



**Town of Surfside
Post Hurricane Workshop
AGENDA
November 1, 2017
5:30 p.m.**

Town Hall Commission Chambers - 9293 Harding Ave, 2nd Floor
Surfside, FL 33154

- 1. Opening**
 - A. Call to Order**
 - B. Roll Call of Members**
 - C. Pledge of Allegiance**
- 2. Welcome – Mayor Dietch**
- 3. General Overview – Guillermo Olmedillo, Town Manager**
- 4. Pre-and-Post Hurricane Actions:**
 - A. Police Department**
 - B. Public Works Department**
 - C. Parks and Recreation Department**
- 5. Public Comments/ Q&A**
- 6. Adjournment**

Respectfully submitted,


Guillermo Olmedillo
Town Manager

THIS MEETING IS OPEN TO THE PUBLIC. IN ACCORDANCE WITH THE AMERICANS WITH DISABILITIES ACT OF 1990, ALL PERSONS ARE DISABLED; WHO NEED SPECIAL ACCOMMODATIONS TO PARTICIPATE IN THIS MEETING BECAUSE OF THAT DISABILITY SHOULD CONTACT THE OFFICE OF THE TOWN CLERK AT 305-861-4863 EXT. 226 NO LATER THAN FOUR DAYS PRIOR TO SUCH PROCEEDING.

IN ACCORDANCE WITH THE PROVISIONS OF SECTION 286.0105, FLORIDA STATUTES, ANYONE WISHING TO APPEAL ANY DECISION MADE BY THE TOWN OF SURFSIDE COMMISSION, WITH RESPECT TO ANY MATTER CONSIDERED AT THIS MEETING OR

HEARING, WILL NEED A RECORD OF THE PROCEEDINGS AND FOR SUCH PURPOSE, MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE WHICH RECORD SHALL INCLUDE THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED.

AGENDA ITEMS MAY BE VIEWED AT THE OFFICE OF THE TOWN CLERK, TOWN OF SURFSIDE TOWN HALL, 9293 HARDING AVENUE. ANYONE WISHING TO OBTAIN A COPY OF ANY AGENDA ITEM SHOULD CONTACT THE TOWN CLERK AT 305-861-4863. A COMPLETE AGENDA PACKET IS ALSO AVAILABLE ON THE TOWN WEBSITE AT www.townofsurfsidefl.gov

TWO OR MORE MEMBERS OF OTHER TOWN BOARDS MAY ATTEND THIS MEETING.

THESE MEETINGS MAY BE CONDUCTED BY MEANS OF OR IN CONJUNCTION WITH COMMUNICATIONS MEDIA TECHNOLOGY, SPECIFICALLY, A TELEPHONE CONFERENCE CALL. THE LOCATION 9293 HARDING AVENUE, SURFSIDE, FL 33154, WHICH IS OPEN TO THE PUBLIC, SHALL SERVE AS AN ACCESS POINT FOR SUCH COMMUNICATION.



Town of Surfside

Hurricane Irma After-Action Review

November 1, 2017

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Attachments

- A____ Police Department After Action Report
- B____ Florida Power & Light Electrical Line Conflicts with Tree(s)”
- C____ Pre-Landfall Trash Photographs
- D____ Public Works Weekly Progress Update
- E____ Florida Public Service Commission Urging Resolution

Overview

Irma was the first significant hurricane to directly impact the Town of Surfside since Hurricane Wilma in 2005 and Hurricane Andrew in 1992. While Hurricane Irma made landfall in the Florida Keys, west of its initially predicted storm track, it still proved to be a significant threat to public safety, infrastructure and health in Surfside. The following After Action Review (AAR) details activities conducted by the Town of Surfside leading up to, during and post-hurricane, as well as lessons learned and action items to enhance Surfside's hurricane plan. The AAR also serves as a supplement to the after-action report prepared by Surfside's Police Department (see Attachment A).

In summary, Town departments uniformly worked together to implement Surfside's hurricane plan and inform area residents and businesses how best to prepare for the hurricane and protect themselves and their properties. For example, police personnel went door-to-door in the single-family neighborhood to notifying residents of the County-issued mandatory evacuation order, while the Code Compliance and Tourism, Economic Development & Community Services (TEDACS) departments continuously updated the Town's website with the most up-to-date hurricane information. The administration distributed flyers, CodeRed alerts and email blasts to local businesses, condominiums, and Surfside hotels. Additionally, Town officials worked with local, state and other emergency crews to coordinate the appropriate and speedy response during and after landfall.

Once the hurricane passed, Town staff mobilized immediately to assess the damage. In coordination with neighboring municipalities, Police personnel setup checkpoints to block anyone from reentering Surfside because the Town was unsafe due to flooding, downed powerlines and downed trees. Following landfall, police personnel also checked on residents who decided to remain in Surfside despite the County-issued mandatory evacuation order and monitored the safe return of residents to their homes, while ensuring that those who did not belong in the area were not allowed access. As a result, crime was minimal compared to neighboring jurisdictions. The Public Works Department collected over 15,000 cubic yards of vegetative and bulk debris and helped restore the Town within the week after Irma.

While department heads were well prepared for Hurricane Irma, the Town recognizes several areas that could be improved. The Town also learned several valuable lessons to be implemented in the future, which is further detailed under "Lessons Learned." For example, the Town received many inquiries related to sandbag distribution and the availability of private parking structures. The Town also recognizes a need for a Public Information Representative to better disseminate information. It should be noted that the Town has since filled this role. Among many responsibilities, this person's role will be to work in collaboration with Chief Allen, who is the main point person when situations arise such as hurricanes or other public emergencies, and disseminate the most accurate information to residents through the Town's official communication channels as well as informal communication channels such as NextDoor. As evident during Hurricane Irma, power shortages, internet connections and cell phone service also disrupted and minimized communication efforts.

One of the main concerns expressed by residents was the timely restoration of electricity by Florida Power & Light (FP&L). The Town would like to stress that Surfside is a customer of FP&L, just like its residents and therefore is unable to influence or control when power will be restored. Regardless, the Town remained in constant contact with FP&L for 2+ weeks following landfall to assist their restoration efforts. Additionally, the Town coordinated a conference call with FP&L representatives on Friday, September 15th and invited residents, business owners and hotel managers to participate. Town staff also regularly engaged with residents who were without power for more than one week. This engagement included

advocating for restoration directly with FP&L as well as regular communication (e.g., phone calls and e-mails) and door-to-door visits of homes.

In conclusion, it is important to communicate clearly the roles and responsibilities of the Town in partnership with the residents and the businesses in order to limit confusion as to what entity is responsible for items like debris removal, tree trimming and power restoration. In the event of future hurricanes, the Town will proactively work on tools for better and more effective communication. Surfside will also encourage residents and businesses to attend its annual pre-Hurricane planning meeting that addresses a variety of pertinent information. All of this information is available on the Town website at www.townofsurfsidefl.gov.

Subsequently, it is also important to note that no matter how much the Town prepares, it is difficult to predict how a particular hurricane will impact Surfside as every storm event is different. Being a small Town, Surfside also has limited resources.

Key Strengths and Successes

The Town of Surfside is thankful that all residents remained safe during Hurricane Irma and the only impacts were either structural or debris. Prior to and after landfall, Surfside staff worked deliberately and in a coordinated manner, going door-to-door ensuring residents and business owners were well aware of the oncoming hurricane and understood how best to protect themselves and their property. Several successes include:

- Large construction sites were cleared ahead of landfall to limit flying debris and damage.
- The majority of residents and businesses heeded the Town's warnings, taking the hurricane seriously and not waiting until the last minute to prepare their properties with the exception of pre-landfall placement of items on street – refer to Public Works.
- Police went door-to-door to alert residents of mandatory evacuations prior to Irma. Following landfall, police checked on residents who decided to stay despite the County-issued evacuation order.
- There was minimal crime compared to neighboring jurisdictions as a result of roadblocks and safety personnel on hand to ensure people who do not belong in Surfside were not allowed access.
- Public Works picked up additional garbage prior to landfall and also took it upon themselves to collect over 15,000 cubic yards of vegetative and bulk debris restoring Surfside back to normal much quicker than other communities.
- Information was provided to the public in a timely fashion across various official Town communication platforms including Code Red System notifications, e-mail blasts, and constant updates on the Town website.
- Operational and Town status updates were provided to the Town Manager multiple times daily by Command Staff beginning Saturday 09-09-17 through Monday 09-11-17, and he provided input regarding operational planning. The Town Mayor and Town Elected Officials were also updated daily regarding operations and Town status via e-mail and phone.
- Preparedness actions were completed before landfall, all staff and Town property were properly secured well in advance of the hurricane's arrival.

Lessons Learned

Natural disasters provide an opportunity for the Town's Administration to come together and assess the response. The following areas will be enhanced for future hurricanes.

- Work more closely with County representatives to ensure residents are given correct information as to when they can safely return home.
- The Town recognizes a need for a Public Information Representative. Since the hurricane, the Town hired a public information representative who will assist with communications. In emergency situations, this person will work in collaboration with Chief Allen, who remains the Town's point person, and will ensure the most accurate information is provided to residents through a number of communication channels and social sites, such as NextDoor, in order to dispel rumors and/or misinformation.
- The Town recognizes the importance of educating residents on the meaning of a mandatory evacuation order and the severity of the potential consequences by not abiding by the order. In the lead up to hurricane season, there will be enhanced communication with regard to what the Town, residents, businesses and hotels are responsible for handling. For example, tree trimming and FP&L.
- The Town acknowledges the need for parking arrangements for residents and Town vehicles.
- The Town acknowledges the need for hotel availability and securing more favorable rates on behalf of residents, if available.
- The procurement of emergency response equipment like a new generator equipped to run the air conditioner at Town Hall.
- The Town will address the need for mandatory clearance of construction materials in the single-family neighborhood.
- The Town also will address the issue of residents setting out hazardous materials and cleaning out their houses so close to the landfall which prolonged efforts to clean up Surfside post Irma.
- Better communication and oversight is needed to keep the various types of debris segregated (e.g., vegetative, bulk and regular garbage) and placed in the right-of-way instead of the roadway. Commingling these wastes delays cleanup of the single-family neighborhood and placement on the roadway creates a safety hazard. The cooperation of residents on this is of extreme importance.
- The Town Resident Hotline should be discontinued as most Town residents are familiar with the Surfside Police Department non-emergency phone number 305-861-4862, and utilize this number for all their police concerns, hurricane related concerns and for general informational purposes.
- Additionally, the Town will update its hurricane plan with lessons learned from Hurricane Irma.

Overall Timeline

Prior to this hurricane season, the Town engaged in a series of activities to prepare the Town and inform residents and business interests. These activities included:

- Assessed all trees that conflict with overhead utility lines (see Attachment B);
- Updated Hurricane resources on the Town Website;
- Hosted a pre-hurricane season household hazardous waste drop-off event at Town Hall in late May;
- Announced the start of hurricane season at the June Commission Meeting (and all subsequent Commission Meetings);

- Included hurricane information in the June Surfside Gazette;
- Participated in numerous county and statewide hurricane preparedness meetings and workshops to review emergency procedures in the event of a major hurricane;
- Held a public hurricane preparedness meeting on Wednesday, June 14th in partnership with the Miami-Dade Office of Emergency Management; and
- Held a mandatory meeting for Town staff, led by the Police department to review all hurricane procedures.

The following timeline is a general overview of the activities conducted by the Town leading up to and after Hurricane Irma:

- *Monday, September 4th* – Federal holiday/Town hall closed.
- *Tuesday, September 5th* – Conducted staff meetings to discuss the hurricane and execute the plan.
- *Tuesday, September 5th through Wednesday, September 6th* – Execution of hurricane plan by all departments and communication with residents and area businesses.
- *Thursday, September 7th through Friday, September 8th* – Ongoing communication with the public; Town Hall was closed except for essential services. Staff worked behind-the-scenes either prepping or answering phones, securing the beach and continuing door-to-door outreach to notify residents of a mandatory evacuation order. The Public Works Department completed a number of extra debris pick-ups.
- *Saturday, September 9th and Sunday, September 10th*– Emergency personnel on-hand as the hurricane approached and during the hurricane to monitor the situation.
- *Monday, September 11th* – As the hurricane passed, emergency personnel were deployed to assess the Town and respond as appropriate. Crews began clearing debris and restoring the Town and all services.
- *Tuesday, September 12th*– Staff met to discuss recovery efforts. These efforts were implemented through the rest of week.
- *Friday, September 15th* – Conference call with FP&L, Town, residents and businesses took place. From the time that the hurricane passed, the Town remained in constant contact with FP&L for up to 2+ weeks. The Town also continued to directly check back with a number of residents who remained without power for over a week.

Pre-and-Post Landfall Actions by Department:

Through the direction and oversight of the Executive Department, all Town Hall staff members worked together and played an essential role in preparing and responding to Hurricane Irma, as well as getting Surfside back open for business as quickly as possible. Several departments including Finance and Front Office are not detailed in the report below. However, the Finance Department, for example, expertly handled filling out essential paperwork required by the Federal Emergency Management Agency (FEMA), while the Front Office assisted with answering phones and answering resident questions five days before and after landfall.

Although Town Hall offices and facilities remained closed for five days, normal operations resumed promptly after landfall. The following is a pre-and-post hurricane action report that highlights the most critical activities conducted by key departments:

Police

Refer to the attached after-action report (see Attachment A).

