. Do you and your neighbors have a plan?

The Capital Area Chapter of the American Red Cross provides training on preparing a disaster resistant neighborhood. During the training, participants can work within their neighborhood group as they undertake coordination of activities such as neighborhood planning and preparedness, threat assessment, needs assessment, debris removal and damage assessment. Visit www.cacarc.org for more information.

PROTECT YOUR PETS



- Proper ID collar and rabies tag/license*
- Carrier or cage
- Leash
- Ample food supply (at least two weeks)
- Water/ food bowls
- Any necessary medication(s)
- Specific care instructions
- Newspaper, cat litter, scoop, plastic trash bags for handling waste
- Proper ID on all belongings
- Nonelectric can opener

**Make sure your pets have had all their shots within the past 12 months.*

HOME HEALTH CARE AND HOME BOUND PATIENTS

- Notify your health agency where you will be during a hurricane and when care can be re-established.
- If you are home bound and under the care of a physician, but not a home health agency, contact your physician.
- If you require respirators or other electric-dependent medical equipment, you should make prior medical arrangements with your physician.
- If you require oxygen, check with your supplier about emergency plans.
- If you evacuate, remember to take medications, written instructions regarding your care, special equipment and bedding with you.
- If you need assistance in an evacuation, please register NOW with your county emergency management agency.

INFORMATION FOR THE ELDERLY AND CITIZENS WITH SPECIAL NEEDS

- If you live in a nursing home or assisted living facility, contact your administrator to learn about the evacuation plan for that facility.
- If you require respirators, oxygen, or other electric medical equipment, make arrangements with your medical provider NOW.
- If you need transportation or specialized assistance during an evacuation, REGISTER NOW with your county emergency management agency. Contact information can be found on the back of this guide.
- If you are evacuating and under the care of a physician, please notify your health agency of your new location.

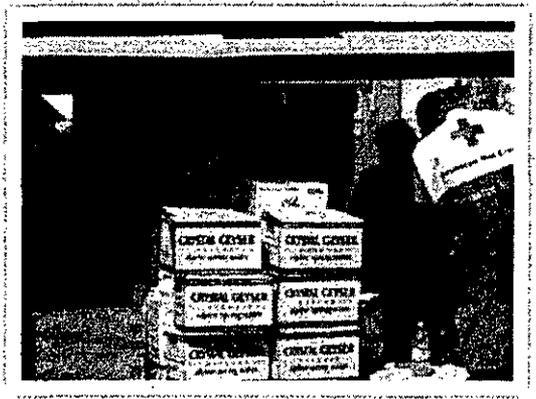
HOW YOU CAN HELP

When disaster strikes, volunteers play a critical role in recovery efforts and providing needed relief to victims. Consider becoming an American Red Cross Disaster Services Volunteer.

Employees with the State of Florida, Leon County, and Tallahassee are eligible for 15 days of disaster leave by becoming an American Red Cross Disaster Services Volunteer.

For more information visit www.cacarc.org or in Tallahassee, call (850) 878-6080; or contact the American Red Cross Office in your area:

- Bristol, (850) 643-2339
- Quincy, (850) 627-6890
- Perry, (850) 584-6663
- Monticello, (850) 342-0211



FOR MORE INFORMATION OR ASSISTANCE, CONTACT:

CAPITAL AREA CHAPTER, AMERICAN RED CROSS
850-878-6080
www.cacarc.org

FRANKLIN COUNTY EMERGENCY MANAGEMENT
APALACHICOLA
850-653-8977
www.tallytown.com/redcross/franklin

GADSDEN COUNTY EMERGENCY MANAGEMENT
QUINCY
850-875-8642
www.tallytown.com/redcross/gadsden

JEFFERSON COUNTY EMERGENCY MANAGEMENT
MONTICELLO
850-342-0211
www.jeffersondisaster.org

LEON COUNTY EMERGENCY MANAGEMENT
TALLAHASSEE
850-488-5921
www.lcso.leonfl.org/em.html
www.haveahurricaneplan.com

