

**City of Coral Gables City Commission Meeting  
Agenda Item I-2  
October 8, 2019  
City Commission Chambers  
405 Biltmore Way, Coral Gables, FL**

**City Commission**

**Mayor Raul Valdes-Fauli  
Vice Mayor Vince Lago  
Commissioner Pat Keon  
Commissioner Michael Mena  
Commissioner Jorge Fors**

**City Staff**

**City Manager, Peter Iglesias  
City Attorney, Miriam Ramos  
City Clerk, Billy Urquia  
Fire Chief, Marcos De La Rosa  
Deputy Fire Chief, Marc Stolzenberg**

**Public Speaker(s)**

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Agenda Item I-2 [2:47 p.m.]  
Hurricane Dorian Debriefing.

Mayor Valdes-Fauli: Where was I? Hurricane Dorian.

Vice Mayor Lago: Manager items.

Commissioner Mena: Yeah, I-2.

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Agenda Item I-2 - Hurricane Dorian Debriefing.

Commissioner Keon: I-2.

Fire Chief De La Rosa: Good afternoon, once again. I'm just waiting for them to bring up our PowerPoint.

Mayor Valdes-Fauli: What happened to F-4?

Vice Mayor Lago: We did it.

Fire Chief De La Rosa: So, ladies and gentlemen, Marc Stolzenberg and I just want to give you a briefing on the actions that we took during and the preparation towards Hurricane Dorian. As you know, it was a slow-moving storm. That created a challenge for the City as far as preparedness is concerned and the fact that the actual trajectory of the storm was difficult to predict and prepare for. We began to monitor the storm on -- during the Saturday, October 24. Incident briefings began that Monday. The objective of the incident briefings was we began really early with them with no direction towards our staff, but rather as an awareness piece and everyone started to review their family plans as well as their internal plans. Then we started participating with the briefings on Dorian on Tuesday. Now, what that did do for us is that by the time we started to open the EOC or start taking protective actions in the City, staff was well ahead of the game, provided that they had been reviewing and discussing plans much, much earlier. The declaration of a state of emergency was promulgated by the Mayor on Wednesday following the County. Our policy team and department head EOC meetings began on Wednesday, August 28, with Commission briefings that Friday. And the EOC went to a Level II activation over the weekend and through Monday. So, go ahead, Marc.

Deputy Fire Chief Stolzenberg: So, after all the activities of the storm -- obviously, it's a very important thing to do an after-action, kind of find out what happened and how we did and a way to improve. So, we wanted to evaluate the City's storm response. So, from an EM perspective, we composed -- we provide all the City services in a compressed timeline. So, in trying to get this

all as an orchestrated process, that's kind of what we were looking at as we go into our after action. And we took the concept of a SWAT analysis and kind of reworded it. So, you can see that it's - - instead of our strengths, it's what worked, what did not work, what do we improve on and unforeseen issues. From there, we asked each of the departments to look at those headings and kind of respond back with a written response on things that we can improve our plan with. So, some of the things that we felt that worked effectively for us in the EM concept is we definitely felt that there was a collaborative team effort and the willingness to work together. It was essential that the teams come together and open their communication lines. And that was a very strong, positive result of this activity. We also achieved functional responsibility that completed the overall incident action plan. It was amazing that each of the departments took their leadership and their expertise and carried out the details of what needs to be done based on what they can provide. And they came together to the IEP, which is where we want to be, but we rely on all the departments to actually get us there. One of the other unforeseen benefits was we actually exercised our emergency response plan. So, we got to evaluate it from a firsthand perspective. And the other thing we noticed that worked was -- and it's attached to the bottom of that slide -- is the battle rhythm or our schedule. It was a clear schedule that everybody in the EOC had access to and can timeline the things that we had to do to either be ready or what was coming up next. And again, the main point of that was open communications.