Public Works

Pre-Landfall

- Identified trees that need to be trimmed by residents and FP&L (see Attachment B)
- Installed hurricane shutters where needed and also assisted the Parks & Recreation Department with securing the Town's recreational facilities.
- Crews ensured service generators for the two-sewer systems and Town Hall were filled with gas and working properly. Fuel was ordered and generators were topped off the day before landfall.
- Crews inspected residential and commercial construction sites to ensure areas were secured to minimize damage.
- Crews cleaned debris from catch basins.
- Crews notified residents that the last trash pickup would take place Thursday, September 7th, although some residents continued putting trash out. Public Works picked up additional trash on that Friday and conducted several sweeps through the Town. (see Attachment C)

During the Hurricane

- Four Public Works department employees were placed on the Alpha (Emergency / Police) landfall team that stayed at Town Hall during the hurricane. This ensured they were able to start cleaning the streets right away.
- The garage door at Town Hall came loose with the high winds. It was successfully pinned down and welded closed to avoid further damage.

Post-Landfall

- Crews immediately began clearing Collins and Harding Avenues so fire rescue/ambulances could make their way through the Town if/when needed.
- Debris was pushed to the side of road in the single-family residential areas so residents could get through the neighborhood.
- Surfside crews began going street by street to clear debris. This was necessitated by the statewide challenge in securing a timely response from contracted debris removal services.
- Collected over 15,000 cubic yards of debris and helped restore the Town within a week instead of waiting for contractors who were either late or no-showed. Many other communities are still waiting for debris to be picked up now weeks after landfall.
- Provided weekly progress updates (see Attachment D)

Parks & Recreation

Pre-Landfall

- After closely monitoring the hurricane, a pre-hurricane meeting was held to establish a timeline of events.
- Wind screens were removed at the tennis center and department programming was additionally discussed. Additional preparations began at all facilities.

- All Town programs were cancelled and over 150 participants contacted. All facilities were prepped prior to landfall.
- Department Director and one staff were on-site at the Community Center to ensure everything was secure and to answer any phone calls.

Post-Landfall

- Department staff assessed facility damage, identified hazardous conditions and began cleaning up the various recreational facilities.
- The Surfside Community Center, Pool and Lifeguard Stand were reopened on September 18 with programming resuming September 25 including After School (the same date schools reopened).
- The Dog Park and the Tennis Center were reopened on September 22.
- 96th Street Park was reopened on September 23 with programming resuming on October 2.
- The Department Director spent over 4 hours with an insurance representative identifying damages and areas affected by the hurricane.
- All Department programming resumed at all facilities.
- The Hawthorne Tot Lot remains closed.

Code Compliance/Building/TEDACS

Pre- Landfall

- Worked with the building and police departments to inspect residential construction sites. Homeowners were notified they must take everything off their roofs and secure their property by emptying roll-off dumpster containers or anything that could and would blow off their property.
- Posted notices on doors and posted flyers instructing residents on how to best secure their property. The departments assisted police with the distribution of flyers around the condos and hotels from 88th to 96th Streets, and instructing managers to remove beach furniture like chairs and umbrellas that could fly away.
- Walked to each downtown business and handed out flyers detailing what needed to be done to prepare for the hurricane, as well as provide instruction with a hotline phone number to call in the event of questions.
- Requested information about closures and evacuation plans from businesses and hotels to keep readily available.
- Removed all banners and PAMM artwork from the beach
- Relayed important information from the Town, Beacon Council and Greater Miami and Convention Visitors Bureau (GMCVB) to businesses and hotels.
- Added hurricane information to the Town website, to the VisitSurfside website and app, and Channel 93. Town website received more than 5,000 additional page visits during the month of September.
- Over the course of 10 days, distributed over 2 dozen e-mails relating to pre-and-post-hurricane activities in order to provide residents, businesses and hotels with the most up-to-date information.

Post-Landfall

- Once roads were deemed safe, team members drove up and down the Town looking for downed trees, power lines and other debris to begin the removal process. Anything that needed

immediate attention was reported to police and the Public Works office. Code Compliance also patrolled the beach, warning residents and tourists to stay out of the water.

- The Town gave residents until October 23 to clean up damaged property before any violation notices are given out. Starting this month, they will drive around handing out courtesy letters if trees are still down or if debris needs to be picked up. Residents have 10 days before a citation is given. The Town of Surfside is being lenient in its citations to assist residents while they restore their properties.
- Contacted hotels about plans for reopening and discounted rates for residents. Several hotels experienced damage and therefore were closed for an extended period of time.
- Updated Town and VisitSurfside websites with list of businesses that reopened.

Legislative

Pre-Landfall

- Coordinated preparedness activities with the Town Administration.
- Declared a State of Emergency.
- Participated in situational briefings conducted by the State, County and FP&L.
- Coordinated activities with the Mayors from Bal Harbour, Bay Harbor Islands and Sunny Isles Beach.
- Distributed public information via e-mail and social media.

Post-Landfall

- Coordinated activities with the Mayors from Bal Harbour, Bay Harbor Islands and Sunny Isles Beach.
- Participated in situational briefings conducted by the State, County and FP&L.
- Maintained daily contact with Surfside's Governmental Affairs Liaison.
- Distributed public information via e-mail and social media.
- Negotiated a discounted resident rate at the Marriott Residence Inn.
- Directed the Town Manager to convene a public Hurricane Irma After-Action Review Workshop.
- Passed an Urging Resolution to the Florida Public Service Commission requiring FP&L to improve safety, reliability and service, including hurricane and/or storm preparedness and restoration efforts (see Attachment E).
- Terminated the State of Emergency.

After-Action Report

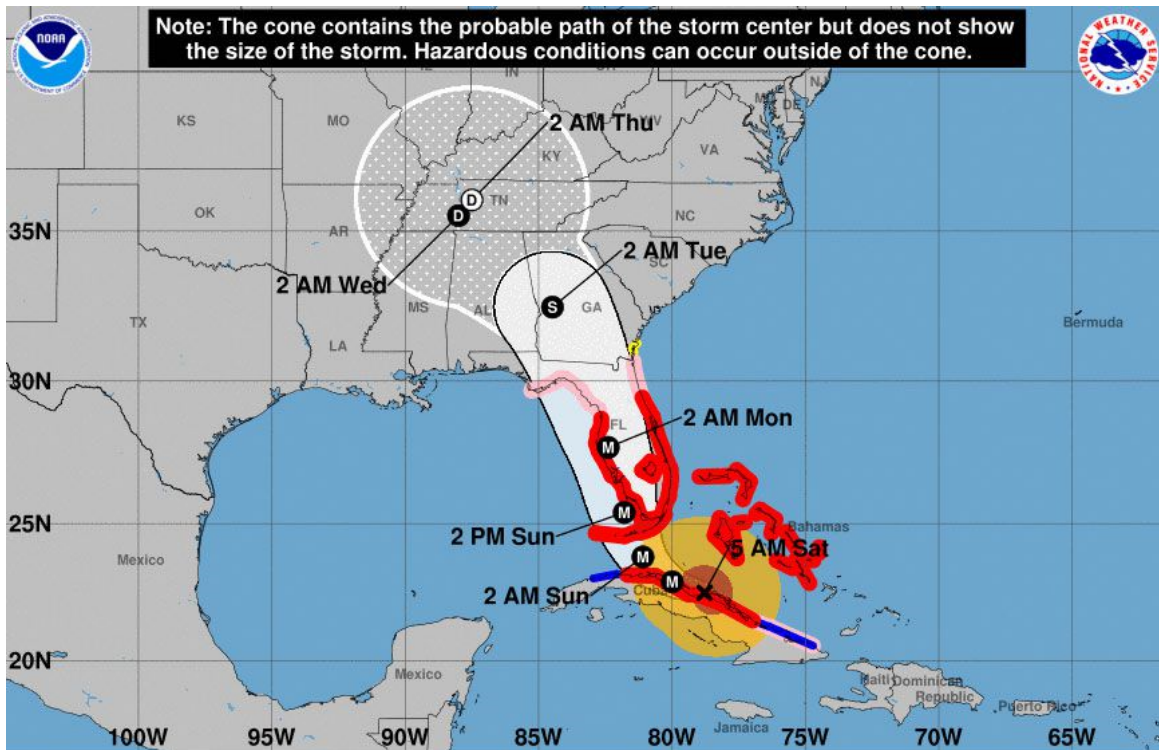
Department heads met with the Town's lobbyists to facilitate a dialogue with the State on identified areas of assistance, as well as areas of improvement for future hurricanes.

Following the November 1st workshop, the Town will create an action plan that incorporates feedback from residents, as well as lessons learned. This plan will also include the partnership responsibilities of the Town, residents, businesses, hotels and all other agencies (e.g. FP&L, AT&T, Comcast, etc.).

Town of Surfside Police Department



Hurricane Irma After-Action Report



Actions and Recommendations

September 2017

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Acknowledgement

The Town of Surfside Local Government and Police Department wishes to acknowledge and thank all the stakeholders, partner agencies and their staff, local nonprofit service providers, the citizens of Surfside and all other individuals and groups that have shared their thoughts and provided suggestions for this report.

We wish to thank the citizens who took the possible impacts of Hurricane Irma seriously and responded to the numerous “calls to action” issued by Miami-Dade County and Town of Surfside. The Town of Surfside hopes that the recent memory of the hurricane inspires residents and the business community to maintain a commitment to preparedness and dedication to response that will be critical to the success of the community in facing future disasters.



Executive Summary

Hurricane Irma impacted the Town of Surfside commencing on Sunday September 10, 2017. The storm proved to be a threat to life safety, infrastructure, public and private property in addition to public health. If the storm had not tracked to the west coast of Florida in the days prior to landfall the impacts to the Town would have been severe. Town Officials and the Police Chief evaluated the potential impacts to the Town and the threat the storm posed when determining appropriate responses. Overall, the Town's response to the storm highlighted substantial success. Hurricane Irma is believed to be the most powerful storm to impact the Town of Surfside in recent history since Hurricane Andrew in August 1992. The Town and its partnering local, county, state, and federal agencies worked together in preparing for, responding to, and recovering from the hurricane. Unusual and extraordinary incidents such as the occurrence with Hurricane Irma have provided an opportunity to analyze the performance of emergency services and the implemented plan in a manner that is difficult to simulate in even the most realistic training environment. The chance to conduct a review of this incident is an opportunity to reinforce effective responses and identify areas of improvement for the purpose of achieving optimal performance during future events.

A common element of every emergency requires responding agencies to learn from it in order to be more prepared for the next event. According to the National Incident Management System, as developed by the U.S. Department of Homeland Security and universally regarded as the comprehensive national approach to incident management:

Preparedness is essential for effective incident and emergency management and involves engaging in a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action to achieve and maintain readiness to respond to emergencies.

This After-Action Report will build upon the strengths of the Town of Surfside and its partnerships with other responding agencies and identify areas for continuous improvement. This report reflects a holistic and comprehensive effort, which began while the Town of Surfside was still in the recovery mode following Hurricane Irma. The Town of Surfside compiled and analyzed information and gathered feedback from multiple debriefing meetings with sworn law enforcement personnel and civilian personnel involved in response and recovery efforts, and conducted follow-up meetings and interviews with Town Staff to examine their findings. Staff also reviewed numerous planning documents, policies, agreements, training logs, and other records for consistency with the actions taken during this emergency event.

The analysis, findings, and recommendations presented in this After-Action Report are vital for continuously improving the Town of Surfside's ability to respond and recover from future disasters. The recommended solutions focus on enhancing the Town's emergency plans and overall strategies for emergency management, addresses tactical, operational, technological, and procedural components of the Town's response and recovery efforts. In many cases, recommendations in this report are applicable beyond coastal storms and will increase the Town's overall preparedness to respond to catastrophic events.

Key Strengths and Successes

The following are some key strengths and successes from the Town's response. These and other examples are discussed in greater detail throughout the body of this report.

- The Incident Command Structure was implemented quickly with proper authorization and assumption of command.
- The Town communicated and cooperated effectively with various outside agencies including businesses, county government, law enforcement, and other agencies.
- Information was provided to the public in a timely fashion across various platforms including Code Red System notifications, email blasts, postings on the Town website, Social Media, and traditional television and radio media outlets.
- Operational and Town status updates were provided to the Town Manager multiple times daily by Command Staff beginning Saturday 09-09-17 through Monday 09-11-17, and he provided input regarding operational planning. The Town Mayor and Town Elected Officials were updated daily regarding operations and Town status via emails.
- Preparedness actions were completed before the storm made landfall, all staff and Town property were properly secured well in advance of the storm's arrival on Sunday September 10, 2017.
- The Town effectively warned the residents and business entities of Surfside of the evacuation order and the majority of residents and businesses heeded the evacuation order and took the necessary precautions in securing properties in advance of the storm's impacts.
- Employees were professional, dedicated to duty, diligent to act, reported for duty in a timely manner, and generally exceeded supervisory expectations during the response.

Key Areas for Improvement

The following are some key areas for improvement identified during the response to Hurricane Irma. These and other examples are discussed in greater detail in the report.

- The Town Emergency Operations Center (EOC) needs to be relocated from the Town Hall Training Room to another designated area. Communications inefficiencies with the police radios and cell phones necessitate the change in location. The Town EOC will be moved into the Communications Unit for future storms this year and other alternative locations will be evaluated.
- The Town Resident Hotline should be discontinued as most Town residents are familiar with the Surfside Police Department non-emergency phone number 305-861-4862, and utilize this number for all their police concerns, storm related concerns, and for general informational purposes.
- Town-wide emergency plans and continuity of operations plans need to be reviewed, evaluated, and updated so they reflect current Town conditions and

staffing levels. The current Town Plan is in the last year of a five year plan.

- The Town should expand the areas in Town Hall that have generator powered air conditioning units to include the Police Communications Unit, and designated landfall team sleeping areas: Commission Chambers, gym, and training room.
- The Town needs to update the payroll system to a user friendly electronic system as the present hand entry system is problematic and difficult to track and fix errors.

