

City of Coral Gables City Commission Meeting
Agenda Item G-1
May 14, 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

Interim City Manager, Peter Iglesias
City Attorney, Miriam Ramos
City Clerk, Billy Urquia
Assistant Finance Director, Celeste Walker
Fire Chief, Marcos De La Rosa
Deputy Fire Chief, Marc Stolzenberg

Public Speaker(s)

Tom Norman
Misha Mladenovic
Jason Neal

Agenda Item G-1 [0:00:00 p.m.]

Presentation of the Blue Ribbon Committee Final Report and Emergency Management presentation by Fire Chief Marcos de la Rosa.

Mayor Valdes-Fauli: Next item is G-1, presentation of the Blue Ribbon Committee Final Report and Emergency Management presentation by Fire Chief Marcos de la Rosa.

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Agenda Item G-1 - Presentation of the Blue Ribbon Committee Final Report and Emergency Management presentation by Fire Chief Marcos de la Rosa.

Assistant Finance Director Walker: Good morning.

Mayor Valdes-Fauli: You're not Marcos de la Rosa.

Assistant Finance Director Walker: I'm his...

Vice Mayor Lago: Good morning.

Assistant Finance Director Walker: I'm his stand-in for this first part. Good morning.

Mayor Valdes-Fauli: Morning.

Assistant Finance Director Walker: Celeste Walker, Procurement Officer. This, again...

Mayor Valdes-Fauli: And can you -- wait, let the room clear.

Commissioner Keon: It was pretty tame.

Mayor Valdes-Fauli: Go ahead. Huh?

Commissioner Keon: It was pretty tame.

Assistant Finance Director Walker: This is the final report of the Blue Ribbon Committee that was put together, spearheaded by our Vice Mayor.

Vice Mayor Lago: Thank you.

Assistant Finance Director Walker: You're welcome.

Vice Mayor Lago: I appreciate that.

Assistant Finance Director Walker: No problem. And the committee was put together to basically review the activities of the city during the Hurricane Irma event and also providing any recommendations for anything that we could improve on moving forward. The committee -- I have some members here that I will introduce. There were a few that were not able to attend, but after the actual presentation of the report, then we will have a presentation by the Fire Chief on the emergency management. So, to begin, I would like to introduce Jason Neal. He's the Governmental Affairs Director of Waste Management, Inc. of Florida; Misha Mladenovic, who's the president of M2E Consulting Engineers; and Tom Norman, who is the Vice President of Operations of Skeletal Dynamics, LLC. These are the committee members that I have here today. I do have a few that were not able to attend, and I will acknowledge them as well. Jose Abreu, who is the Senior Vice President of Gannett Fleming. Jessica Brumley, who is the Vice President for Facilities and Operations for the University of Miami. And Charles Danger, who is a Coral Gables resident. So, if I could have my members come forward. They're going to be able to offer you any feedback or comments or answer any questions that you may have about the final report.

Vice Mayor Lago: Thank you.

Assistant Finance Director Walker: You're welcome.

Mayor Valdes-Fauli: Thank you.

Tom Norman: Good morning, Mr. Mayor, Commissioners.

Vice Mayor Lago: Good morning.

Mayor Valdes-Fauli: Morning.

Mr. Norman: Tom Norman.

Misha Mladenovic: Misha Mladenovic.

Jason Neal: And Jason Neal.

Mayor Valdes-Fauli: Who?

Vice Mayor Lago: Jason Neal.

Commissioner Keon: Jason.

Mr. Neal: The garbage man.

