



# How We Got Here

Locally Built Sheltering in Seminole county



# Prior to Hurricane Matthew

- ▶ ARC informs Seminole County of inability to fulfill sheltering mission to the previously expected level, only staffing management of shelters.
- ▶ EM staff seeks train the trainer course from ARC.
- ▶ County begins to implement Shelter Fundamentals training for county employees.
- ▶ Training is based on ARC doctrine, slightly modified for county use.
- ▶ EM offers 17 training courses for County Employees in the months prior to Hurricane Matthew.
- ▶ EM develops basic shelter staffing kits for deployment with teams.



# Hurricane Matthew – October 2016

- ▶ Called on ARC to staff shelters.
  - ARC only able to provide limited number of Shelter Managers for management of open shelters.
- ▶ First utilization of county employees to conduct shelter operations.
- ▶ County EOC executes just in time training for staff prior to deployment to shelters.



# Hurricane Matthew – Major Issue

- ▶ E-Role Process (Then) - HR calls county employees one by one to come in to work for shelter staffing based on shelter fundamentals training records.
  - Many staff did not know each other.
  - Disorganized, time consuming process. Teams were not created prior.
  - No staff were trained as managers and some had to be voluntold to be managers due to ARC shortfall.
  - Staff's first time in a shelter, and operationally first time deploying kits, supplies, staff for shelter operations.
  - 1<sup>st</sup> major shelter operation in the county in 10 years.
  - Confusion with lack of a solid plan for families of shelter staff.
  - Lack of on-going communication to shelter E-Role employees.



# Hurricane Matthew – Sheltering AAR

- ▶ Restructure E-Role program/shelter staffing program.
- ▶ Enhance shelter kits/inventory of supplies.
- ▶ Restructure and enhance Shelter Fundamentals training, implement Shelter Manager training.
- ▶ Employees noted/complained that shelter training was too long.
- ▶ Improve communication methods and assets at the shelters.
- ▶ Established expectation of cots/shelter comforts for staff and public.
- ▶ Improve slow and complicated shelter registration process (using paper ARC registration forms).



# AAR Solutions

- ▶ Restructure of E-Role.
  - Organized staff based on work location.
  - Pre-identified teams w/ assigned shelter managers.
  - DID NOT include shelter locations.
- ▶ HR now only had to make calls to site managers and placed responsibility on site managers to call/notify staff.
  - This encouraged more people to show up for work.
  - Instilled a sense of responsibility as a vital member of the team.
  - Freed up some HR staff for other roles in the EOC.
  - Set up dependent shelter as an option for shelter workers (county employees) as well as allowed staff to bring families to the shelter they were working at.



# AAR Solutions

- ▶ Conducted training with each team, established reasonable expectations.
  - What staff needs to bring with them
  - Who to report to.
  - Shelter roles.
  - Addressing the many complaints of shelter staff.
- ▶ Shelter Kits and Supplies
  - Developed pre-packaged shelter deployment kits
  - Palletized cots(staff)/supply tuff box
  - Added additional radios, vests, other supplies
  - Included inventory lists as part of the kits



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# AAR Solutions


- ▶ Developed shelter guide for each shelter location.
  - Maps.
  - Contact information.
  - Roles/Responsibilities.
- ▶ Modified ARC shelter training to fit Seminole County needs and shelter management realities.
  - Shortened the course to two hours, no activities.
- ▶ Developed Shelter Management Course.
  - Emphasis on using common sense and solving problems at the lowest level possible.
  - Two hours (included no activities at the time).
  - Continued to offer new training course frequently and on sites as needed.
  - Conducted full scale shelter exercise at a location.
  - *Failed to address management conflict issues between County and School Board.*



# AAR Solutions



- ▶ Improving Communication Methods at the Shelter.
  - 800MHZ radio deployed with each shelter manager.
  - Over the air portable radios included in shelter kits.
  - Mifi units for each shelter.
  - ARES checks/repairs radio antennas.
  - EOC contact info methods listed in shelter guidebooks.
  - Worked with School Board to ensure wifi left on at facilities.
- ▶ Expectations for Cots/ Shelter Comforts.
  - Included in training, significant information for Cots (only for staff and Medically Enhanced Shelters).
  - Updated public information and outreach messages to ensure public is aware that cots will not be provided at general population shelters.
  - Bring what you need to be comfortable.