Overall, the Town had a very successful response to Hurricane Irma. Effective leadership, a professional work force, and an exceptional level of dedication to duty led to the Town of Surfside being prepared to weather an exceptionally powerful storm. This after action report will outline this response, identify key observations, and recommend actions moving forward. This document should be used to gauge response and to direct future preparedness and planning actions, as well as training across all Town departments.

Incident Overview

<u>Incident Name:</u>	Hurricane Irma
<u>Incident Period:</u>	Friday September 8, 2017 – Friday September 15, 2017.
<u>Storm Landfall:</u>	Sunday September 10, 2017
<u>Participants:</u>	The entire Surfside Town Government played a role during The preparation, response, and recovery to Hurricane Irma.
<u>Operational Staffing:</u>	Police Command Staff, all essential Police Department employees, Public Works Director and Assistant Director, and essential Public Works Department employees.

Hurricane Irma Storm Timeline of Significant Events Overview:

The following timeline was determined from Miami-Dade County Office of Emergency Management (OEM) monitoring of Tropical Storm Irma / Hurricane Irma and Surfside Police Department observations:

- Mon 09/04/2017 - Florida Governor Rick Scott issued Executive Order 17-235 declaring a state of emergency in all 67 counties within the State of Florida in response to Hurricane Irma – a major Category 4 storm that was approaching Florida. By declaring a state of emergency in all 67 Florida counties, Governor Scott ensured that local governments had ample time, resources and flexibility to prepare for the dangerous storm and not be hindered, delayed or prevented from taking all necessary actions to keep communities safe.
- Tue 09/05/2017 - President Trump declared a Pre-Landfall Emergency for the State of Florida in preparation for Hurricane Irma.
- Tue 09/05/2017 - Town Manager Olmedillo, Police Chief David Allen, Surfside Police Department Command Staff, and other Police personnel participated in a State-Wide conference call hosted by Florida Governor Rick Scott regarding Hurricane Irma and the actions being taken at the state level to assist counties and municipalities.
- Tue 09/05/2017 - Miami-Dade County Mayor Carlos Gimenez issued a Declaration of Local State of Emergency for Miami-Dade County for a period of up to seven (7) days.
- Tue 09/05/2017 - Town of Surfside Mayor Daniel Dietch and Town Manager Guillermo Olmedillo declared a State of Emergency for the Town of Surfside for a period of seven days. The declaration was subsequently extended on September 13, 2017, and September 20, 2017. The Surfside State of Emergency order was terminated by the Surfside Mayor and Town Manager on September 27, 2017.
- Tue 09/05/2017 - Police Command Staff participated in conference calls hosted by Miami-Dade County Mayor Carlos Gimenez and the Miami-Dade County Office of Emergency Management, and a conference call involving the Miami-Dade Police Chiefs.
- Tue 09/05/2017 10:17 AM - Miami-Dade County OEM: Current location: 16.7N 57.7W

(About 1574 miles from Miami-Dade County); Maximum Sustained Wind Speed: 175 MPH; Potential Impact for Miami-Dade County: Miami-Dade County is in the 5 Day Warning Cone.

- Tue 09/05/2017 - the Miami-Dade Office of Emergency Management-Emergency Operations Center (EOC) became operational at a Level 1-Modified and began issuing Situation Reports to all Area EOCs.
- Tue 09/05/2017 - Daily internal Town of Surfside meetings were initiated which included the Town Manager's Office, Police Department, and other Town Departments to discuss operational, logistic, finance, and planning strategies and contingencies.
- Thu 09/06/2017 - Miami-Dade County Mayor Carlos Gimenez issued an evacuation order for Storm Surge Planning Zone "A" and Zone "B" effective Thursday September 7, 2017 at 7:00am. The Town of Surfside is located in Zone "B" within the declared evacuation area. The evacuation area was increased by the County Mayor to include Flood Zone C which includes most areas east of U.S.1 and Biscayne Boulevard. The evacuation included all persons except first responders, and over 2,200 special needs residents. Mayor Gimenez advised that County Shelters would be open but should be a last resort due to limits in capacity.
- Thu 09/06/2017 - the Miami-Dade Emergency Operations Center (EOC) elevated its operational level to a Full Level 1 activation which is the highest operational level. This activation requires all personnel assigned to the EOC to report on a full-time basis, for all Area EOCs to have an assigned report, and all partner agencies and entities have a person report. The Miami-Dade EOC is located at 9300 NW 41 Street, Doral FL 33178.
- Fri 09/07/2017 11:00 PM - Miami-Dade County OEM: MIAMI-DADE COUNTY UNDER HURRICANE WARNING
- Fri 09/08/2017 8:28 AM - Miami-Dade County OEM: MIAMI-DADE COUNTY UNDER HURRICANE WARNING - As of the 11:00 p.m. advisory yesterday, Miami-Dade County is currently under a hurricane warning. This means that hurricane conditions are expected somewhere within the warning area. Preparations to protect life and property should be rushed to completion. The current forecast predicts Tropical Storm force winds in Miami-Dade by Saturday. Mayor Carlos A. Gimenez has issued a mandatory evacuation order for all of Zones A, B and areas of Zone C.
- Sat 09/09/2017 - the North Miami Police Department Emergency Operations Center (EOC) was activated and staffed with a detective from the Surfside Police Department for the duration of Hurricane Irma.
- Sat 09/09/2017 - the Surfside Emergency Operations Center (EOC) was activated and staffed with personnel and a police supervisor to liaison with the North Miami EOC for the duration of Hurricane Irma.
- Sun 09/10/2017 approximately 1:00 AM – Hurricane Irma produces Tropical Storm force wind gusts in Surfside.
- Sun 09/10/2017 - Miami-Dade County Mayor Carlos Gimenez imposed a daily Curfew from

7:00pm–7:00am for all areas within Miami-Dade County. The Curfew was lifted on Tuesday September 12, 2017.

- Sun 09/10/2017 approximately 5:20 AM – Hurricane Irma produces sustained Tropical Storm force winds and Hurricane force wind gusts and Surfside Police Chief David Allen ordered all Police personnel to seek shelter at Surfside Town Hall.
- Sun 09/10/2017 approximately 9:10 AM - Hurricane Irma made initial landfall in the lower Florida Keys (Cudjoe Key) as a Category 4 hurricane with 130 mph sustained winds.
- Sun 09/10/2017 approximately 3:35 PM - Hurricane Irma made a second landfall in Florida on Marco Island on the west coast of Florida as a Category 3 hurricane with 115 mph sustained winds. Marco Island is approximately 100 miles due west from the Town of Surfside.
- Sun 09/10/2017 approximately 8:30 PM – After a Town assessment was conducted, Surfside Police Chief David Allen ordered all Police personnel to resume Police patrols, details, and initiated road closures at all Town ingress points. The assessment revealed that all of Surfside was without electric power, downed trees, downed power lines, downed cable lines, downed and damaged fencing, debris in the roadways, traffic control devices to include traffic signals and street stop signs were damaged and non-functional, flooding was observed throughout the Town and especially in the residential areas, western-end of Town, Town Park at 96th Street, and along Harding Avenue. During this time the flooding in Surfside was exacerbated by exceptionally high tides. The Town assessment also revealed some damage to Town residences and businesses, several Police vehicles, Town Public Works garage, the Tot Lot fencing, and Town Tennis Courts due to fallen trees, and a Code Enforcement vehicle.
- Mon 09/11/2017 approximately 7:00 AM – Police Chief Allen and Public Works Director Randy Stokes determined that Town debris removal actions would commence with a coordinated effort between both Departments. Debris removal details have continued into October of 2017.
- Mon 09/11/2017 approximately 1:00 PM – Police Chief Allen authorizes Town Residents to enter the jurisdiction and the ability to return to their residences.
- Mon 09/11/2017 - Police Command Staff participated in a conference call hosted by FPL regarding the status of power outages throughout the State of Florida and an approximate timeline for power restoration in Miami-Dade County.
- Mon 09/11/2017 at 8:00 PM - the North Miami Police Department Emergency Operations Center (EOC) ceased functional operation.
- Mon 09/11/2017 at 8:00 PM - the North Miami Police Department Emergency Operations Center (EOC) ceased functional operation.
- Tue 09/12/2017 - Miami-Dade County Mayor Carlos Gimenez lifted the County wide Curfew.

Detailed Pre-Storm Actions, Incidents, and Notifications:

The following Pre-Storm actions and notifications were conducted between the beginning of the 2017 Hurricane Season until just prior to the storm effects of Hurricane Irma:

Police Department:

- Conducted Pre-Storm Roll Call Training with all squads and civilian personnel regarding the Department's Hurricane Administrative Directive, Emergency Preparedness, FEMA/Incident Command System and Structure, Emergency Operations Centers, and Employee Role in Emergency Situations.
- Operational and Town status updates were provided to the Town Manager multiple times daily by Command Staff and he provided input regarding operational planning. The Town Mayor and Town Elected Officials were updated daily regarding operations and Town status via emails.
- Supervisors conducted checks of their officers and employees safety and emergency equipment for operational readiness. Critical equipment was issued to personnel.
- Established an Alpha/Bravo Hurricane-Emergency staffing roster so personnel were aware of their assignment.
- Procured water and food supplies for personnel.
- Coordinated with other Town Departments to ensure that equipment and supply needs were met. Additionally, that all town buildings were shuttered and secure.
- Established options for sheltering the landfall team both in Surfside and locations west of the Intracoastal Waterway.
 - Surfside Police Department
 - Terremark Building downtown Miami
 - North Miami Police Department
 - North Miami Senior High School
 - Mount Sinai Hospital
- Ensured all vehicle fuel tanks remained full at the end of each shift.
- Coordinated with Public Works to ensure that Town Hall generator was full of fuel and function and load checked.
- Provided notice to all police employees to be prepare their homes and families for a hurricane event and to be prepared with at least a three day supply of food, water, medication, toiletries, uniforms, clothing, and bedding in the event they were deemed to be on the landfall team.
- Established the Town/Police Emergency Operations Center and back-up Communications Unit in the Town Hall second floor training room.
- Coordinated local plans regarding evacuations, traffic posts, fire rescue activities, and anti-crime/looting patrols with police personnel and with local Police Chiefs and Command Level Fire Department personnel.
- Upon Miami-Dade County Evacuation Order being issued the Surfside Police Department:
 - Provided traffic related assistance to County busses that were utilized to evacuate citizens
 - Established traffic posts to limit/cease access to Surfside

- Sent out notifications to residents and the business community via Code Red Notification System, Email blasts, and Town website postings regarding evacuation notice and police/fire response during the storm event
 - Established a list of residents that were known to be remaining in their residences so after storm checks could be conducted. A neighborhood/Town canvas was conducted pre-storm for single family residences, condominiums were contacted via the building managers and security, and the hotels were contacted for personnel remaining on site via the managers and security supervisors
- On September 6, 2017, the Surfside Police Department, Surfside Code Enforcement, and Surfside Building Department began a coordinated initiative to distribute hurricane preparation flyers and notifications to the Surfside Business Community, hotels, condominiums, and construction sites. The construction sites were notified to remove or secure all construction materials and to remove the on-site portable structures.
 - On September 7, 2017, at the direction of the Town Manager and Police Chief, the Surfside Police Department personnel began disseminating notification messages to Town of Surfside Residents via the Code Red Notification System, email blasts, and posts on the Town website regarding pertinent updates on the storm, the Miami-Dade County mandatory evacuation of Surfside, actions initiated by the Town and Police Department, and actions being requested of Town Residents. The Town of Surfside was within the National Hurricane Center's Storm Cone for Hurricane Irma and it reflected a possible direct strike on Surfside as a Category 4 or 5 hurricane.
 - The Town Residents Hotline phone number 305-993-1070, and Town Employee Hotline numbers were activated. Town Residents were notified of this contact point via Code Red Notification, email blast, and website postings. They were also notified that the Surfside Police Department non-emergency phone number is always a contact point, 305-861-4862.
 - Requests were received by the Police Department from Town Residents, family members, and elected officials to conduct welfare/safety checks of persons who were predominately senior citizens and elected to remain at their residences. The requests were to try and convince the persons to heed the evacuation order and seek shelter inland. In several instances the persons did opt to seek shelter outside the evacuation zones. The Police Department assisted in the transport arrangements of several persons including one family that required specialized medical accommodations.
 - On Saturday September 9, 2017 neighborhood canvas of residences was conducted by the Surfside PD personnel to confirm which residences would have persons remaining throughout the storm.

- Parking Enforcement personnel at the direction of Manager Joseph bagged all Pay Parking Stations in the Town of Surfside. This action led to all 37 Pay Stations remaining undamaged at the conclusion of the storm and saved the Town tens of thousands of dollars in potential damage.
- In an effort to assist the residents and business community of Surfside all parking fees for on-street and municipal lots were suspended, and no parking citations regarding non-payment of parking spaces was enforced for a two week period from Monday 09-04-17 to Monday 09-18-17.