Fire Chief De La Rosa: Some of the strength that we did notice was an effective joint information plan and implementation. We took great pains to make sure that whatever information was being put out by the City was being put on a uniform method in all our social media platforms, whether it was police, fire, or the City or what we were communicating, whether through the newspaper or face to face. And every day, there was a communication plan and that communication plan went out in a uniform method. In fact, most of you retweeted exactly what we were putting out and reinforcing that message. The same was happening with the business district and -- through Economic Development and making sure that our business and hotels were getting the same information that our residents were and that we were addressing any information that they would need that was specific to them as well. One of our lessons learned or needs assessments from the

blue ribbon was the need to secure resident parking in case they had to secure their vehicles. And that got ahead of us during Irma. That was one of the issues that we wanted to address and plan for. And this time, all our parking garages were secured. There were representatives present and that made sure that we reserved parking in the event that there was an evacuation, that our residents were able to secure their vehicles and that those parking garages were not overloaded by folks that sought inland shelter for their property prior to the storm. Go ahead, Marc, with preestablished contracts.

Deputy Fire Chief Stolzenberg: One of the things that we worked on when we came before you earlier in the hurricane season was determining what we were going to do with our contracts. And Procurement worked very hard securing and updating and keeping us abreast and having preestablished contracts. One thing we did learn from this was that the contracts are there. We do have redundancy in them because, obviously, at some point, one of the contracts -- or one of the provisions of the contract may not go through, so we were ready with multiple contracts, anywhere from debris equipment to food and services, and also, a contract for personnel. So, I think the employee rostering and the documentation unit, what we found with the employee rostering is that we went ahead, and every City employee now is labeled either as a Tier one or Tier two, so there's no miscommunication on what their expectations are during or after a storm. One of the benefits to that is also that we can expand and contract the workforce as needed based on the event. You might be a Tier two today, but tomorrow you could be a Tier one. And all the departments openly communicated, and HR worked with Labor trying to secure that policy, and it worked out very well and effective.

Fire Chief De La Rosa: Early on, our coordination with the senior center allowed us to better serve, better identify what the needs of our senior community was that maybe are not so -- have access or able to use social media and how we can best communicate with them. This continues to be a work in progress, but we made sure that we understood how they best receive information and we had a communication plan that addressed that. And our debris removal plan, we worked very close with Al Zamora and made sure that our equipment and everything that we needed to

pre-stage whether it was our sites, our equipment, was done. So, there was enhancements made to that plan and those enhancements were able to be put into place in this storm, and we feel it worked well.

Deputy Fire Chief Stolzenberg: We looked at some of the opportunities that we can improve on. And one of the things that we discovered was the intelligent app that's citywide, but it is something that we can do our group messaging with. And we instituted that with the policy team and some other groups of the emergency operations and we were able to timeline and get instant information to and from each person as appropriate. So, it helped with our effective communication. We're looking to also the expanding of our food plan. Last time, again, we were here, we talked about how we were going to work things with a Category 1 storm, Category 2, 3 and 4 and move forward with that. So, we went from local to regional to the mass casualty-type situation with the MREs, and we're looking to expand that. And what we're trying to do is trying to look at the team concept and how do we preset orders so that we don't have any delay in getting the order based on what the storm's projecting for us at that moment.

Fire Chief De La Rosa: The other opportunity that we'd like to discuss is the expanding of the vulnerable population program. I think all of you may have heard before the special needs shelters and the list for special needs. Miami-Dade County's Emergency Management has expanded a vulnerable population that they start to pre-identify folks that may not have or meet the criteria of special needs but are still elderly. They're at home, that don't really have access to going anywhere and are going to need wellness checks and some type of follow-up care after a storm. So, again, working with the senior center, we want to expound on that and encourage those folks to register and create that list through Dade County EM that will feed back to us and we're aware of those folks throughout our community. Some of the threats or unforeseen tasks that we would need to address -- and you heard me mention earlier debris removal -- was unscheduled bulk trash. And throughout our meetings and our planning processes, Public Works through Solid Waste and Al Zamora went ahead and, as I mentioned, the storm was a slow-moving storm. They put crews out in the event that debris, especially yard vegetation, was going to be put out as folks were -- are