Mr. Norman: I guess, first off, I'd say I'm honored on behalf of the committee members to have been selected to participate in this. We spent about nine or ten months interviewing various staff members and other people and having internal debate as to suggestions that we might be able to put forward to you all. I should lead with we had a limitation on what we could discuss and kind of dig out in terms of Florida Power & Light and the electric utility due to the pending litigation. So, we weren't able to get into very much meat there other than offering some words of our -- you know, our own personal experience. So, we did put that in the report, but we were unable to kind of gather any information or evidence because of that. So, with that, I'd say that we were, I feel, fairly comprehensive. We dug into things such as preparation, communication. We did have some discussion about those utilities, emergency contracts, debris collection, reduction, final disposal and FEMA reimbursement. We covered all of those topics and, in many cases, we didn't need to make suggestions. In many cases, we felt like the City and the staff and everyone who was supporting them did an excellent job, as best as they could in the size of storm that we had. Had this, obviously -- had Hurricane Irma been something more significant, then there could have been some significant deficiencies, and we did offer our suggestions for those. So, hopefully, you've

had an opportunity to review our assessment and, I guess, if you have any questions, we're certainly here to answer those for you.

Vice Mayor Lago: If I may, just first off, I'd like to thank all of you for being here. I know you took time out of your busy schedules. And not only that, you've been working hand in hand with the City for the last ten months since I called for this blue-ribbon panel to be assembled with some of the most bright and talented individuals in our community. I reviewed the findings. I think they're in line with what we expect for the City of Coral Gables. The reason why I called for this blue-ribbon panel is simple. And that is, I worry about the future and I know that my colleagues do the same. We want to offer the residents and the business community only the best. And with your insight and guidance, I'm happy that you found out a lot of the things that staff was doing already in line with what we should be doing. And that's exactly what we expect from the City of Coral Gables. So, I want to make sure that you're aware that we're grateful for your efforts, your commitment to the city. I know you took a lot of your time out of your own personal and business schedule to be here, not today, but over the last ten months. So, I can't thank you enough. And this guidance will pay dividends in the future. Hopefully, we don't have an issue for ten, fifteen years. But this is going to be a blueprint for us to move forward and continue moving forward and offer only the best services during some sort of natural disaster. Thank you.

Mayor Valdes-Fauli: And we're very, very lucky to have counted with your support -- I mean, such a distinguished group. It's a luxury for Coral Gables to have counted on your advice and your meeting, your time, your very valuable suggestions. And on behalf of the City, I want to thank you very, very much for your collaboration, for your suggestions and for having participated.

Mr. Norman: Thank you. It's been an honor.

Mr. Neal: Thank you.

Vice Mayor Lago: Thank you.

Commissioner Keon: Thank you. How...

Mayor Valdes-Fauli: Thank you very, very much.

Commissioner Keon: Now, how do we go about -- if this comes to the Commission, if it goes to the Manager and how do we review this, to the Manager, and take some action on some of the recommendations? I mean, I know this one, you know, particularly, here on, you know, the post storm ambassadors and that seems like a very good idea. And we do have an emergency group that I don't think ever meet. And if they -- maybe we could give some thought to it. You could give -- maybe make a recommendation as to how that group could be -- their mission could be...

Mayor Valdes-Fauli: My member (INAUDIBLE)...

Commissioner Keon: Better established.

Mayor Valdes-Fauli: I divided the neighborhood associations and the president of the neighborhood...

Commissioner Keon: Yeah.

Mayor Valdes-Fauli: Associations among my emergency management people and assigned...

Commissioner Keon: The others.

Mayor Valdes-Fauli: Neighbors to them.

Commissioner Keon: Right. Because I have a number of people still that aren't named on that committee but maybe the mission of that committee, as it stands now, really doesn't task them with this type of thing.

Mayor Valdes-Fauli: Right.

Commissioner Keon: So, you know, maybe we could take a look at that, you know, maybe through the Fire Department who's now our emergency management center, you know, to look at how that group functions and maybe there could be additional tasks and training afforded to that group so that they play a bigger role in the City.

Mayor Valdes-Fauli: I think one of our biggest problems was with the County and that they didn't make their facilities here available for us to dispose of...

City Manager Iglesias: We did not have facilities, Mayor. We had to...

Mayor Valdes-Fauli: To go to Pompano, wasn't it?

City Manager Iglesias: Pompano, yes, yes.

Commissioner Keon: Yes.