Pre-Landfall Actions, Incidents, and Notifications

In the early morning hours of Sunday September 10, 2017, Surfside Police Department supervisors, officers, and Command Staff members patrolled the Town as the storm made its approach. These personnel encountered high sustained winds and wind gusts up to hurricane force. During this time the following actions were taken and observations made:

- Officers were assigned as two-person units for safety
- Operational and Town status updates were provided to the Town Manager multiple times daily by Command Staff and he provided input regarding operational planning. The Town Mayor and Town Elected Officials were updated daily regarding operations and Town status via emails.
- Many sections of the residential area and the business district had lost electric power
- Several signs belonging to Town businesses were damaged
- The major construction sites were well secured and very little construction debris was evident
- Traffic lights were not functioning
- At 0520 hours, all Surfside Police officers and employees were ordered off the streets and to report to the Police Station by Chief David Allen due to high winds, deteriorating weather conditions, and officer safety concerns
- Town Hall was operating under generator power and there was no air conditioning in the facility including the Police Station
- Cell phone service was intermittent
- Police phone lines remained active including the police non-emergency number, Town Resident Hotline, and Employee Hotline
- Police personnel were assigned to rest in specified intervals
- Contact with the Miami-Dade EOC via the North Miami EOC was maintained and there was an effective flow of information

Post-Storm Actions, Incidents, and Notifications:

The following Post-Storm actions and notifications were conducted:

- On Sunday September 10, 2017, at approximately 1700 hours, Chief Allen, Captain Yero and the Town Public Works Director conducted an assessment of the Town which revealed:

- Downed trees, downed power lines, downed cable lines, downed and damaged fencing, and debris in the roadways
 - Traffic control devices to include traffic signals and street stop signs were damaged and non-functional
 - Flooding was observed throughout the Town and especially in the residential areas, western-end of Town, Town Park at 96th Street, and along Harding Avenue. During this time the flooding in Surfside was exacerbated by exceptionally high tides. Flooding in the western-end of Town, along Harding Avenue, and the residential area south of 92 Street. The flooding was exacerbated by exceptionally high tides.
 - Some damage was observed to Town residences
 - Several Police vehicles and a Code Enforcement vehicle suffered storm related damage
 - The winds, water levels, and debris did not safely allow for police patrols to commence until after the assessment was done
- Operational and Town status updates on the aforementioned conditions were provided to the Town Manager by Command Staff and he provided input regarding operational planning and actions. The Town Mayor and Town Elected Officials were updated daily regarding operations and Town status via emails.
 - On Sunday September 10, 2017, at approximately 2000 hours, Chief Allen authorized officers to begin police patrols.
 - At 2030 hours, a soft road closure was initiated, and at 2130 hours a full road closure was initiated prohibiting all persons from entering the Town of Surfside.
 - The surrounding jurisdictions of North Miami, Bay Harbor Islands, Bal Harbour, and Miami Beach all initiated road closures prohibiting persons into their jurisdictions. The road closures were performed in a unified manner with constant communication between jurisdictions.
 - Multiple notifications were sent to residents via Code Red, email blasts, and website posts regarding the status of police services, road closures, flooding and debris affecting roadways.
 - Safety/Welfare checks were conducted by officers at locations, identified pre-storm, where persons had failed to heed the warnings to evacuate. All persons were found to be safe. A neighborhood canvas of residences by Surfside PD personnel was also conducted.
 - Police patrols were initiated reference anti-looting details, crime suppression activities, search and rescue activities, and assisting Miami-Dade Fire Rescue with medical calls for service.
 - Police officers and personnel identified areas with roadway obstructions and

downed wires and cordoned off all these areas with either vehicles, barricades, or police line tape. This was done to ensure the safety of persons and vehicles traveling in Surfside.

- Teco gas was notified to shut off gas lines to the Town
- On Monday September 11, 2017, at approximately 0700 hours, Chief Allen and Public Works Director Randy Stokes authorized the commencement of debris removal on all Town of Surfside roadways. A police detail was assigned to the Public Works employees engaged in the debris removal. The debris removal began on Collins Avenue and Harding Avenue (both S.R. A1A) to allow for the efficient flow of traffic on this main traffic artery. This decision was made in conjunction with surrounding jurisdictions to concentrate on roadway debris removal from State Roads and major roadways. The debris removal detail then moved into the residential neighborhoods.
- On Sunday night September 10, 2017, Chief Allen issued a back to work order for all Police Department personnel that was disseminated to all personnel. The back to work order was for all persons that were not on-duty for the storm to report to work effective 0900 hours on Monday September 11, 2017.
- On Monday September 11, 2017, at approximately 1300 hours, Town Manager Olmedillo and Police Chief Allen authorized Town residents to enter the jurisdiction and return to their homes (Civilian Re-entry Order). Prior to this time, the roadways, debris, and lack of traffic control devices and measures did not allow for the safe passage of vehicles and pedestrians in the Town of Surfside.
 - Police personnel staffed the entry points to Surfside and only allowed Town residents to enter.
- On Monday September 11, 2017, at approximately 1700 hours, the Miami-Dade County Communications Unit experienced a County-wide radio failure of all police radios on all main police channels.
 - All on-duty Surfside personnel with radios were contacted and responded to the police station which was the pre-determined mustering point and all personnel switched to the Municipal Back-up Channel. Supervisors confirmed that all personnel were on the correct channel and the channel was tested for proper operational functionality within the Town. Police personnel were then allowed to return to their duties.
 - At approximately 1725 hours, the Main County Police Radio channels were re-established and were functional. All Surfside personnel were again contacted and instructed to report to the Police station to check that they were back on the main police radio channel.
 - No other radio failures or issues were experienced.
- On Tuesday September 12, 2017, at 0700 hours, the Police Department resumed Full Alpha/Bravo staffing with shifts of 0700-1900 hours and 1900-0700 hours.

- On Friday September 15, 2017, at 0700 hours Full Alpha/Bravo staffing regular Police Department ceased and regular Police Department staffing levels and hours resumed.

Town Liabilities/Injuries

Injuries:

One officer incurred an on-duty injury that necessitated transportation by ambulance to Mount Sinai Hospital. The injury/condition was addressed at the Mount Sinai Emergency Room and the officer was medically cleared to return to work the same day.

Liabilities:

There are no known Town liabilities in relation to Hurricane Irma.

Reported Part I Crimes during Hurricane Irma Incident Period

During the Hurricane incident period of Friday September 8, 2017 – Friday September 15, 2017, the following Part I Crimes were reported to the Surfside Police Department.

Date	Crime	Location	Case Number
09/08/17 - 09/11/17	Burglary - Residential	900 block of 91 Street	172908
09/08/17 -09/11/17	Burglary - Residential	900 block of 91 Street	172959

Critique of Police Response and Conformance with Policies and Procedures

The Surfside Police Department has established Policies and Procedures regarding hurricane and emergency events through authorized Surfside Police Administrative Directives (03-01 Hurricanes; 12-09 Incident Command System), and also a Town Emergency Management Plan and Procedures Manual. A review of both found that policies and procedures were adhered to and proper actions were taken for the Hurricane event. In regards to the Town Emergency Management Plan and Procedures Manual it is in the last year of a five Fiscal Year operational period (2013-2017) and is in need of revision for positions listed and forms.

The overall response to Hurricane Irma was thorough, effective, and the Town and Police Department was prepared to react. The dedication and forward thinking of staff and employees cannot be overstated. Personnel were exceptional at completing tasks related to their assignment and all Departments worked together towards the common objectives

set by incident command. Incident Command leadership and the supervisory chain-of-command was established Pre-Storm, Landfall, and Post-Storm and all personnel knew their assigned responsibilities and duties. Staffing organization charts were created and distributed to all personnel, to the EOC, and to the Communications Unit prior to the Full Alpha/Bravo staffing implementation. The staffing levels, chain of command, and span of control for all levels of supervision was effective and efficient to meet life safety and storm response related goals and objectives.

Communications was an area that was identified as having needed improvement areas. It was observed that the back-up portable radios did not have an adequate coverage area for police needs and new radios will be evaluated. The Resident Hotline established for residents to receive up-to-date information was under-utilized as most residents are accustomed to directly calling the Surfside Police non-emergency phone number for assistance, and they continued to utilize this number during this storm event. This led to the EOC having to continually interact with the Communications Unit personnel to handle issues and disseminate information. A recommendation to cease using the Resident Hotline will be forwarded to Town Administration.

Documentation of work hours, and activity was observed to be somewhat confusing regarding the use of the ICS 214 activity log form. It was decided that the ICS 214 form would be used in conjunction with the Surfside PD Daily Activity Sheet and that both forms would be submitted with any Overtime Slips to accurately document employee work schedules for payroll and FEMA reimbursement purposes.

Technology was heavily utilized by the Police Department during the Hurricane Irma response in the Town EOC. Overall, the infrastructure and technology present in the EOC was adequate to support the desired level of response. There were several issues with the EOC physical location which impeded cellular service, and radio transmissions resulting in several communications issues. The set-up of the EOC allowed for constant internet access and connectivity with the North Miami EOC, and the Miami-Dade Main EOC to obtain needed information, WebEOC (computer system utilized by Miami-Dade EOC) status board information, and ability to request equipment and services. The ability to disseminate information Pre-Storm, Landfall, and Post-Storm to residents, and the business community was extremely efficient and a positive attribute for the Town and Police Department. The citizenry was up to date on what to do prior to the storm, and after the storm including available information regarding Miami-Dade County, State of Florida, and FEMA information. FEMA Disaster Recovery Center information and locations for Miami-Dade County, FEMA Disaster Survivor Assistance Team information, Disaster Resources information, Safety Tips and information for residents after a hurricane were all

provided via website links on the Town of Surfside website homepage under the “Town News” section.

The South Florida area has not needed to respond to a hurricane in many years. The Town of Surfside has not had to utilize many of the established emergency plans and protocols, and many of the police personnel have not gone through a Full Alpha/Bravo ICS format activation in their careers. Given the lack of practical experience, personnel responded at an optimal level and were able to accomplish all required tasks and objectives. Some minor adjustments will be recommended regarding sleeping areas, generator needs, and food considerations.

Due to the changing speed and timeframe for landfall of Hurricane Irma and the unpredictable nature of the forecast track, the landfall team assignment changed between the Alpha and Bravo staffing. Police personnel were provided with updates on the storm movement and the decisions of the Command Staff were disseminated to all personnel in personalized meetings with squads. Police personnel were provided ample notice of their assignment to the landfall team or non-landfall team and they had sufficient time to prepare their families and homes for the storm event. Personnel were provided timely notice to return to work after the storm and only one employee was not able to arrive to work at the designated time due to family and storm related issues. Overall the response and staffing of the Hurricane Irma event was exceptional.

Prior to the storm, personnel effectively ensured the safety of residents who were evacuating and securing their homes. Assistance was rendered to several residents that did not initially heed the evacuation order but then decided to evacuate at the request of family members, neighbors, or elected officials. Police personnel assisted and obtained safe passage for these persons to shelters or other facilities. Police personnel enforced road closures after the storm which allowed for the clearing of debris by the Public Works Department prior to allowing residents back into Surfside and to their residences.

Throughout the Hurricane Irma event the inter-agency cooperation, coordination of details, and information sharing between local Police Chiefs and Miami-Dade County was on-going and assisted in the efficient and effective delivery of services.

The demobilization process was done in an efficient manner and personnel were transitioned to a modified Alpha/Bravo staffing after the storm and back to normal shift staffing for all personnel on Friday 09-15-2017. The Surfside EOC demobilized and ceased operations in conjunction with the North Miami PD EOC. These staffing actions

allowed for sufficient levels during each operational period in the incident and all personnel were informed of the dates/times of the staffing changes.

Observations showed a highly dedicated team working towards providing a timely and effective response to a particularly difficult storm. Town staff leveraged the resources available to accomplish the established incident objectives. The small number of deficiencies observed will serve as opportunities for growth and will be utilized as training opportunities to correct. The Town and Police Department adhered to the adopted Emergency Management Plan and Procedures, authorized Police Administrative Directives, and took all the appropriate and necessary actions to ensure the safety and well-being of the Town's residents, business entities, and Town interests.

Hurricane Irma Meetings with Police Personnel

Police Chief Allen instructed Command Staff to set up Police personnel meetings following Hurricane Irma to gain insight into each employee's thoughts and perspective regarding the effectiveness and efficiency of the Hurricane Response Plan, and to obtain a comprehensive critique to identify areas of improvement for the purpose of achieving optimal performance during future events. The meetings were held with all essential employees that worked during Hurricane Irma and were conducted by squad. The meetings took place on 09-21-17, 09-26-17, and 10-05-17, and focused on the following core areas as discussion points: Family Preparations, Training, Notifications, Work Schedules / Staffing Levels, ICS Command Structure / Supervision, Employee Role in Plan, Inter-Agency cooperation / assistance, Information regarding EOC / Shelters / Other needs for citizens, Radio Communications, Coordination with Public Works and other Town Departments, Equipment Staging Areas, Equipment Needs, Fuel Needs, Decision on locations for landfall team and after storm / Sleeping arrangements, Food / Other Personal needs, Debris Management, Strengths and Weaknesses in the Hurricane Response Plan, and Recommendations for Improvement for future events. These meetings led to the following list of strengths, areas of improvement, and equipment needs:

Strengths:

- Positive teamwork
- Command Staff and supervisors were on the road with officers
- Residents were appreciative of police and Town efforts / Appreciation Breakfasts and food donations
- Minimal crime incidents
- Had sufficient time to prepare for safety of families and homes
- Good police staffing plan and allotment of personnel between shifts
- Effective flow of information

- Personnel allowed adequate resting periods
- Notifications to employees reference work schedules was good
- Use of water and food truck to provide officers on details with needed nourishment
- Police traffic posts, check points, and coordination with other law enforcement agencies was extremely positive
- Only one employee injury
- Training prior to storm event
- Police visibility before and after storm
- On-going notifications to residents

Areas for Improvement:

- Should have come off streets earlier
- Training to determine if downed lines are electric or other types
- Determine an area to store police vehicles for officers on landfall team to minimize potential damage
- Have spare tires mounted on wheels stored at Town Hall for vehicles that incur tire damage during storm
- Requests to move elderly out of Town at last minute
- Advise residents that after an evacuation they will not be able to reenter the Town for a period of time after the storm passes
- Establish a law enforcement travel path for officers coming to work to quickly navigate the check points that delayed them
- Provide fuel to civilians that are working and are unable to easily access fuel due to long lines at gas stations

Equipment Needs and Supplies:

- Stand-alone wall air conditioning unit for Communications Unit
- Upgrade the 2-way radios
- Fans both electric and battery operated
- Battery operated lights/lanterns
- Sleeping cots
- Food considerations
- Sand bags to secure portable stop signs and barricades
- Sand bags to impeded the flow of water into the police garage area
- Portable generator operated traffic signals
- SUV police vehicles as flooding and debris rendered police sedans ineffective
- Additional large flood lights
- Oven and large refrigerator for Town kitchen for meal storage and preparation
- Purchase canisters of Fix-A-Flat for minor tire punctures
- Purchase a gas BBQ unit
- Repeater for police radio in Town Hall building

On Monday 10-09-17, a Post Hurricane Irma Workshop Meeting was held in the Town Hall Training Room with Directors and representatives of each Town Department to discuss the effectiveness and efficiency of the Hurricane Response Plan, and to obtain a comprehensive critique to identify areas of improvement for the purpose of achieving optimal performance during future events. This meeting was also a preparation meeting to determine the topics and manner in which a Post Hurricane Irma Workshop-Town Hall Meeting scheduled to take place on November 1, 2017 at Town Hall for all residents and businesses in Surfside.