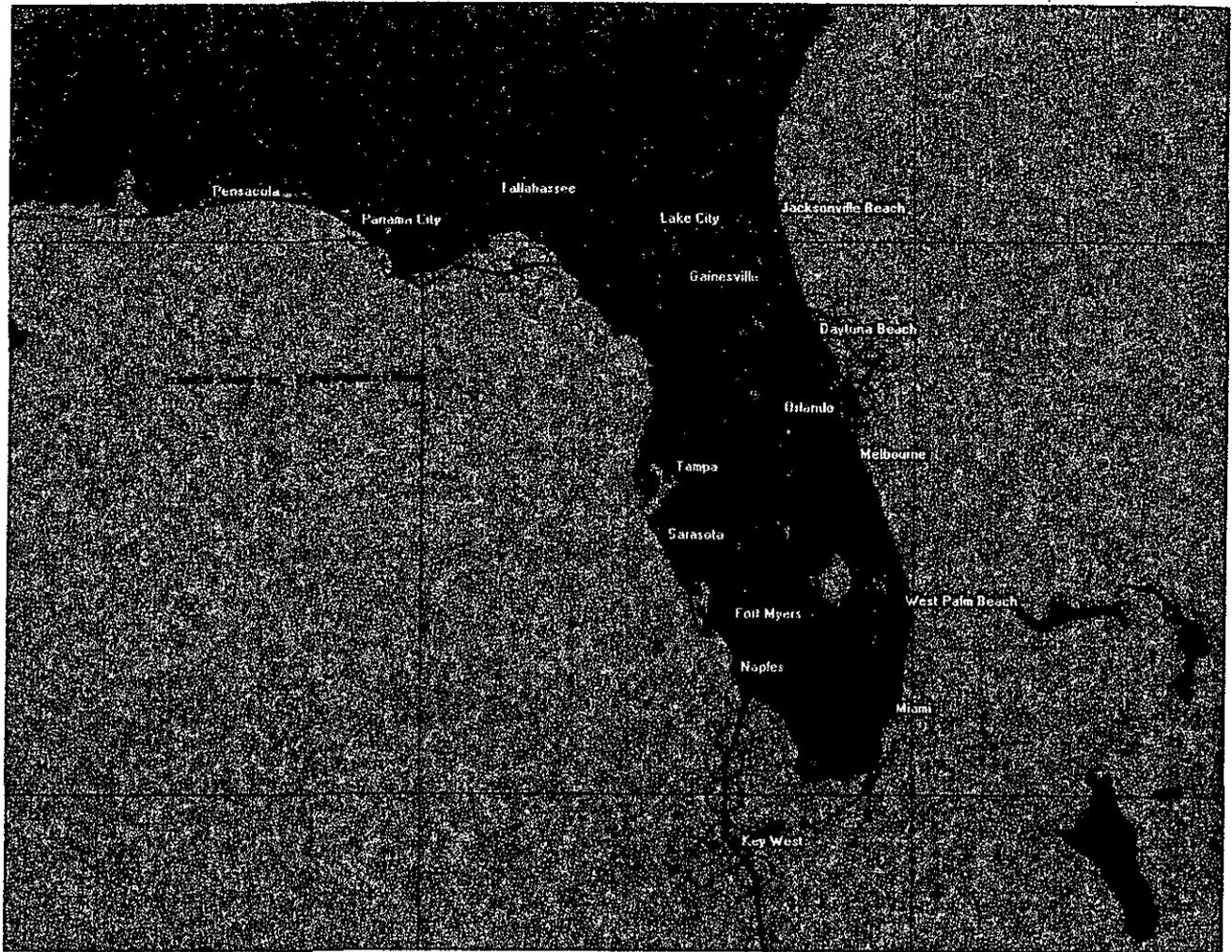
LIBERTY COUNTY EMERGENCY MANAGEMENT
BRISTOL
850-643-2339
www.tallytown.com/redcross/liberty