doing last-minute preparations for their home. That was a great call on their part and the work that they accomplished over the weekend. That was 230 tons of bulk pickup that they picked up on two days, Saturday and Sunday, which would not have been normal pickup days. Now, the storm gave us the opportunity to accomplish that, but if that wouldn't have been the case, then there would have been a lot of flying debris that was put out that was put out past our normally scheduled pickup times. So, for us, the educating of the public and making sure they understand that once your date has gone by as far as picking up solid waste, that putting it is not going to be good for any of us, including the City, and can prepare a hazard. So, if you're going to do last-minute vegetation, trimming, then that needs to be taken by the contractor. Unsecured debris containers on private property. We had that as a challenge, and we're working with the City Attorney's Office to see how we can either have the contractor remove or secure containers that are not done by the construction company that's using them right up to the day of the storm, again, to prevent any issues with regards to flying debris. And the management and coordination of relief efforts. That -- we opened our fire stations for relief efforts and the support from the community was overwhelming. We managed to control it and to take it to receiving facilities. But that is something that we do need to have a formalized plan because we worked well with landscaping. We had some trailers that we were able to secure to start moving some of the donations into them. But other fire departments in the County did have situations where they were overwhelmed, and entire truck bays were taken up with donations. So, we would like to formalize a plan that mitigates that and into the future. So lastly, we came before you in May and we had short-term goals for emergency management. In particular, we wanted to make our city storm ready. The concepts of emergency management and citywide efforts, I think we practiced that over the summer, ramping up to the height of the hurricane season. And that knowledge at a department level or an EM section level was very evident in this storm. Most of the departments were working well ahead of our needs or our requests. Cost tracking enhancements. We incorporated that early and we drilled down to make sure that whatever was being purchased or any hours that were being worked were properly documented. I don't want to pat ourselves on the back, but I believe at one point we were like one of the only municipalities in Dade County that had put their cost allocations out to the County as they were reporting to the state. So, I think that was part and parcel because we began

so early. Marc mentioned the logistical plan earlier and using various vendors and having various degrees of being able to accomplish the same task in case one vendor or one contract failed. That was a process that we were able to exercise during this storm. And either we implemented it in part or in full, but we were able to test the performance of those vendors and reliability of them. And lastly, the joint information center that we spoke about earlier and making sure that we were putting out a unified message to our -- all our citizens through one platform and one message or protective action. So, unless you have any questions of us, that's basically our rundown of the storm.

Vice Mayor Lago: Mr. Manager. Well, I mean, you did a wonderful job. I had the opportunity to visit you, I think it was twice, at the EOC and I got to see you in action, all of you and your entire team. I want to commend you. First off, we got to thank God that we weren't hit by this catastrophic hurricane. And I was very proud of everyone that lived in the City, including the business community, who stepped up. I went to visit the fire station and we collected a lot of good, quality materials and food and all kinds of items that we were able to donate to Bahamas. So, we had to be grateful that, you know, we survived a close one, but we were in good hands. We have a great team. You guys performed, and we'll be ready for the next one, if it does come.

City Manager Iglesias: If I may say, it was a great team effort. Everybody was...

Vice Mayor Lago: It was.

City Manager Iglesias: On point. Everybody was there and very proud of the whole team and how they functioned, and the fact that we were completely ready for whatever was going to come.

Vice Mayor Lago: Yeah. Your team and you guys deserve all the credit, so congratulations.

Commissioner Keon: Yeah.

Fire Chief De La Rosa: Thank you very much.

Commissioner Keon: It was nice to see Chief Stolzenberg back.

Vice Mayor Lago: Yeah.

Deputy Fire Chief Stolzenberg: Thank you. It's good to be back.

Vice Mayor Lago: It is wonderful. It's wonderful to have you back.

Deputy Fire Chief Stolzenberg: Thank you.

Vice Mayor Lago: Years of knowledge and experience, along with our Chief and other Police Chief, who is not here. So, anything else?

Fire Chief De La Rosa: No, that's it.

Vice Mayor Lago: Alright.

City Attorney Ramos: G-7, I don't think we heard. I don't know if we want to...

Vice Mayor Lago: Thank you.