Local Police Departments Multi-Agency Meeting on Hurricane Irma October 18, 2017

On October 18, 2017, Police Chiefs and Command Staff from various agencies in the Northeast Miami-Dade area met at the Morris Broad Community Center to discuss their respective after action reports from Hurricane Irma and suggest methods of improvement for future natural disasters and events.

The following agencies were present and represented:

- Surfside: Chief Allen
- Bal Harbour: Chief De La Rosa, Captain Flowers, Lieutenant Amago
- Bay Harbor Islands: Chief Hemingway, Captain Noel
- Golden Beach: Chief Herbello
- Indian Creek: Chief Maher
- Miami Beach: Chief Oates, Assistant Chief Clements, Captain Morgalo
- North Bay Village: Chief Noreiga
- North Miami: Assistant Chief Bage, Commander Brinson
- North Miami Beach: Chief Hernandez, Major Marciante
- Sunny Isles Beach: Captain Snyder

Discussion Points:

Agencies discussed the positive and negative experiences regarding Hurricane Irma (pre, during, and post). Below are some of the key topics from various departments that were recognized:

- Surfside:
 - SPD praised the assistance received from the North Miami EOC focusing on how communications were up and running throughout the storm and that they were able to receive regular updates and reports.
 - Recognized that social media was overwhelmed and programs like CodeRed assisted in sending out information to residents.

- North Miami:
 - NMPD advised that they broke up their personnel into thirds when assigning shelter locations (NMPD Station, North Miami Senior High, North Miami Junior High). They said this format worked out well for them. Both schools are built to withstand category 5 hurricanes. They were able to harbor their police personnel and public works employees in order to deploy the necessary resources once the storm subsided.
 - NMPD EOC had 24 requests for assistance through the Miami-Dade County EOC and all were declined.
 - The shelters were understaffed and there were limited supplies. At one point, the Red Cross volunteers walked out of the shelter. NMPD EOC advised the County EOC of these situations and the County responded that according to their records, everything seemed to be going according to plan.
 - NMPD advised that a command post would be formed at Causeway Plaza in order to assist the barrier islands if it was necessary for future events.
 - NMPD also discussed their relationship with area nursing homes. They made sure that generators were functioning properly, supplies were present, and if the nursing home residents were to evacuate, an address was provided for follow up.

- Bay Harbor Islands:
 - BHIPD served as a middle man between the barrier islands and the mainland by establishing checkpoints for entry
 - The information exchange ended when the Miami-Dade Mayor terminated the conference call days before the actual hurricane arrived.
 - BHIPD was not even advised they were under evacuation and this information was obtained via the media, which is unacceptable. Departments should be given notice prior to media release in order to properly prepare.

- Once again, communication was limited. BHIPD was not told where PODs would be located and could not provide information to residents who called asking regarding the status of such distribution points.
- If the incident was catastrophic, Chief Hemingway wanted to know how officers would be rapidly deployed from shelters and if tools were available after impact to clear roadways. NMPD Assistant Chief Bage stated that all major arteries (125 St, 135 St, US1, and 7 Ave) would be the primary roadways to be cleared immediately thus allowing access to the barrier islands.
- BHIPD obtained backboards and first aid gear from MDFR as rescue would not be responding to calls for service. The staging area for MDFR was unknown to the Department and therefore communication needs to be stronger.
- Indian Creek:
 - There was confusion regarding the release of people from the shelters and they were unable to return to their homes once they left.
- North Miami Beach:
 - NMBPD created an area for officers and their families to seek shelter during the hurricane.
 - A food team of five was established and that was their only task- to continuously prepare and serve food to personnel and their families.
 - Other Departments were able to seek shelter at NMBPD's old facility and the only issue this created was that food and supplies were not easily accessible during the storm. Therefore, the other departments needed to be self-sufficient during the actual storm due to a situation like this until meal and supply delivery could resume.
 - NMBPD's MRAP served as a disaster relief vehicle and was able to clear major roadways (163 St and 19 Ave) and also assist public works in the process.
 - NMBPD discussed the preparation regarding ALFs. Meetings commenced in April and an actual plan was required by June 1. The assigned team would verify that everything is in place and constant communication would occur. Checks were performed two times a day and proved successful.
 - Communication breakdowns occurred with area colleges and universities.
 - NMBPD has completed their after action report and is going to systematically assign and follow up regarding any issues they may have encountered.
- Bal Harbour:

- BHPD is assigned to the NMBPD EOC and even though they felt the EOC did an outstanding job, the Department felt there was a disconnect from their neighboring municipalities.
- BHPD felt they were able to successfully evacuate most residents.
- There was an issue of parking at the shoppes due to social media.
- BHPD was able to secure shelter at the Ritz after the initial shelter at the St. Regis fell through due to a management change. Beds, fans, baths, kitchens, and parking was able to be provided from a higher level. BHPD will enter into a contract agreement with the hotel in order to reserve space for any future incidents.

Recommendations:

- Members present decided that it is imperative that the region becomes self-sufficient in the aspect that they cannot fully depend on Miami-Dade County EOC or State assistance during and after occurrences.
- NMPD advised that they are looking into establishing dedicated telephone lines as opposed to VoIP for their EOC communication base and also acquiring televisions.
- The sexual offender shelter situation is an issue and needs to be addressed as checks were non-existent since offenders were required to self-report.
- Departments need to go on a social media offensive and send information out instead of having residents listening to solely the media.
- BHIPD is in the process of looking to obtain high water vehicles and small vessels. Chief De La Rosa suggested looking into formulating contracts with zodiac for certain times of the year (i.e., July-September).
- ICPD advised that the County should give out better information regarding the release of people from shelters if they cannot return to their homes and that we need to commit either to keeping all barrier islands on total lockdown and stay unified or figure out a better method to allowing residents to pass through the checkpoints.
- Chief De La Rosa suggested creating a placard system for re-entry to the barrier islands. Each municipality would have a different color placard and specified lanes would be created in order to allow re-entry while preventing congestion. Furthermore, this would be a pre-registered event in order to prevent any added chaos from occurring.
- BHPD suggested a coordinated effort with the surrounding municipalities in regards to feeding personnel with either a centralized meeting point or a cooking rotation.
- MBPD is in the process of obtaining another MRAP, which will be able to assist its neighbors to the north.
- MBPD also wants to meet before the hurricane season (preferably April) with the municipalities in attendance in order to properly prepare.

- MBPD would coordinate “Stop the Bleeder” training amongst the agencies so members are instilled with proper medical training when MDRF is unable to respond due to hurricanes and other restrictive events.
- NMBPD advised that it would keep city officials and public information officers in separate quarters from other personnel in order to create a command staff media room.

Summary of Local Police Departments Multi-Agency Meeting October 18, 2017:

The meeting proved successful as agency command staff were able to communicate in an open table conversation and discuss issues that must be addressed prior to the next hurricane season in order to make all the agencies more effective in their preparation and response plan.

Town of Surfside Employee Designations during Hurricane-Emergency Events

All Department employees are designated either Essential or Non-Essential Employees.

- Essential Employees include:
 - All sworn officer full-duty employees
 - Communications Unit personnel
 - Public Service Aides
 - Parking Enforcement
 - Other personnel as designated by the Chief of Police
 - Public Works personnel were deemed Essential employees for Hurricane Irma and were part of the Hurricane Landfall Team.
- Non-Essential Employees include:
 - All non-sworn employees not in the above categories, and light-duty/ISC sworn and civilian employees.

Town of Surfside Employee Staffing During Hurricane Irma

ALPHA SHIFT

A/B staffing will commence on Friday, September 8, 2017, at 1900 hours.

LANDFALL TEAM

COMMAND	CHIEF DAVID ALLEN
	CAPTAIN JULIO YERO

	SQUAD – A 1			SQUAD - B 2	
	Alpha Shift			Alpha Shift	
UNIT	OFFICER		UNIT	OFFICER	
10	J. MATELIS		20	J. TORRES	
11	L. ARCH		22	B. LUKE	
12	J. Valino		23	F. COLONNA	
14	T.CAMPBELL		24	D. MCGAVERN	
15	A. MESA		16	A. LORENTE	
17	E. CARRASQUILLO		72	K. GAMBRIAZIO	

	COMMUNICATIONS	
	OPERATOR	
	SUPV. S. SPERBECK	
	C/O. T. BURNELL	

	SUPPORT	
UNIT	OFFICER	ASSIGNMENT
70	M. CRUZ	SPD EOC
74	B. GABRIEL	SPD EOC
69	CSA DONOSO	SPD EOC
71	D. DULANEY	N. Miami EOC
60	E. JOSEPH	PARKING
68	A. ACOSTA	PARKING
63	H. SMITH	PARKING

BRAVO SHIFT

A/B staffing will commence on Friday, September 8, 2017, at 1900 hours.

POST-STORM TEAM

COMMAND	LIEUTENANT JOHN BAMBIS
----------------	-------------------------------

SQUAD – C 1		SQUAD - D 2	
Bravo Shift		Bravo Shift	
UNIT	OFFICER	UNIT	OFFICER
30	P. MCKENNA	40	J. PACHECO
32	C. LOVELLETTE	41	J. GENTILE
33	D. HERNANDEZ	42	L. RUIZ
34	M. DURANTE	43	KNIGHT
		44	M. SMITH

COMMUNICATIONS	
UNIT	OPERATOR
	C/O J. VILLAR

SUPPORT		ASSIGNMENT
UNIT	OFFICER	
4	R. ALBERTO	EOC
65	J. CASTRO	PARKING

Personnel Authorized Leave Time:

31	J. MATTHEWS	Vac
66	J. DURAN	ML
67	W.PEREZ	Vac

Final Review:

Lieutenant John Bambis

Date

Captain Julio Yero

Date

Chief David Allen

Date

TOWN OF SURFSIDE

Public Works Department

“Florida Power & Light Electrical Line Conflicts with Tree(s)”

February 15, 2017

9293 HARDING AVENUE,
SURFSIDE, FL 33154
PHONE: (305) 861-4863

Prepared By:



Public Works Department



SUMMARY

During week ending 02/18/2017, the Public Works Department performed a field survey to determine areas throughout the Town in where Florida Power and Light (FPL) has above around electrical lines in conflict with tree canopies. A table is being provided in the following section that categorizes severity of conflict in a range from "Low" to "High".