MADISON COUNTY EMERGENCY MANAGEMENT
MADISON
850-973-3698
www.tallytown.com/redcross/madison

TAYLOR COUNTY EMERGENCY MANAGEMENT
PERRY
850-838-3575
www.perryfl.com/tcem

WAKULLA COUNTY EMERGENCY MANAGEMENT
CRAWFORDVILLE
850-926-0861
www.tallytown.com/redcross/wakulla

The Hurricane Survival Guide partners would like to thank the Leon County Board of County Commissioners for continued support of the 2008 Survival Guide.



PROCLAMATION DECLARING A LOCAL STATE OF EMERGENCY

WHEREAS, the Board of County Commissioners of Leon County, Florida (the "Board") has adopted the Emergency Management Ordinance, Ordinance No. 93-16, being Chapter 2, Article VIII, of the Code of Laws of Leon County, Florida, providing authorization for the designation of a county official to declare a state of emergency where a quorum of the Board is unable to meet; and,

WHEREAS, Section 252.38, Florida Statutes provides authority for the waiver by the Board of procedures and formalities otherwise required of Leon County under the circumstance of a local State of Emergency; and,

WHEREAS, there currently exists in Leon County the potential for a local disaster or emergency as defined in Leon County Ordinance No. 93-16, being Chapter 2, Article VIII, of the Code of Laws of Leon County, Florida; and,

WHEREAS, there is a necessity for a prompt and efficient response and recovery in order to safeguard lives and property affected by the local emergency and/or disaster.

NOW, THEREFORE, PURSUANT to the authority conferred by Chapter 252, Florida Statutes, and Leon County Ordinance Number 93-16 (codified in Chapter 2, Article VIII, Division 1, of the Code of Laws of Leon County, Florida) as Chairman of the Leon County Board of County Commissioners, and pursuant to Section 2-306 of the Code of Laws of Leon County, after consultation with state and local authorities that weather conditions require immediate and expeditious action as a result of the threat of such serious weather conditions within Leon County and neighboring coastal counties, I hereby declare that a local state of emergency exists in Leon County effective 5 p.m., Thursday, August 21, and will continue to exist until formally terminated in accordance with Section 2-307, Leon County Code of Laws.

THIS PROCLAMATION authorizes the activation of the Leon County Comprehensive Emergency Management Plan and the exercise of all powers provided by Chapter 252, Florida Statutes, and Leon County Ordinance 93-16 (Chapter 2, Article VIII, Division 1, of the Code of Laws of Leon County, Florida).



LEON COUNTY, FLORIDA

By: Jane G. Sauls
Jane G. Sauls, Chairman
Board of County Commissioners

Attest: Bob Inzer, Clerk of the Court
Leon County, Florida

By: [Signature]
for Bob Inzer

A Certified Copy
Attest
Bob Inzer
Clerk of Circuit Court
Leon County, Florida
By: Rebecca Cause
D.C.

Approved as to Form:
Leon County Attorney's Office
By: [Signature]
Herbert W.A. Thiele
County Attorney

**EXTENSION OF PROCLAMATION
DECLARING A LOCAL STATE OF EMERGENCY**

In accordance with Section 2-307, Leon County Code of Laws, the Proclamation
Declaring a Local State of Emergency on August 21, 2008, regarding Tropical Storm Fay, a copy
of which is attached hereto, is hereby extended for seven days.

Dated this 28th day of August, 2008.



LEON COUNTY, FLORIDA

By: Jane G. Sauls
Jane G. Sauls, Chairman
Board of County Commissioners

Attest: Bob Inzer, Clerk of the Court
Leon County, Florida

By: Bob Inzer
Bob Inzer

A Certified Copy
Attest:

Bob Inzer

Clerk of Circuit Court
Leon County, Florida

By: Rebecca Vause
D.C.