City Manager Iglesias: And we have here our emergency manager, Chief De La Rosa, who will provide a presentation dealing with all of the issues that you are discussing, Commissioner Keon.

Commissioner Keon: Okay, thank you. I would -- I -- you know, I interacted quite a bit with Jason Neal during and after the storm only because there are a lot of the units that he services are in the neighborhood that I live in and were flooded. And so, we ended up with a great deal of

debris -- household debris on our street. And I have to tell you, he was -- they were very, very good at coming in and helping us get it cleaned up and getting it out of there so...

City Manager Iglesias: But I can't tell you how...

Commissioner Keon: I'm very thankful to you for your help.

Mayor Valdes-Fauli: They've always been very helpful.

Commissioner Keon: Very helpful. Thank you.

City Manager Iglesias: I can't tell you how fortunate we were during Irma. We were hit with a Category 1. And if Irma had gone north instead of west, we would have been hit with a Category 5+.

Commissioner Keon: Right.

City Manager Iglesias: So, I think our Fire Chief, our new emergency manager, will be discussing that and looking at Category 1 and 2, and then Category 3, 4, and 5, which are considered major storms.

Commissioner Keon: Right.

City Manager Iglesias: So, I think we have a very solid plan that Chief De La Rosa and -- will be discussing now.

Mayor Valdes-Fauli: Why don't we call Chief De La Rosa to speak to us. And thank you very, very much for a very substantial and comprehensive report.

Vice Mayor Lago: Thank you.

Commissioner Keon: Thank you.

Mayor Valdes-Fauli: Chief.

Fire Chief De La Rosa: Good morning, Mr. Mayor and members of the Commission. I'd ask Chief Stolzenberg to meet me here. And what we want to do is give you a brief summary as to where we are with emergency management and where we are going as we move forward from today and from our past emergency management. So, what are our overarching goals? And that is to move beyond the storm, beyond an emergency operations center that just responds to when we have a hurricane, which is really the traditional way that we envision or see an emergency operations center and more to one that is an all hazard, meaning that at any time that EOC could be activated, whether it be a natural disaster -- as we're normally accustomed to -- or an unplanned event, like a major construction accident in the city or a special event. To do that, we need to move to a process driven system, so we're evolving into that. One of the things that we're doing is preparing an event that's beyond the city's capacity. If we reviewed our plans and we looked at how we operate and we're quite capable of handling a storm that fits a Category 1, like Irma, or even a Category 2. But once you leave that and you now move beyond the capacity of the city to be able to sustain itself or respond to that because we have a major disaster that has impacted our infrastructure and where we reside and our critical buildings in the city. An example of that would be a direct hit like Hurricane Andrew, or the most recently, Hurricane Michael. So, where do our plans fit in once we now need to evolve into the assistance either from the state level or from a federal level? The same goes with NIMS nomenclature and that kind of goes together. NIMS stands for National Incident Management Systems. And think of that as a coordination and communication tool that is from the federal government. And we're reviewing all our plans and making sure that we are speaking the language of NIMS. Why? Because if we have an incident that expands our capacity, everything that we do, every position that we have should be using titling and typing from NIMS so that if an incident management team comes in from Washington