**Tree(s) and FPL Power Line Conflicts
Database of Conflict Locations
Town of Surfside, Florida**

Item # / Picture ID	Address (Property Address or Nearest Intersection)	Date of Data Collection	Data Collector	Severity (Low / Medium / High)	Comments
ID 001	8851 Carlyle Ave	2/13/2017	Hector Gomez	High	Tree growing on service line for property
ID 002	8810 Emerson Ave	2/13/2017	Hector Gomez	Medium	
ID 003	8862 Froude Ave	2/13/2017	Hector Gomez	High	
ID 004	1400 Biscaya Dr	2/13/2017	Hector Gomez	Low	
ID 005	1440 Biscaya Dr	2/13/2017	Hector Gomez	Low	
ID 006	1340 Biscaya Dr	2/13/2017	Hector Gomez	Low	
ID 007	1308 Biscaya Dr	2/13/2017	Hector Gomez	Medium	
ID 008	1268 Biscaya Dr	2/13/2017	Hector Gomez	Medium	
ID 009	88th and Hawthorne Ave	2/13/2017	Hector Gomez	Low	
ID 010	88th and Froude Ave	2/13/2017	Hector Gomez	High	Northwest corner of intersection on empty lot side
ID 011	88th and Carlyle Ave	2/13/2017	Hector Gomez	Low	
ID 012	1000 89 ST	2/14/2017	Hector Gomez	Medium	Garland Ave and 89th Street Southwest corner
ID 013	300 89 ST	2/14/2017	Hector Gomez	Medium	Backyard (Easement area)
ID 014	400 90 ST	2/14/2017	Hector Gomez	High	
ID 015	8935 Byron Ave	2/14/2017	Hector Gomez	High	
ID 016	8989 Byron Ave	2/14/2017	Hector Gomez	High	
ID 017	500 90 ST	2/14/2017	Hector Gomez	Low	Byron and 90th
ID 018	500 90 ST	2/14/2017	Hector Gomez	High	West Line
ID 019	8910 Carlyle Ave	2/14/2017	Hector Gomez	Medium	
ID 020	89th ST and Dickens Ave	2/14/2017	Hector Gomez	Medium	Southwest Corner of intersection
ID 021	825 90 ST	2/14/2017	Hector Gomez	High	
ID 022	8975 Garland Ave	2/14/2017	Hector Gomez	High	
ID 023	8943 Garland Ave	2/14/2017	Hector Gomez	Low	
ID 024	1001 89th ST	2/14/2017	Hector Gomez	High	
ID 025	901 89th ST	2/14/2017	Hector Gomez	Medium	
ID 026	90th ST and Abbot Ave	2/14/2017	Hector Gomez	Low	
ID 027	9064 Abbot Ave	2/14/2017	Hector Gomez	Low	
ID 028	424 91 th ST	2/14/2017	Hector Gomez	Medium	
ID 029	9025 Byron Ave	2/14/2017	Hector Gomez	Low	
ID 030	600 91 ST	2/14/2017	Hector Gomez	High	
ID 031	624 91 ST	2/14/2017	Hector Gomez	Low	
ID 032	9007 Dickens Ave	2/14/2017	Hector Gomez	Low	
ID 033	9010 Emerson Ave	2/14/2017	Hector Gomez	Medium	
ID 034	9024 Emerson Ave	2/14/2017	Hector Gomez	Low	
ID 035	9033 Emerson Ave	2/14/2017	Hector Gomez	Low	
ID 036	9040 Emerson Ave	2/14/2017	Hector Gomez	Low	
ID 037	9056 Emerson Ave	2/14/2017	Hector Gomez	Low	
ID 038	800 91 ST	2/14/2017	Hector Gomez	High	
ID 039	9056 Froude Ave	2/14/2017	Hector Gomez	Low	
ID 040	900 91 ST	2/14/2017	Hector Gomez	Low	
ID 041	916 91 ST	2/14/2017	Hector Gomez	High	
ID 042	501 92 ST	2/14/2017	Hector Gomez	Medium	
ID 043	401 92 ST	2/14/2017	Hector Gomez	Medium	
ID 044	9200 92 ST	2/14/2017	Hector Gomez	High	
ID 045	700 93 ST	2/14/2017	Hector Gomez	High	resident claims sparks at transformer during high winds
ID 046	600 93 ST	2/14/2017	Hector Gomez	High	
ID 047	9289 Carlyle Ave	2/14/2017	Hector Gomez	Low	
ID 048	9256 Abbot Ave	2/14/2017	Hector Gomez	Low	
ID 049	9224 Abbot Ave	2/14/2017	Hector Gomez	Low	
ID 050	9140 Abbot Ave	2/14/2017	Hector Gomez	Low	
ID 051	9140 Abbot Ave	2/14/2017	Hector Gomez	High	
ID 052	9180 Byron Ave	2/14/2017	Hector Gomez	Low	
ID 053	600 93 ST	2/14/2017	Hector Gomez	Low	
ID 054	9224 Byron Ave	2/14/2017	Hector Gomez	Low	

**Tree(s) and FPL Power Line Conflicts
Database of Conflict Locations
Town of Surfside, Florida**

Item # / Picture ID	Address (Property Address or Nearest Intersection)	Date of Data Collection	Data Collector	Severity (Low / Medium / High)	Comments
ID 055	9209 Carlyle Ave	2/14/2017	Hector Gomez	High	
ID 056	9181 Carlyle Ave	2/14/2017	Hector Gomez	Medium	
ID 057	9172 Carlyle Ave	2/14/2017	Hector Gomez	Low	
ID 058	9124 Carlyle Ave	2/14/2017	Hector Gomez	Low	
ID 059	9162 Carlyle Ave	2/14/2017	Hector Gomez	Low	
ID 060	9172 Emerson Ave	2/14/2017	Hector Gomez	Medium	
ID 061	9225 Emerson Ave	2/14/2017	Hector Gomez	High	
ID 062	9241 Emerson Ave	2/14/2017	Hector Gomez	High	
ID 063	9364 Abbot Ave	2/15/2017	Hector Gomez	High	
ID 064	9324 Byron Ave	2/15/2017	Hector Gomez	Low	
ID 065	9357 Byron Ave	2/15/2017	Hector Gomez	Low	
ID 066	9389 Byron Ave	2/15/2017	Hector Gomez	Low	
ID 067	9441 Byron Ave	2/15/2017	Hector Gomez	Medium	
ID 068	9456 Byron ave	2/15/2017	Hector Gomez	Medium	
ID 069	9525 Byron Ave	2/15/2017	Hector Gomez	High	
ID 070	9516 Byron Ave	2/15/2017	Hector Gomez	Medium	service line too low Resident complained
ID 071	9532 Byron Ave	2/15/2017	Hector Gomez	Medium	Nothing on cable only on post
ID 072	9557 Byron Ave	2/15/2017	Hector Gomez	Medium	
ID 073	9441 Abbot Ave	2/15/2017	Hector Gomez	Low	
ID 075	601 93 ST	2/15/2017	Hector Gomez	High	
ID 076	525 93 ST	2/15/2017	Hector Gomez	Medium	
ID 077	9473 Carlyle Ave	2/15/2017	Hector Gomez	High	
ID 078	9489 Carlyle Ave	2/15/2017	Hector Gomez	Medium	
ID 079	9517 Carlyle Ave	2/15/2017	Hector Gomez	Medium	
ID 080	9409 Bay DR	2/15/2017	Hector Gomez	Low	
ID 081	9441 Bay DR	2/15/2017	Hector Gomez	Low	
ID 082	9473 Bay DR	2/15/2017	Hector Gomez	Low	
ID 083	9540 Bay DR	2/15/2017	Hector Gomez	High	
ID 084	9573 Bay DR	2/15/2017	Hector Gomez	Low	
ID 085	9288 Bay DR	2/15/2017	Hector Gomez	Medium	
ID 086	9236 Bay DR	2/15/2017	Hector Gomez	High	
ID 087	9156 Froude Ave	2/15/2017	Hector Gomez	High	Sound coming from equipment
ID 088	9141 Froude Ave	2/15/2017	Hector Gomez	Medium	
ID 089	925 91 ST	2/15/2017	Hector Gomez	High	
ID 090	9164 Bay DR	2/15/2017	Hector Gomez	High	
ID 091	9124 Bay DR	2/15/2017	Hector Gomez	High	
ID 092	9081 Bay DR	2/15/2017	Hector Gomez	Low	
ID 093	9025 Bay DR	2/15/2017	Hector Gomez	High	
ID 094	1116 90 ST	2/15/2017	Hector Gomez	High	
ID 095	9308 Bay DR	2/15/2017	Hector Gomez	Low	

Date of Picture	09/07/2017
Picture	Pre Hurricane Sanitation Department
Location	Residential (Residential Property)
Weather	Sunny (Pre-storm)

Exhibit :

Various Miscellaneous items for bulk pick up.



**Town of Surfside
Public Works Department
Picture Documentation Report**

Date of Picture	09/07/2017
Picture	Pre Hurricane Sanitation Department
Location	Residential (Residential Property. Address not disclosed)
Weather	Sunny (Pre-storm)

Exhibit :

Various hazardous waste items left out for bulk pick up the day before storm.



**Town of Surfside
Public Works Department
Picture Documentation Report**

Date	09/07/2017
Picture	Pre Hurricane Sanitation Department
Location	Residential (Residential Property. Address not disclosed)
Weather	Sunny (Pre-storm)

Exhibit :

Non proper disposal of bulk pick up item.

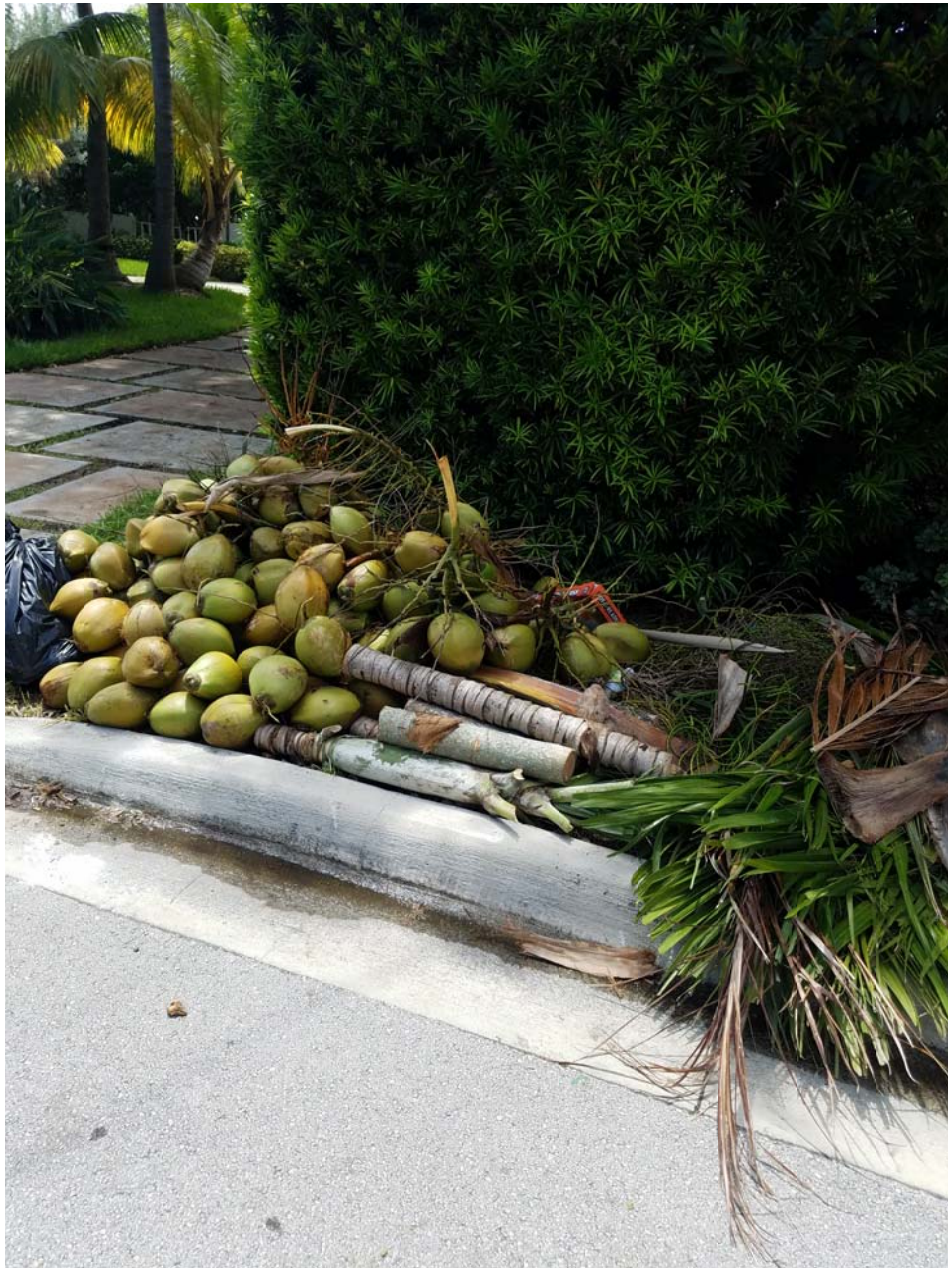


**Town of Surfside
Public Works Department
Picture Documentation Report**

Date	09/07/2017
Picture	Pre Hurricane Sanitation Department
Location	Residential (Residential Property. Address not disclosed)
Weather	Sunny (Pre-storm)

Exhibit :

Tree and fruit trimmings day before storm. To be picked up by hand due to size constraint.



**Town of Surfside
Public Works Department
Picture Documentation Report**

Date	09/07/2017
Picture	Pre Hurricane Sanitation Department
Location	Residential (Residential Property. Address not disclosed)
Weather	Sunny (Pre-storm)

Exhibit :

Tree trimming left on curb side day before storm. Trimming performed by neighbor.



TOWN OF SURFSIDE

Public Works Department

**"Post Hurricane Irma Department Status Update of Operations,
Facilities and Repairs"**

September 22, 2017

9293 HARDING AVENUE,
SURFSIDE, FL 33154
PHONE: (305) 861-4863

Prepared By:



Public Works Department

OVERVIEW

Post Hurricane Irma, various areas of the Public Works Department daily function and operation were disrupted in order to expedite restoration efforts. This communication will address principal concerns in a “Question / Answer” format.

What is the status of debris removal?

On September 13, 2017 the Town commenced debris removal throughout the residential area. Attachment A – “Hurricane Irma – Debris Cleaning Look Ahead”, presents status of debris removal and proposed duration to complete. Attachment A is broken down in Map diagram and Gantt chart format.

What are the Status of Public Facilities and Public Spaces?

This communication addresses Public Works managed facilities such as Town Hall and Lift / Pump Station site locations to name a few. Refer to Table A – “Public Works Facilities Status” below for a complete list and status update:

Location ID	Location	Status	Comment
1	94th Street End Pump Station	Good	No physical damage to system.
2	92nd Street End Pump Station / Yard	Good w/ Comment	No physical damage to station. Property fence was damaged and needs to be replaced.
3	93rd Street Sewer Lift Station	Good	No physical damage. Generator was re-filled with fuel.
4	89th Street Pump Station	Good	No physical damage to system.
5	89th Street Sewer Lift Station	Good	No physical damage. Generator was re-filled with fuel.
6	Carlisle Ave Street End Pump Station	Good	No physical damage to system.
7	Downtown Surfside Right of Way	Good w/ Comment	Three overhead street lights were damaged and need to be repaired. Attempting to obtain through warranty.
8	Town Hall	Need Repair	Minor damage throughout building. Damage includes "Town of Surfside" letter damage, garage door damage and shutters damage.
9	Downtown Surfside Parking Lot	Good w/ Comment	No physical damage to asphalt, curbs, stalls and sidewalk. Misc. landscape damage to gumbo limbo that needs to be re-staked (3 each).
10	Post Office Parking Lot	Good	No damage and debris has been picked up.
11	94th Street Parking Lot	Good w/ Comment	No physical damage to asphalt, curbs, stalls and sidewalk. Misc. landscape damage to gumbo limbo that needs to be re-staked (3 each).
12	Town Hall Parking Lot	Good	No damage and debris has been picked up.
13	Emergency Beach Hard Pack	Need Repair	Various seagrapes blew over. Various 4x4 posts need to be replaced. Rope fencing needs to be repaired.
14	Bus Shelters	Need Repair	two shelters were damaged. Glass has been ordered for repair. Damage shelters are on 93rd and Harding Ave / 90th and Harding Ave

Table A – “Public Works Facilities Status”

What is the status of beach maintenance?