Approved as to Form:
Leon County Attorney's Office

By: Herbert W.A. Thiele
Herbert W.A. Thiele, Esq.
County Attorney

EXTENSION OF PROCLAMATION DECLARING A LOCAL STATE OF EMERGENCY

In accordance with Section 2-307, Leon County Code of Laws, the Proclamation Declaring a Local State of Emergency on August 21, 2008, regarding Tropical Storm Fay, a copy of which is attached hereto, and which, on August 28, 2008, was extended for seven days, is hereby extended for an additional seven days, until September 11, 2008, at 5 p.m.

Dated this 4th day of September, 2008.



LEON COUNTY, FLORIDA

By: Jane G. Sauls
Jane G. Sauls, Chairman
Board of County Commissioners

Attest: Bob Inzer, Clerk of the Court
Leon County, Florida

By: Bob Inzer
Bob Inzer

A Certified Copy
Attest

Bob Inzer



Clerk of Circuit Court
Leon County, Florida

By: Rebecca Rouse
Rebecca Rouse

Approved as to Form:
Leon County Attorney's Office

By: Herbert W.A. Thiele
Herbert W.A. Thiele, Esq.
County Attorney

**EXTENSION OF PROCLAMATION
DECLARING A LOCAL STATE OF EMERGENCY**

In accordance with Sections 2-306 and 2-307, Leon County Code of Laws, the Proclamation Declaring a Local State of Emergency on August 21, 2008, a copy of which is attached hereto, and which has been extended previously on August 28, 2008, and on September 4, 2008, is hereby extended for an additional seven days, until September 18, 2008, at 5 p.m.

Dated this 11th day of September, 2008.

LEON COUNTY, FLORIDA



By:
Parwez Alam
County Administrator

Attest: Bob Inzer, Clerk of the Court
Leon County, Florida

By:
for Bob Inzer

A Certified Copy
Attest

Bob Inzer

Clerk of Circuit Court
Leon County, Florida

By:
D.C.

Approved as to Form:
Leon County Attorney's Office

By:
Herbert W.A. Thiele, Esq.
County Attorney



Leon County

Board of County Commissioners

301 South Monroe Street, Tallahassee, Florida 32301
(850) 606-5302 www.leoncountyfl.gov

Attachment # 8
Page 1 of 3

NEWS RELEASE

FOR IMMEDIATE RELEASE: August 24, 2008

CONTACT: Public Information Office
(850) 922-1055

Leon County Advises Residents on Procedures for Collection of Storm Debris

Leon County advises residents with storm debris to place those items on the public right-of-way (curbside). County crews, along with a private, debris removal contractor, will be tasked with collecting storm debris placed on the curb. Crews will work hard to ensure debris is removed in a timely manner.

Please adhere to the following steps when compiling storm debris for pick-up:

- Separate your waste into the following categories: household garbage, recycling, appliances, bulky waste, and yard trash. Please leave 4 to 6 feet of space between the varying piles.
- Secure all household garbage in your trash container.
- Do not place any debris near a fence, mailbox, driveway, power line equipment, poles, transformers, downed electrical wiring, water meters or storm drains.

Residents should remember that yard trash and bulky waste must be separated. Additional information on storm debris collection is available on the Leon County website at www.leoncountyfl.gov/solidwaste. A brochure is available on the website providing waste disposal guidelines for hurricane season.

Residents in private subdivisions or gated communities should make arrangements to have storm debris moved to a public right-of-way in ensure collection. Household hazardous waste will not be collected curbside and must taken to the Solid Waste Management Facility located at 7550 Apalachee Parkway or one of the Rural Waste Service Centers.

###

Frequently Asked Questions

Q: Who will collect my storm debris?

A: The county will use a private contractor to collect storm debris placed at the curb. Other arrangements may be required for collecting storm debris from gated communities and private roads.

Q: Why do I need to separate my yard trash and bulky waste?



Separate yard trash and household garbage.

A: State laws prohibit disposal of yard trash in a lined landfill. Separate to ensure waste is collected and complies with state laws regarding solid waste disposal.