state to assist us in our emergency operations center, they should know exactly where to sit and what task we need to accomplish. That is the goal that I'm looking for when I speak of NIMS nomenclature. Our citywide plans that are specific to our community -- and we've mentioned a little bit -- prior to me coming up here, we mentioned debris management plans. And we're going through all our plans, meeting with all department directors and saying does this plan actually reflect what is expected of you and what your department should do. What do we need to change it and at the same time, what can we do to make it a quick glance. Plans are really good when you're able to read them, but they should also have a section that is a quick glance that if today I had to open my EOC, you can open to that page and know by form of checklist exactly what you need to do. Some of our plans already have that. Those that don't, we're evolving into that. Resource allocation and cost tracking enhancements. One of the things in speaking to the Finance Director that we're evolving to is the cost recovery and cost allocation and tracking is going to begin from the moment we've declared an emergency. That is the best way to keep all our paperwork and documentation up to date. So, we're embedding specific folks just to handle that administrative functions wherever we are deploying a base of operations in the city. So, whether that be in the EOC, the fire stations, roll call room in the police department or Public Works, there's going to be administrative personnel that are going to start tracking and handling all of the paperwork that's critical to our reimbursement process. That does not become a burden later on to our folks in the Finance Department, and at the same time, we're able to make sure it is clear and concise from the beginning. I think that's going to go very far in creating a more effective and efficient system when it comes to cost recovery. So, one of my goals was to add to the staff that'll help me get where I want to go -- or where we want to go with emergency management. And that was bringing onboard retired Chief Marc Stolzenberg. Aside from being a colleague and someone that I had a very good professional relationship with, he is someone who's very knowledgeable and experienced in emergency management. He served in all the functions of the City's response. He's very knowledgeable in all aspects of emergency management, not only in our city but in the County and the state level as well. And he brings the historical knowledge of our city's operations, where have we been, what's worked, what hasn't worked in the past. So, in essence, if I could surmise that, it would be that I was able to onboard a subject matter expert in

emergency management that was really turnkey in assisting us to get where we want to go from today with emergency management. So, with that, I asked our emergency planner now, who's our former chief, to introduce what are our short-term objectives with emergency management. Go ahead, Marc.

Deputy Fire Chief Stolzenberg: Thank you. Good morning. First, it's a pleasure to be back. I never thought I'd be standing here speaking again in front of the City Commission. But the last public speaking I think I did was to my two kids on Skype. So, it's a pleasure. And I'm enjoying the challenge of bringing back success that we've had in the past and where we -- and learning what we've had success in the future since my departure. But I look forward to coming back and adding more to what's already been established. What we're looking at on our storm category, the plans reviewed that we've looked at our focus of our response. So, the first thing we kind of looked at is just said, okay, our establishment that all storms are not the same. Like the City Manager mentioned, if one jigs or jags, you have a different result looking at it. But we can use our wind speed and tidal surge kind of as a predictor for damages or various situations, disruption of services. So, we looked at expanding our plans to incorporate the variables that might be for a Category 1 or 2 or possibly, a 3 to a 5. All of our plans will remain flexible and our efforts are always going to match the situation. So, looking at the 1 or 2, we kind of feel like our response -- our local response, augmented with County resources, are pretty reliable to mitigate any type of incident or storm that we're dealing with at that level. When we looked at a 3 to 5, we started feeling like there's more the external factor that our staff or our leadership teams might be affected due to the location of the storm or the geographic area. So, into that, one of the things that we started looking at and are starting to expand on is the implementation of an incident management team from external resources, preferably at the state level. And that kind of meets the NIMS system and our format of our emergency operations plan matches what the state and federal do so that if we bring in somebody from the outside, the emergency support functions all align with anybody coming in to lead with management experience. We do anticipate that, you know, our personnel, that we might experience a drop in our personnel being able to even respond back to the city, so that's one of the areas we're trying to look at. It is the framework that supports our