# Hurricane Irma Hits – September 2017

- ▶ New Shelter E-role process activated.
  - MUCH improved upon Matthew.
- ▶ Mobilization of prepackaged shelter kits.
- ▶ Just in time training conducted (Shelter Manager).
- ▶ *Lead time for shelter set up*
  - Facility changes, public messaging.



# Hurricane Irma – Sheltering AAR

- ▶ Major power loss issues at shelters.
  - Previously unknown generator electrical gaps identified.
  - Generator maintenance / load testing at shelter sites.
  - Coordination of pre-deployed generator/electrical capabilities.
  - Need for on-site School Board facilities staff at every shelter.
  - Identify which schools are internet HUBs for other campuses.
- ▶ Conflict between Principals and County Shelter Managers (confusion of roles/responsibilities).
- ▶ Gaps in shelter kit supplies.
- ▶ Training needs to be *longer*.
  - Including hands-on activities/scenario exercises.
- ▶ Communication failures between shelters and EOC.
- ▶ Resource gaps/expectations/sheltering realities.



# AAR Solutions



- ▶ Conducted site visits for all shelter locations.
  - Full cut of commercial power to identify generator capability.
  - Mapped out operational emergency power outlets, kitchen appliances, lighting, server rooms, etc.
  - Identified options for upgrade/retrofit through local funding or shelter retrofit.
- ▶ Shelter training courses updated to stress co-management method (unified command).
  - School Staff = Facility and Food.
  - County Staff = People.
    - Dorm
    - Registration
    - Security
    - Medical



# AAR Solutions

- ▶ Addressing Gaps in Supplies

- Additional signage
- Shelter Public Information
- More of EVERYTHING
- More Kits
  - Previously 1 box, now 3 boxes.
- Games

- ▶ Training enhancements

- Back to 4 hours each
- Include hands on practice with forms
- Scenarios for conflict management
- Encourage staff to utilize supplies and resources at the shelter prior to requesting



# Solutions



- ▶ Training enhancements (cont.)
  - Hands on exercises.
  - CPR/AED.
  - Radio Instruction.
  - Enhanced emphasis on site inspections.
- ▶ Coordination of pre shelter setup meeting between shelter co-managers / staff.
- ▶ Improving Communication Failures.
  - Increased number of Mifis deployed with shelter kits.
  - Mapped out which schools are HUBs for internet.
  - Included training on 800MHz. radios in Shelter Manager.
  - Developed method to stream local television with Roku, projector and screen at each shelter.



# AAR Solutions

- ▶ Resource Gaps/Expectations/Shelter Realities.
  - Set clear expectation of no cots/blankets/etc.
    - Still had needs present at shelters.
    - Common sense decision making by shelter managers.
- ▶ Some resource gaps appeared to be a lack of utilization of resources.
  - Additional forms = copies at school.
  - Signage = make it at the shelter.
- ▶ Conduct at least one functional shelter activation exercise annually.





# Other Enhancements



- ▶ Shelter Registration.
  - Raptor registration system.
- ▶ Clarification of FEMA reimbursement protocol for Schools.
  - School Boards directly bills the county.
  - County recovers loss via FEMA reimbursement.
- ▶ Review and renew MOU's/Contracts.
  - Medical Staffing.
  - Transport- Medical.
  - Telemedicine with Nemours.
  - Language Translation Services.
- ▶ Developed contract for post shelter operations cleaning service.



# Questions?

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