Q: What do I do with Household Hazardous Waste (HHW)?

A: Once roads are clear, take household hazardous waste to the Apalachee Collection Center at 7550 Apalachee Parkway or one of the Rural Waste Service Centers. Find all locations at www.leoncountyfl.gov/SolidWaste/ruralsites.asp.

Q: How can I help?

A: Please be patient. Schedules may be disrupted. Public announcements will be issued regarding schedule changes.

FOR MORE INFORMATION

Leon County Solid Waste Management: 606-1800

Waste Management, Inc.: 574-3000

City of Tallahassee Utilities: 891-4968

Leon County Division of Emergency Management:
488-5921

American Red Cross (local): 878-6080



LEON COUNTY SOLID WASTE MANAGEMENT FACILITY

Public Works Department
Solid Waste Division
7550 Apalachee Parkway
Tallahassee, FL 32311

(850) 606-1800
www.leoncountyfl.gov/solidwaste
www.haveahurricaneplan.com

LEON COUNTY SOLID WASTE MANAGEMENT FACILITY

Waste Disposal Guidelines for Hurricane Season

Help keep your neighborhood clean by following these guidelines for handling waste before, during and after hurricane season. By following the information in this guide, curbside waste will be handled more efficiently.



www.haveahurricaneplan.com

Sponsored by:

Leon County Board of County Commissioners
Leon County Division of Emergency Management
Capital Area Chapter of the American Red Cross

(850) 606-1800

Attachment #
Page 2 of 3

MINIMIZE RISKS POSED BY A STORM

BEFORE Hurricane Season

Some preventive maintenance can be done that will go a long way toward protecting property and reducing waste generated during hurricane season if Leon County is hit by a storm.

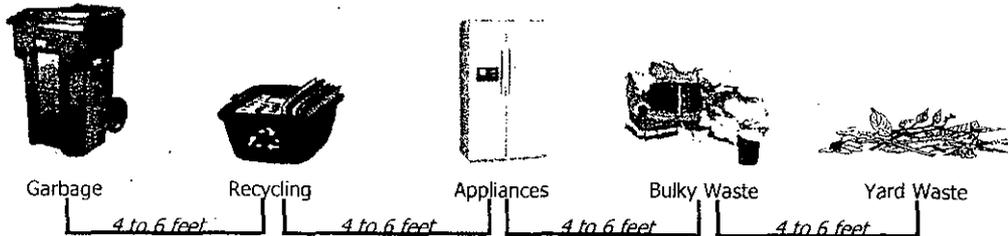
- Cut back all trees and branches that contact buildings.
- Thin out foliage and trees so wind can flow through the branches, decreasing the chances of uprooting during heavy winds.



Protect your property by trimming tree branches BEFORE a storm.

- Place tree trimmings at the curb following the normal rules for yard trash on your scheduled pickup day. (Brush is limited to MAX 6 ft. in length and 4 inches in diameter. Bag up leaves and grass—or leave on lawn for "grasscycling".)

- Clear your yard of any items that could become airborne and cause further damage, such as old lumber, lawn furniture, toys, etc. Place them at the curb on your regular "bulky waste" day for pick-up.



DURING an active storm

They have named a storm! Once the weather service has named a storm or identified the possibility that Leon County could be in the path, the following steps should be taken to minimize waste production.

- Do not place materials at the curb or bring waste to the landfill during a watch or warning period. Services may be suspended and facilities may close early to prepare for the storm.
- Do not cut down any trees or start major work.
- Do not begin construction projects that could produce debris.
- Once a watch or warning has been issued, do not trim vegetation of any kind.
- Mass cutting places a tremendous burden on the normal collection process and there is not enough equipment or manpower to collect the additional material before the storm makes landfall. Property and people can be put in harms way.

AFTER the storm is over

The storm is over. When are you going to pick up my refuse?