local leaderships and the ability to expand our efforts beyond our resources will be enhanced. One of the other items that we looked at for the 3 to 5 level is the coordination of distribution points for our residents. The City -- the County will be augmented -- our sites will be augmented by the County sites and it will only be used for a major disruption of essential items. When we looked at our staffing plan for our citywide response, one of the first things we looked at was our culture was essential and nonessential. In order for emergency management to function, you have to have resources and personnel. So, the first thing we're looking at right now is to declassify between essential and non. Everybody's essential. You'll have predesignated assignments of where you're going to be whether it be pre-storm or post-storm. Not everybody will be called back, but you'll have the idea based on our communications plan that if you're needed you have an idea of where you're going to go and what you're going to do. So, some of the things that we looked at are donation centers, volunteer coordination, communications, which would be in the non-emergency call takers, information distribution, and I think it was referenced in the blue-ribbon panel, the neighborhood ambassadors. Distribution points and food and logistical support. That's another area of -- where staffing becomes very important. And we will provide training for all those aspects of people where they might end up being called back to -- as we looked at our (INAUDIBLE) analysis on plans based on our logistics plans, one of the areas that we felt that we needed to expound on was the ability of anticipated disruption of our food supply to our emergency personnel. So, we're working with Procurement, who has established relationships with vendors via contracts or purchase orders, to ensure that the process is established in order -- how do we move food at that point. But we've also incorporated different levels. So, on a local level, we're looking at a Category 1 or Category 2. We're going to look at local vendors that will be able to provide food for our geographical region. As we start getting into a bigger storm and our areas more impact, we start looking at regional vendors and the plan is as far as how do we get food in. We have different mechanisms. Local vendors will be for 1 and 2. Regional will be for 3 to 5, as needed. We're also looking at the ability to have ready-to-eat meals, MREs, which is not anybody's favorite, but it is a core essential. And in addition, again, culturally, we're looking to expand the concept of self-preservation. We tell our residents to be prepared for three days of sustainment and we're going to tell our workers that too as they come into work to have an idea of

bringing some of their core essentials, god forbid that the food supply is broken for a short period of time. And we'll continue to enhance our relationship with our vendors to enhance this whole logistical food plan. Our communications plan. Well, information sharing, that's something our citizens are all going to expect and it's our job to provide guidance and assistance in that area. So, all forms of media will be disseminated to include print, social, radio, TV. Those will all be the pre-storm event. And as we look at post-storm, one of the areas again was noted in the blue-ribbon result. We're looking at the face to face. So, as we expound on that, the City already has a concept of this -- they're called NICE centers, Neighborhood Information Centers. But prior to activating those, we look to utilize our neighborhood safety aides to use their schools and for their zones that they're already preassigned and already familiar with the people in those zones. And we will supply information to them via the same print media and all the handouts as they traverse through their zones. In addition to that, we've established, and we have nine preestablished locations in communities that if people are -- if there's full disruption of services, that information can be shared face to face right into the local communities and those will be staffed. The cost allocation the Chief mentioned earlier, the staff will -- we're looking at the Finance staff to deploy them into any operational base center. Right now, the ones that we have identified are the rescue recon units and also the EOC. And we've continued to do that to any field center that's needed. This approach will allow the documentation to start from the beginning to be accurate and, hopefully, avoid these time delays that you -- we heard earlier and get the reimbursement process started earlier.

Fire Chief De La Rosa: So, as we evolve towards long-term goals, as I mentioned in my introduction, it is to enhance our ability to deploy an EOC for an unplanned event. It should be a turnkey system. So, if today during inclement weather we have a tornado, that EOC should be able to come up and function. We're there but we need to be much more streamlined when we do that. Evolve the City's ability to gain situational awareness through technology. Right now, our damage assessment is when we're able to place people in different areas of the city and have them assess that damage and report back to the EOC. We've been working -- and IT Director Raimundo's been instrumental in enhancing that ability through technology. So, for instance, what was once referred to as the criminal intelligence or Crime Intelligence Center has evolved into the