On September 20, 2017 the beach was combed, graded and raked by Town hired contractor. Debris accumulated from this work has been stock-piled at the 96th street beach end and will be hauled away by the Town’s Sanitation Department with operations commencing on September 22, 2017. Hauling operations are expected to conclude by mid-week ending September 30, 2017.

What is the status of regular waste and recycling collection?

The Town resumed scheduled waste collection as per “Solid Waste Residential Service Calendar – 2017” on September 14, 2017. The Town resumed scheduled recycling collection as per “Solid Waste Residential Service Calendar – 2017” on September 18, 2017. Bulk waste pick up has not been resumed due to resources being allocated to debris collection from Hurricane Irma. Bulk waste pick up is tentatively scheduled to resume for week ending of October 21, 2017. Residents are reminded to no bring out bulk waste prior to October 14, 2017 in order to maintain roadways with minimal obstructions. See attached Attachment B – “Solid Waste Residential Service Calendar – 2017” as a reference.

When will street sweeping resume?

Street sweeping is scheduled to resume for week ending of October 07, 2017. By this time, the majority of Hurricane debris and yard maintenance being performed will be complete and allow for the efficient use of street sweepers. Street sweeping operation will resume extensively accommodating for beyond normal debris conditions. Additionally, drainage structure cleaning with VACTOR truck contractor is being scheduled to commence after sweeping operation. Manual drainage structure cleaning will remain ongoing with Water and Sewer Department when resources are freed up from Debris collection.

What is the status of restoration of street signs?

The following inventory as shown in Table B – “*Damaged Signage Inventory*” for damaged signage was established during post hurricane Public Works Assessment:

Item Number	Item	Quantity	Unit
1	Non Salvageable Street Signage	25	Each
2	Salvageable Signage	105	Each

Table B – “*Damaged Signage Inventory*”

Table B separates damaged signage conditions into two groups. Group with **Item Number 1** are non-salvageable signs that will need to be completely replaced (Post and Sign). Group with **Item Number 2** have one or two salvageable components and can be re-installed. All material required for operation was delivered on September 15, 2017 by local supplier.

Currently with minimal interruptions permitted, the Maintenance Department is averaging 10 sign corrections a day. Some of the various interruptions impeding production include work orders by other departments, emergency response and labor resource re-allocation to other Public Work Departments such as sick and vacation leave substitutions. Based on projections, the Public Works Department anticipates being finalized with all signage work for week ending October 07, 2017.

Attachment A

“Hurricane Irma – Debris Cleaning Look Ahead”

2 Pages

Attachment B

“Solid Waste Residential Service Calendar – 2017”

1 Page

SOLID WASTE RESIDENTIAL SERVICE CALENDAR

2016-2017

Jun 2016						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

Jul 2016						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

Aug 2016						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Sep 2016						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Oct 2016						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

Nov 2016						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

Dec 2016						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

Jan 2017						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Feb 2017						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				


Mar 2017						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

Apr 2017						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May 2017						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

 Vegetation Collection Day

Residential household trash is collected Monday-Friday

 Bulk Collection Day

*Dates are subject to change

 Recycling Collection Day

TOWN OF SURFSIDE

Public Works Department

“Hurricane Irma – Debris Cleaning Update 09/29/2017”

September 29, 2017

9293 HARDING AVENUE,
SURFSIDE, FL 33154
PHONE: (305) 861-4863

Prepared By:

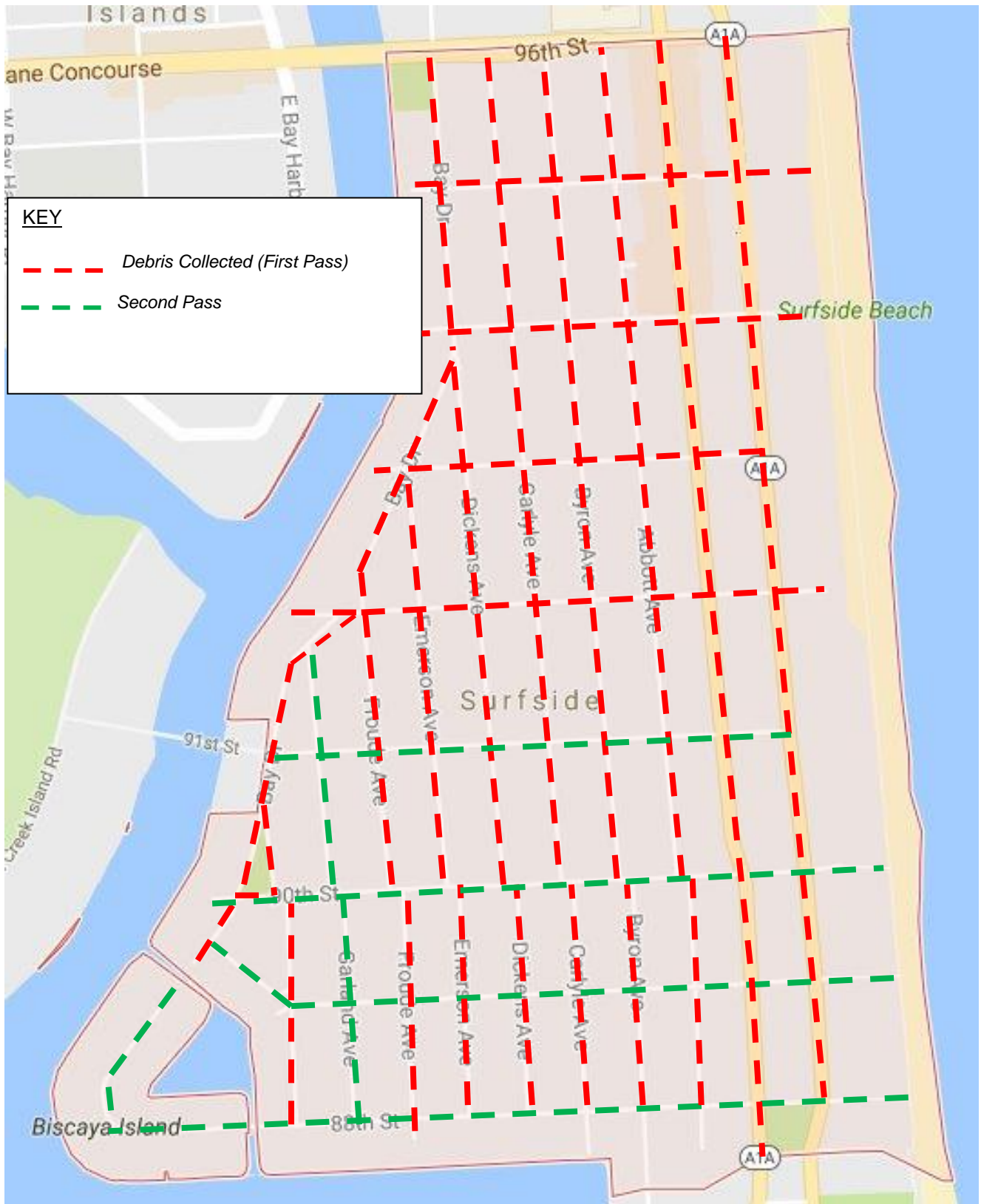


Public Works Department



Public Works Department Update as of 09/29/2017:

- Substantial completion on signage correction throughout Town. Various signs required being plum but work is pending. Plum correction will be performed when resources are freed from hard pack repairs and debris collection.
- As of 09/27/2017, all Town of Surfside roadways had been cleared of debris at least one time. Currently all crews (4 total) are in process of second round of debris clearing.
- Current sub-contractors and resources working on debris clearing are as follows:
 - Crew 01 - Town of Surfside (3 person team) – Commenced work on 09/13/2017
 - Crew 02 - Luke's Landscaping (2 crews) – Commenced work on 09/14/2017
 - Crew 03 - DRC (1 operator and 2 Town of Surfside Staff) – Commenced work on 09/21/2017
- Bulk waste items are currently not being picked up. Expecting to recommence bulk waste pick up on week ending 10/14/2017.
- Two Crews are scheduled to work on Saturday, 09/30/2017. The crews are as follows:
 - Crew 01
 - Crew 03
- Hard pack repairs are scheduled to commence on Saturday, 09/30/2017 with 2 Town of Surfside Personnel. 4" X 4" wood posts were delivered to Town on 09/29/2017.
- Refer to next page for Town wide update of Debris Clearing.
- FPL and FDOT have been notified of non-working street lights and are currently being investigated.
- 9300 Debris Stock pile has been chipped one time. Scheduling second chipping mobilization for week ending 10/07/2017.
- Various "critical" piles creating roadway visibility hazards have been cleared.



TOWN OF SURFSIDE

Public Works Department

“Hurricane Irma – Debris Cleaning Update 10/06/2017”

October 06, 2017

9293 HARDING AVENUE,
SURFSIDE, FL 33154
PHONE: (305) 861-4863

Prepared By:

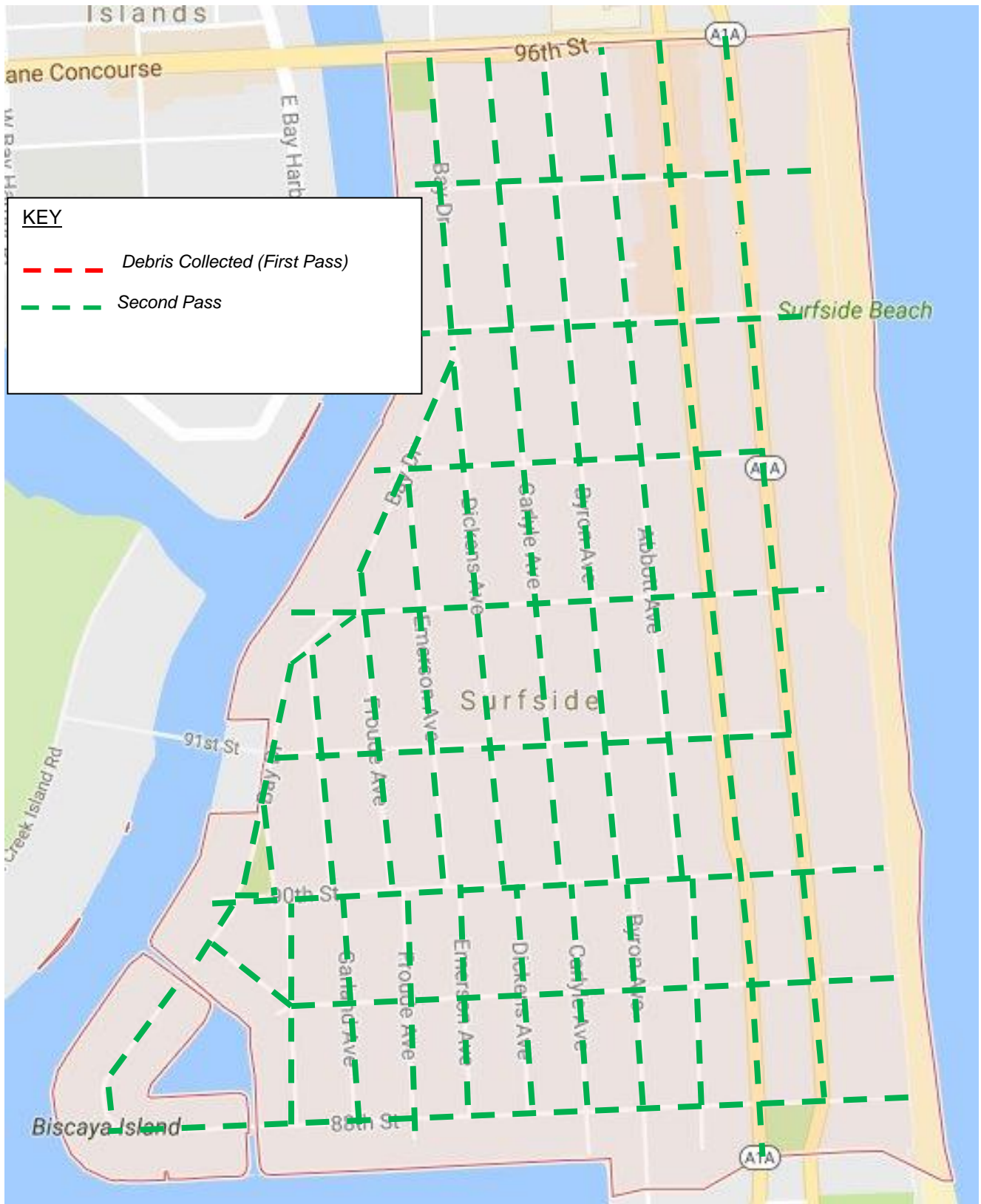


Public Works Department



Public Works Department Update as of 10/06/2017:

- All signage throughout Town has been placed back up. Plumbing for signage will occur during week ending 10/04/2017.
- As of 10/06/2017, all roadways have had two passes for debris pick up. Various vegetation debris remains due to landscape maintenance work ongoing and landscaper contractors not hauling away trimmings as per ordinance. Ordinance currently not being enforced.
- Bulk waste pick up is scheduled to resume on 10/09/2017.
- Currently only crew 01 (Town in-house resource) remains with debris pick up. Contractors assisting with debris pick up have been demobilized due to substantial completion with debris pick up.
- All hard pack damages have been repaired except for hard pack grading and sea grape corrections. Hard pack grading is scheduled to resume during week ending 10/14/2017.
- Refer to next page for Town wide update of Debris Clearing.
- FPL and FDOT have been notified of non-working street lights and are currently being investigated. There is a phone conversation scheduled with Ryan Fisher, P.E. of FDOT on 10/09/2017.
- 9300 Debris Stock pile has been chipped one time. Scheduling second chipping mobilization was scheduled for week ending 10/07/2017 but re-scheduled for week ending 10/14/2017.
- The Town will work into Saturday, 10/07/2017 with debris pick up in order to finalize.