Please be patient after the storm has passed. We will work hard to ensure everything is picked up in a timely manner. Depending on the severity of the storm, this may take more time than normal. Follow these simple steps after a storm:

- Separate your waste into the following categories: household garbage, recycling, appliances, bulky waste and yard trash. Leave 4'-6' of space between piles.
- Secure all household garbage in your trash container. Any excess can be brought to a Rural Waste Center at no charge. Find locations at: www.leoncountyfl.gov/SolidWaste/ruralsites
- Do not place any debris near a fence, mailbox, driveway, power line equipment, poles, transformers, downed electrical wiring, water meters or storm drains.

Leon County's **FIRST** priority is to open streets and remove debris from Rights-of-Way.

Leon County Board of County Commissioners

Interoffice Memorandum

Date: November 14, 2008
To: Department/Division Directors
From: Parwez Alam, County Administrator
Subject: Emergency Guidelines for Compensation, Work Hours and Work Assignments for Leon County BOCC Employees

PURPOSE:

To provide guidelines for compensating employees and designating work hours and work assignments for all employees of the Board of County Commissioners during emergency conditions. All Leon County employees will be designated as either Department Essential in accordance with the Departments Continuation of Operations Plan (COOP) and/or emergency operating procedures; or Emergency Operations Center (EOC) Essential. Each department is responsible for making this designation for their own employees and providing an annual listing of employee's assigned in each category to the Division of Volunteer Services and Human Resources by the end of March each year.

POLICY STATEMENT:

Leon County shall make a reasonable effort to release employees from work prior to, during and after emergency conditions to take care of personal matters such as family and property needs. In the event, Leon County remains operational or shuts down operations due to a pending or declared emergency, all employees of Leon County BOCC will be required to report to work if needed. Employees may be reassigned to other work areas and work hours altered in order to ensure continuation and restoration of community services, maintain safety and fulfill the County's responsibilities to its citizens. Activation of the County's Emergency Operations Center (EOC) and authorization by the County Administrator or designee initiates implementation of this policy. Emergency Management will issue the date and time the activation occurred.

DEFINITIONS:

Emergency Condition: Any unforeseen event or unanticipated condition either internal or external to the County requiring prompt action as officially declared by appropriately authorized staff and/or representative. An emergency condition may include, but is not limited to, emergencies involving natural disasters or man-made disasters of any kind or situations beyond the control of the County.

Department Essential Employee: An employee is required to report to their regular work assignment to assist with the department's role in the pre- and post-recovery effort. This role is assigned to assist in the department's essential functions as designated in the department's Continuity of Operation Plan (COOP) or emergency operating procedures.

EOC Essential Employee: Any County employee not designated as Department Essential will be designated as an EOC Essential employee. Upon activation of the EOC and when needed, EOC Essential employees will be required to report to the Emergency Operations Center or the Volunteer Reception Center (VRC), to assist in the County's disaster response efforts. Roles may be pre-assigned or assigned as the situation dictates.

Non-Exempt (Hourly) Employee: An employee who is paid an hourly wage under the Fair Labor Standards Act to receive overtime pay for hours worked in excess of 40 in a workweek.

Exempt (Salaried) Employee: An employee who is paid a salary (not an hourly wage) to perform the duties and responsibilities of a job regardless of hours worked in a workweek. In accordance with the Fair Labor Standards Act, this category of employee is exempt from the overtime pay provisions of the Act.

PROCEDURE:

Non-Exempt Employees on Duty. Non-exempt Career Service employees reporting for duty during a declared emergency will be compensated as follows:

- Pay equal to their regular rate of pay for the time they are required to work during a declared emergency, up to 40 hours actually worked.
- Overtime Pay at one-and one half times their regular pay for hours actually worked over 40 hours in accordance with FLSA.
- Pay equal to their regular rate of pay for the time they would otherwise be on Administrative leave (See Personnel Policy Section 7.19 D) for their scheduled workday.
- This compensation procedure will not apply to EMS Special Risk employees. Emergency Medical Services is a 24/7 operation and EMS employees are provided a higher level of retirement contribution for their services.