Community Intelligence Center. Everything that we're able to use, whether it be license tag readers or cameras that are already fixed in our community, will be integrated into the new EOC at the Public Safety Building. Whatever that center is viewing or being able to see will be integrated down to a desktop. So, excuse me, as we're functioning in the EOC, whatever is happening outside in our community that we have that visual connection to, we can use it. License tag readers can help us start to monitor traffic as we start to call for evacuation zones. So, the technology that's in place now or that geofence that we continue to enhance on, we're using that, incorporating that into the emergency operations center. We've gone ahead and identified funds through Urban Area Security Initiatives, where we're going to be looking at drone technology, both the simple drone that you can see everyday that we're more familiar with to more advanced satellite-controlled drones that allow us to give an aerial perspective of our community immediately following a disaster. And finally, with the Smart City Portal, that open platform, we're identifying data points that are out there already and incorporating them into one specific portal. So, for example, web-based tide monitoring stations or weather stations are now tied into that one central portal, so we can use that for situational awareness. A state-of-the-art functional EOC, I mentioned the technology that we're adding into it. We're also consolidating that center to be into the functions that work. So, for example, as we arrange design the new EOC, Fire, Police, Public Works and Community Services will all be collocated together. They all are critical stakeholders into the operations plan and how we're mitigating or addressing that disaster. So, therefore, they will all be collocated. We've mentioned the importance of communication. We're establishing a joint information center within the EOC. That means all public information officers in the City work in conjunction with the Communications Office to make sure that it's the same concise information is being distributed whether it be print, radio, news, social media or even to our neighborhood information centers. But one place consolidates and puts out the message to make sure that there is no differing of messages going on between the different entities. And lastly, even the arrangement of our furniture, we're looking at configurable furniture for that EOC. As we learn and better enhance the ability to work inside that EOC, we wanted to make sure that we weren't looking at fixed furniture that the only way we could change the arrangement of that EOC is to scrap that and buy new furniture. So, everything that we're looking at has to have that

configurable concept into it when we're designing the new EOC. And lastly, incorporate emergency management to all aspects of the city. So, one example that I could give you to that is the one Chief Stolzenberg mentioned before where all our staffs are essential, so we don't identify nonessential personnel any longer. Another one that I would tell you is I was -- had the opportunity to participate in the strategic plan for our parks last week. And one of the concepts that I introduced into their plan was when we design a park and when we either enhance or build new facilities at our parks, that those buildings should be hardened because those are excellent facilities that we could use either to shelter our personnel prior to a storm. They could be used as sheltering for the families of the ones that are here responding so they don't have to worry about their families. Or as we evolve after a storm, they are ready-made points of distribution or neighborhood centers or areas where our folks can come and access information, access their insurance, access FEMA help. But if those buildings are hardened and are able to sustain a storm above a Category 1 or 2, those are excellent footprints that we could use to expand the access that our emergency operations center has. So, that was one concept that we introduced when we're talking about incorporating EM in all aspects of our city's functions.

Commissioner Mena: Does the -- I'm sorry. I don't mean to interrupt you, but does the University of Miami have hardened facilities like that that we could partner with them on somehow?

Fire Chief De La Rosa: We have introduced that concept to UM. They're identifying hardened buildings as well as incorporating that into their design. The other partnership that we've developed with University of Miami is that they recently had their own drills, some of them being spontaneous events, and we had an active position in those drills. And we're also identifying how their EOC could be a backup EOC to us if we were needed and vice versa. They're in the neighborhood. So, if they need to come and use our facilities for a major event that happens in that university, we should be ready and able to support them and to support whatever needs and functions they have. So, we are expanding our relationship with UM. And I can elaborate also in our food plan. They have a ready set vendors. They have the food there. And during a storm when they evacuate, they do not have those students. So, they have the infrastructure and they

have the capacity. So, as Chief Stolzenberg mentioned, they are incorporated into our Category 1 or 2 plan as to being able to feed our personnel. And that's one of the unique relationships that we've established as of recent. So, in summary, we're aiming towards an all-hazard emergency operations center. We're incorporating a process driven system that is consistent with what is expected from the national standpoint. And if we have to incorporate that access, whether it be regional or federal assets, that we can do so. The incorporation of technology, as I've mentioned -- and lastly, I'll ask Chief Stolzenberg to tell us where we are today as we wrap up.