TOWN OF SURFSIDE

Public Works Department

**“Post Hurricane Irma Department Status Update of Operations,
Facilities and Repairs for Week Ending 10/14/2017”**

October 13, 2017

9293 HARDING AVENUE,
SURFSIDE, FL 33154
PHONE: (305) 861-4863

Prepared By:



Public Works Department



Public Works Department Update for week ending 10/14/2017:

- All signage throughout Town has been placed back up. Plumbing for signage was scheduled for week ending 10/14/2017 but due to heavy rains soil stabilization is not possible. Re-scheduled for week ending 10/21/2017.
- Bulk waste pick up resumed on 10/09/2017.
- As of 10/06/2017, all roadways have had two passes for debris pick up. Remaining vegetation debris and landscape maintenance due to storm will be picked up as per bulk waste schedule with the exception of Saturday, 10/14/2017 which will be last debris (Crew 01) pick up day.
- All hard pack damages have been repaired. The Public Works Department commenced hard pack grading repairs (filling in potholes and corrective work to uneven pathways) during week ending 10/14/2017. Vegetation work on hard pack commenced during week ending 10/14/2017. Vegetation work consists of the following:
 - Walking path weed pulling and trimming
 - Hard pack perimeter fence pulling and trimming
 - Tree maintenance (sea grapes)
- Refer to page 4 for Town wide update of Debris Clearing.
- The following table summarizes damaged / non-working lights and signalization throughout Town with a brief status summary:

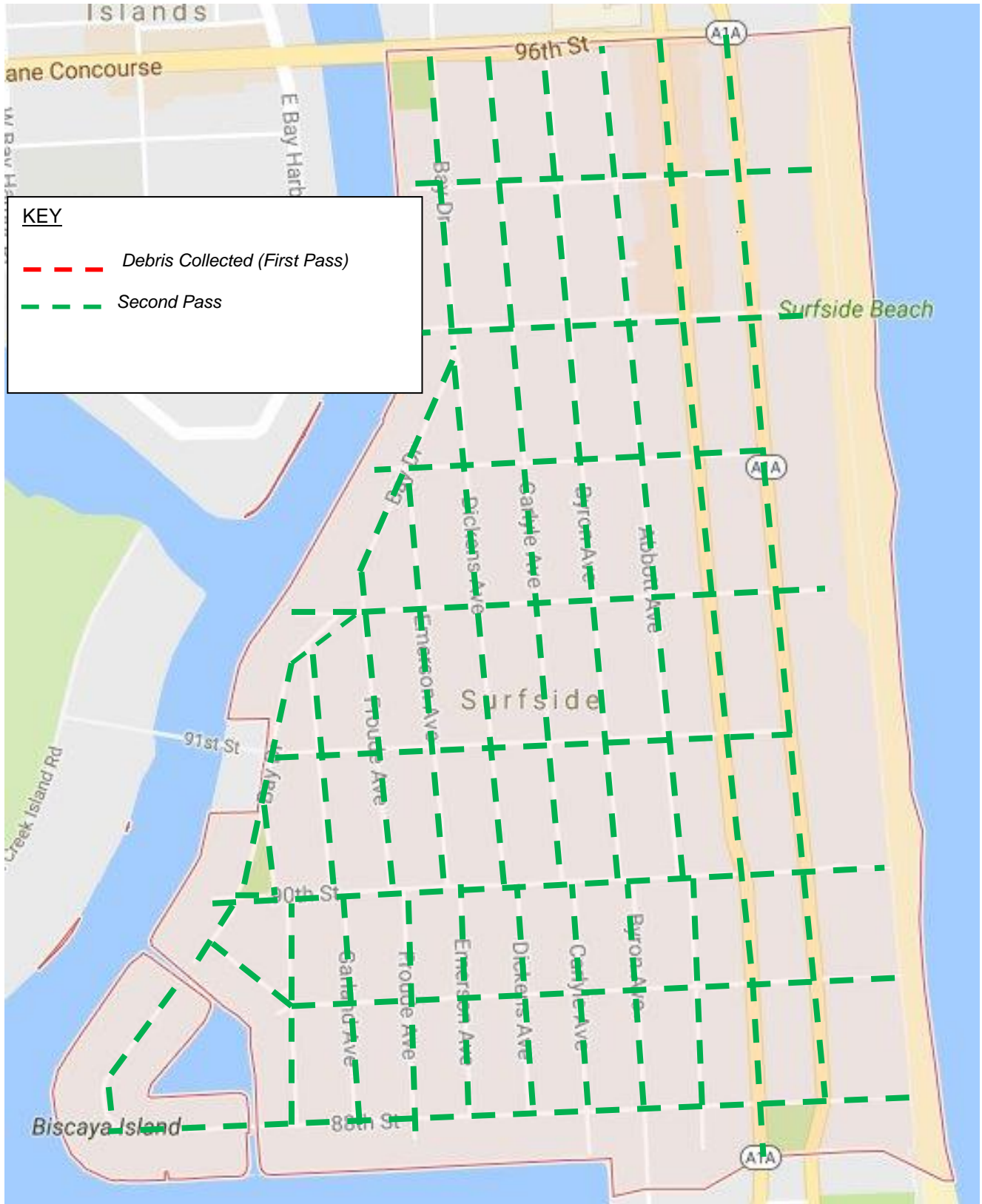
Item Number	Location	Summary of Issue	Repair Status
1	94 th ST to 91 ST on A1A South	Street lights not working	FDOT is investigating issue. No ETA has been provided.
2	94 th ST Crosswalk on A1A South	Crosswalk signalization down. Crosswalk signalization not working	Follow up occurred on 10/13/2017. Open County work order. No ETA has been provided.
3	Various streetlights throughout Town residential	Not working	Inventory created and provided to FPL.
4	91th ST Intersection on A1A South	Not working	Contacted FDOT. Work order is active. No ETA has been provided.
5	93 rd ST and Byron Ave	One Lux Light not Working	To contact contractor regarding warranty.
6	3 total street lights in Downtown Surfside	Not Working (LED)	Contractor provided replacements (under warranty). Pending installation (No lift truck).
7	95 th ST Beach End	Street lights damaged	Current lights are no longer manufactured. Searching for alternative.



- 9300 Lot debris chipping mobilization occurred on 10/13/2017.
- All down parking lot trees have been re-installed / re-staked. See picture below:



- Community Garden fence perimeter has been repaired and area has been secured. No further action will be taken with location.
- Street Sweeping operations scheduled for week ending 10/21/2017 (Projected date: 10/17/2017).
- Even though residents have not been officially notified to have landscaper haul out landscape maintenance debris, the Town has notified various residents on a case to case basis of excessive debris not being hauled out by landscape contractor in an effort to transition back to normal schedule. Ordinance is currently not being enforced.



TOWN OF SURFSIDE

Public Works Department

**“Post Hurricane Irma Department Status Update of Operations,
Facilities and Repairs for Week Ending 10/21/2017”**

October 23, 2017

9293 HARDING AVENUE,
SURFSIDE, FL 33154
PHONE: (305) 861-4863

Prepared By:



Public Works Department



Public Works Department Update for week ending 10/21/2017:

- Bulk waste pick up resumed on 10/09/2017.
- As of 10/06/2017, all roadways have had two passes for debris pick up. Remaining vegetation debris and landscape maintenance due to storm will be picked up as per bulk waste schedule with the exception of Saturday, 10/14/2017 which will be last debris (Crew 01) pick up day.
- Notification for termination of hurricane / maintenance debris pick up was sent off via E-blast to residents. A two day grace period will be held by the Public Works Department with enforcement commencing on 10/25/2017.
- All hard pack damages have been repaired. The Public Works Department commenced hard pack grading repairs (filling in potholes and corrective work to uneven pathways) during week ending 10/14/2017. Vegetation work on hard pack commenced during week ending 10/14/2017. Vegetation work consists of the following:
 - Walking path weed pulling and trimming
 - Hard pack perimeter fence pulling and trimming
 - Tree maintenance (sea grapes)

Vegetation work remains on-going.

- Debris site chipping operation was demobilized during week ending 10/21/2017. Hauling out of chipping is to commence during week ending 10/28/2017.
- The following table summarizes damaged / non-working lights and signalization throughout Town with a brief status summary:

Item Number	Location	Summary of Issue	Repair Status
1	94 th ST to 91 ST on A1A South	Street lights not working	To follow up on status.
2	94 th ST Crosswalk on A1A South	Crosswalk signalization down. Crosswalk signalization not working	To follow up on status.
3	Various streetlights throughout Town residential	Not working	To follow up on status.
4	91th ST Intersection on A1A South	Not working	To follow up on status.
5	93 rd ST and Byron Ave	One Lux Light not Working	To schedule contractor.
6	3 total street lights in Downtown Surfside	Not Working (LED)	To schedule install contractor.
7	95 th ST Beach End	Street lights damaged	Quote to be executed during week ending 10/28.



- Street sweeping operation occurred during week ending 10/21/2017.
- Total volume collected of landscaping / hurricane debris is estimated to be 15,000 CY. This is a conservative quantity that will be cross checked with haul out tickets (hauling out of chipped material). 15,000 CY was obtained using daily debris collection tickets for each collection crew that records volume per load.
- All catch basins were checked for debris fullness level. This will be used for prioritizing structure cleaning with vector truck contractor.
- A new tree trimming inventory is being composed by the Department for Town-wide private and public landscaping. New inventory will be cross checked with previous inventory from February 2017.

RESOLUTION NO. 17-2458

A RESOLUTION OF THE TOWN COMMISSION OF THE TOWN OF SURFSIDE, FLORIDA, URGING THE FLORIDA PUBLIC SERVICE COMMISSION TO REQUIRE FLORIDA POWER & LIGHT TO IMPROVE SAFETY, RELIABILITY AND SERVICE OF ITS ELECTRIC FACILITIES WITHIN THE TOWN OF SURFSIDE, INCLUDING HURRICANE PREPAREDNESS AND RESTORATION EFFORTS; PROVIDING FOR AUTHORIZATION; PROVIDING FOR TRANSMITTAL; AND PROVIDING FOR AN EFFECTIVE DATE

WHEREAS, on Monday, September 4, 2017, Hurricane Irma was declared a major hurricane with maximum sustained winds of 120 mph; and

WHEREAS, Hurricane Irma posed a severe threat to the entire State of Florida and required timely precautions to be taken to protect communities, critical infrastructure, and general welfare; and

WHEREAS, on September 9, 2017, Hurricane Irma made landfall in the State of Florida as a major hurricane, causing substantial damage to power lines and resulting in widespread power outages and interruptions; and

WHEREAS, the Town of Surfside (the "Town") was experiencing reliability and service-related issues in connection with its electric service by Florida Power and Light Company ("FPL"), which issues were intensified in the aftermath of Hurricane Irma; and

WHEREAS, the Town Commission finds that urging the Florida Public Service Commission (the "PSC") to require FPL to improve safety, reliability and service, including hurricane and/or storm preparedness and restoration efforts, is in the best interest of the Town and public safety.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND TOWN COMMISSION OF THE TOWN OF SURFSIDE, FLORIDA, AS FOLLOWS:

Section 1. Recitals. The foregoing recitals are confirmed, adopted, and incorporated herein and made a part hereof by this reference.

Section 2. Urging the PSC. The PSC is hereby urged to require FPL to improve safety, reliability and service, including hurricane and/or storm preparedness and restoration efforts. The Town Commission hereby expresses its support of the PSC's review of electric utility hurricane preparedness and restoration actions.

Section 3. Authorization. The Town Manager and the Town Attorney are hereby authorized to take any and all actions necessary to implement this Resolution, including but not limited to, filing complaint(s) with the PSC and/or intervening in or supporting any proceedings before the PSC related to service improvements and hurricane preparedness and restoration.

Section 4. Transmittal. The Town Clerk is hereby directed to transmit this Resolution to Florida Governor Rick Scott and the PSC and staff as deemed appropriate by the Town Manager to ensure that the Town's position is clearly received and understood.

Section 5. Effective Date. This Resolution shall become effective immediately upon its adoption.


PASSED AND ADOPTED this 10th day of October, 2017.

Motion by Commissioner Karukin

Second by Commissioner Gielchinsky



DANIEL DIETCH, MAYOR

ATTEST: 

Sandra Novoa, MMC, Town Clerk

APPROVED AS TO FORM AND LEGAL SUFFICIENCY
FOR THE TOWN OF SURFSIDE ONLY:



Weiss Serota Helfman Cole & Bierman, P.L.
Town Attorney

FINAL VOTE ON ADOPTION:

Commissioner Daniel Gielchinsky
Commissioner Michael Karukin
Commissioner Tina Paul
Vice-Mayor Barry Cohen
Mayor Daniel Dietch

yes
yes
yes
Absent
yes