Exempt Employees on Duty. Exempt employees will be compensated during a declared emergency as follows:

- Career Service exempt employees will receive one hour of compensatory time for each hour worked over 40 hours in a workweek.
- Career Service and Senior Management exempt employees will receive pay equal to their regular rate of pay for the time they would otherwise be on Administrative leave for their scheduled workday.
- Senior Management employees not designated as Department Essential will be required to work, as needed, at the EOC or the VRC during a declared emergency. Senior Management employees will not receive any additional compensation for hours worked over 40 hours in a workweek.

Employees off Duty. Any employee who is off Duty and is requested to report to work will be expected to report to work during a declared emergency. If the employee is unable to work due to personal family or other matters, the employee will be required to use their personal annual, compensatory or swing leave for this period. Employees who are not able to report to work, for whatever reason, during a declared emergency will not be eligible for Administrative leave during this period.

Employees on Approved Scheduled Leave: Any employee on scheduled leave during a declared emergency may be called in and required to report for duty, if needed. Employees on previously approved leave and who report to work will be eligible for Administrative Leave and/or regular pay, whichever is applicable.

Employees on Extended Leave: Any employee away from work on extended FMLA, Military Leave, Workers Compensation or other extended leave will not be required to report for duty during a declared emergency. Employees on extended leave will not be eligible for Administrative Leave and will need to use their own personal leave during this period, if required.

Hardship Exemption: Employees who are already aware that they will not be able to work during a declared emergency should request a hardship exemption from their supervisor. The approved hardship exemption should be submitted to Human Resources to be placed in the employees personnel file. Employees claiming hardship exemptions will not be eligible for Administrative leave during a declared emergency and will be required to use their personal leave.

Reassignment of Employees: Employees who are released from their regular job duties may be reassigned to other work areas, as needed, and will be expected to report for duty. Employees may be required to work alternative shifts during the emergency. Non-exempt employees will be paid their normal rate of pay for all hours actually worked, including overtime when applicable.

Report for Duty Priority and Required Training: The report to duty priority for employees designated as EOC Essential will be as follows: Senior Management; Career Service Exempt; Career Service Non-exempt. All Senior Management and designated Career Service employees will be required to complete EOC and/or VRC Training as determined by the Volunteer Services Division.

Failure to Report for Duty: During a declared emergency, employees who refuse to report to work, at management's discretion, may be subject to disciplinary action.

On Call/Stand By: Career Service employees who are directed by appropriate supervisory or management staff to remain available to return to work during an off-duty period, in anticipation of and/or immediately after a declared emergency, will receive on-call or stand by pay in accordance with established pay policies and procedures.

Temporary (OPS) Positions: Temporary employees may also be expected to report for duty in anticipation of, and/or immediately after a declared emergency as requested by supervisory or management staff. Temporary employees will be paid for actual hours worked in accordance with established policies and pay practices.

Non-assigned employees: Employees who have not been assigned to work during a declared emergency should not report to work without the approval of management. Due to FLSA restrictions, this includes Career Service exempt and non-exempt employees who would normally volunteer at the EOC. Employees who are confined to a facility only for safety or non-job related reasons and are not performing the duties of their regular jobs or assigned jobs are not compensated for the time otherwise spent on the premises.

Return to Normal Conditions: Employees will return to work when notified by appropriate means. The County will use internal communication systems (telephone, Internet, etc.) and external media such as television, radio, etc, to announce the "all clear" notice for employees to return to work under recovery or normal conditions. The employee is responsible for monitoring the communication media to ensure prompt notification. Senior Management employees may adjust hours as needed to allow for periods of rest from working extended hours during a declared emergency, however, managers are still responsible to ensure that all County offices are properly staffed when returning to normal conditions.

Employees unable to report back to work that day, due to extenuating circumstances beyond their control (i.e., child care issues, storm related damages, road closures, flooding, etc.) shall not

be required to return to work and may use personal annual, compensatory leave and swing days for this time.