Deputy Fire Chief Stolzenberg: Well, the first thing I'd look at is our mission. And that's -- we're going to move forward in the city's ability of all aspects of emergency management. Utilizing the Fire Department, we'll work closely with all City departments to instill a sense of confidence in the personnel to achieve that service delivery level that we're expecting. So, our service support and our delivery response capabilities will continue to drill down on our critical plans and that's the first thing we talked about earlier. By doing that, we're expanding the city staffing roster to include all workers. Our rescue recon team, our leadership team has conducted their initial meeting and action overview. The rescue recon team and training equipment review is scheduled. Our satellite cities and our universities have updated the contact information, so we've been in contact with them. And that relationship is already established with the University of Miami. They are a satellite -- or we are their satellite and they come here as our divisional to their satellite. And we do have that relationship to work in the EOC capacity with them so that we're just going to expound on that. Our FP&L rep has been contacted and the meeting is pending. And we have activated our EOC twice in participation of two external drills. The 2019 state hurricane functional exercise was last week, and the University of Miami operation triple threat was approximately three weeks ago. The City will be conducting our exercise. We're scheduling it for late June as of now and we also have scheduled as of May 21, the management retreat to cover the topics of emergency management. And from there, we expect the growth to start.

Mayor Valdes-Fauli: Very good.

Commissioner Keon: Thank you.

Mayor Valdes-Fauli: Any questions?

Commissioner Keon: Could you tell me what NIMS stands for again?

Fire Chief De La Rosa: National Incident Management System.

Commissioner Keon: Oh, okay. Thank you.

Mayor Valdes-Fauli: Thank you, Chiefs. Thank you very, very much for your wonderful presentation and we're in good hands.

Commissioner Mena: I had...

Vice Mayor Lago: Thank you.

Commissioner Mena: I had another quick -- very quick follow-up question because I thought the idea that you mentioned about a drone system of some kind was very interesting, obviously, to give you an aerial view when, you know, the situation where the roads aren't clear or whatever it may be. That -- if that's where we go with this, great. Until we get there, do we do anything in conjunction with either the County or one of our neighboring municipalities as far as like having some sort of helicopter or other sort of aerial ability to view what's going on on the ground until it's cleared?

Fire Chief De La Rosa: Yes. That is in coordination with our -- Miami-Dade County. Once they're up and running and their aerial assets are up and running, we can now receive that damage assessment.

Commissioner Mena: Right.

Fire Chief De La Rosa: So, the way we do it, Commissioners, is, at this point, is a tiered system. So, the -- what we call our initial damage assessment comes from our fire stations. Why? Because they're in the neighborhoods in each area of the city. So, it's a very simple, what you call a windshield survey. So, you basically walk outside and there's a FEMA criteria that not only explains how you can describe the damage but it also has a picture. So, picture number 1, picture number 2, each one is reflective of a different severity of damage. So, if you walk out, you assess the fire station and you assess that neighborhood in that area, the theory being that however that looks is how that area looks in place. So, that's our initial damage assessment, followed by police patrol. As they come out, they use the same damage criteria to report back. The third layer is rescue recon. As the rescue recon teams go out and they go out to each area, now they start using documentation that is able to be fed into a software that's called -- it's a damage assessment software that's called ARM360, which is what the County uses. So, not only are you able to now partner that damage to a GIS mapping or a larger Google Earth type picture that even starts to start documenting property values in that area and starts to assign a value to that area. In there somewhere is also aerial assets. And in addition to that, we are looking at what Fire used during Hurricane Michael, which is an open platform, almost like an app. So, as our firefighters and our police officers go out, you can download an app to your personal phone. It documents -- you can take pictures that now geolocates where you took that picture and it has a drop-down screen that you can assign the level of damage if there's a need for body recovery, for instance, if there's a hazardous material spill. And now that information creates a -- almost like a heat marking as to where they've been and what have they assessed of their damage. So, again, with IT, with everything -- all the software that they identify, we're looking at various layers to assess and quickly get a situational awareness of what our community looks like post-storm.

Commissioner Mena: Thank you, guys.

Fire Chief De La Rosa: You're welcome.

Mayor Valdes-Fauli: Thank you, Chiefs.

Commissioner Keon: Thank you.

Mayor Valdes-Fauli: Thank you very much.

Vice Mayor Lago: Thank you.

Mayor Valdes-Fauli: Very good presentation.

Commissioner Keon: Welcome back, Chief Stolzenberg.

Deputy Fire Chief Stolzenberg: Thank you.

Fire Chief De La Rosa: Yes. I echo that.

Mayor Valdes-Fauli: Thank you.