Documentation. Employees are required to document and report to management all hours worked during an emergency in accordance with established pay practices, procedures and regulations.

PW Ref #	Project Description	PW Amount	Small or Large Project
AGW001A	Debris Removal - J. Lee Vause Park	\$ 2,200.00	Small
AGW002A	Debris Removal & Disposal and Debris Monitoring - Contract Payments	\$ 64,045.45	Large
TKM001A	Debris Removal ~ Sand on Roadway ~ Jefferson Road	\$ 3,312.35	Small
ACH001A	Debris Removal	\$ 79,966.83	Large
ACH002A	Debris Removal	\$ 62,060.03	Large
ACH003A	Debris Removal	\$ 54,584.71	Small
ACH004A	Debris Removal at Parks & Recreation Facilities	\$ 23,607.57	Small
TKM001B	Emergency Measures ~ Private Roads	\$ 59,112.60	Small
TKM003B	Larvaciding utilizing Sheriff's Helicopter	\$ 11,492.00	Small
AGW001B	Weeping Willow Way	\$ 5,098.53	Small
AGW002B	Timber Lake Drive	\$ 14,198.58	Small
AGW003B	Emergency Protective Measures - Countywide	\$ 11,045.02	Small
TKM004B	Adulticiding ~ aerial spray by Clarke Environmental	\$ 250,072.04	Large
TKM005B	Emergency Measures ~ Countywide Public Roads	\$ 90,728.16	Large
RBW001G	Damaged Roof at Alford Greenway Facility	\$ 7,000.00	Small
TKM001G	Repairs to floating dock @ boat ramp @ Bull Headly Landing	\$ 2,109.00	Small
TKM002G	Walkway Damage at Jackson View Park	\$ 6,400.00	Small
TKM003G	Fence Repair @ J. Lee Vause & Dugout Repair @ Chaires	\$ 1,400.00	Small
TKM005G	Trail Repairs @ Alford Greenway	\$ 66,125.63	Large
TKM006G	Trail and Fence Repairs @ Miccosukee Greenway and New Cypress Landing	\$ 50,180.99	Small
TKM005C	Road Repairs ~ Moccasin Gap Road ~ zeroed out because of FHWA status	\$	Small
TKM007C	Culvert Clogged and Ditch Filled ~ Beth Page Road	\$ 4,239.31	Small
TKM008C	Ditches Filled with Silt & Trash ~ Conestoga Ave.	\$ 2,657.85	Small
TKM009C	Ditches and Culverts Filled ~ Crump Road	\$ 2,490.97	Small
TKM010C	Road Shoulders, Ditches and Culvert Headwall ~ Baum Road	\$ 2,535.29	Small
TKM011C	Ditches and Storm Drains ~ McCracken Road	\$ 4,833.00	Small
KG001C	Benjamin Chaires Road	\$ 13,128.36	Small
KG002C	Buck Lake Road	\$ 6,462.32	Small
KG023-C	Sharer Road	\$ 4,509.81	Small
KG024-C	Springhill Road	\$ 3,430.45	Small
KG032-C	Centerville Road	\$ 2,093.73	Small
KG034-C	Fairbanks Ferry Road	\$ 1,296.87	Small
KG035-C	Fernwood Road	\$ 1,215.34	Small
KG036-C	Highland Dr.	\$ 1,507.60	Small

<u>PW Ref #</u>	<u>Project Description</u>	<u>PW Amount</u>	<u>Small or Large Project</u>
KG039-C	Oak Ridge Road	\$ 1,697.21	Small
KG040-C	Old Bainbridge Road	\$ 2,014.04	Small
KG041-C	Queenswood Dr.	\$ 1,879.09	Small
KG042-C	Tower Road	\$ 1,028.59	Small
KG043-C	Tram Road	\$ 1,503.78	Small
		<u>\$ 923,263.10</u>	

Anything over \$60,599.99 is considered a LARGE project.