



# HURRICANE MATTHEW

# EMERGENCY RESPONSE

## After Action Report

Hurricane Matthew blew into Brevard County in early October 2016. An After Action Meeting was held on December 12<sup>th</sup> to discuss the preparation, Emergency Operation Center Activation and the recovery from its aftermath.



City of Cocoa Emergency  
Operations Center

Activation

— — — —

October 6th & 7th

— — — —

31 Total Hours

— — — —

City Manager's Office

Administrative Services

Community Services

Finance

Fire

Information Technology

Police

Public Works

Water Utility

Gene Prince  
Fire Chief  
Emergency Manager

# City of Cocoa

## *Hurricane Matthew*

### After Action Report

On December 12, 2016 the City of Cocoa held an after action meeting on preparations for and the activation of the Emergency Operations Center (EOC) for Hurricane Matthew October 6th and 7th.

Preparations began the week of October 3<sup>rd</sup>

- Fire, Police, Public Works and the Water Utility, began prepping their personnel for alternate shift schedules and readying their areas for the impact of the storm.
- Finance made arrangements for possible emergency purchasing requests.
- Food for employees working during the hurricane was ordered.
- Food was sorted and distributed to each division on October 5<sup>th</sup>.

#### EOC Activation

- The City EOC opened with a partial activation at 8 am on October 6, 2016 and went to a full operation at 12 pm and continued through 3 pm on October 7, 2016 for 31 total hours.
- Nineteen personnel were involved in the EOC operation. This included personnel to cover multiple operational periods for each Emergency Support Function (ESF).
- Twelve hour operational periods were established and each ESF was advised to manage who was on and off duty during each operational period.
- Formal briefings were scheduled for 0930 and 1900 following the Brevard County and City Policy Group briefings.
- Incident Action Plans (IAP) were put in place for each operational period

#### ESF Reports

##### **What went well:**

Food /meals – the amount ordered and meal preparation

Briefing updates – kept everyone informed

New Damage Assessment program

Instructions on how to use ICS forms – during activation

Having IT on site in the EOC

Previous ICS Training proved helpful

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#### **What went well:**

IAP's – provided needed direction

Previous Hurricane Training Drill

#### **Areas for Improvement:**

Full and accurate reporting of the current status of each area of operation must be given when reporting the state of preparedness and readiness for that area.

Reporting of any situational or status changes immediately to EOC Director

Timing of food arriving for distribution – Food arrived the day before the hurricane was to make landfall when other preparations were in progress. – Food distributor was behind in deliveries and called last minute on the 5<sup>th</sup> and gave a one hour window for delivery.

Better plan for sleep/work periods – allowing each ESF to set their own rest periods did not work well.

UHF Radios channels/ base antenna needs to be fixed/ personnel need training

Fuel Tank issue on City Hall generator – generator ran out of fuel because of fuel sensor issue with fuel still left in tank

Transition from EOC activation to shutdown

Need an electrician on site in EOC

ICS form training

PIO felt they should be in policy group briefings

PIOs want better pre-communication to citizens on evacuation areas

Citizen Hotline – setup and transfer –everything ended up being forwarded to Utilities

Kronos timekeeping was difficult – coding for storm was a problem

Communications Center issues getting information to correct area after EOC deactivation

# City of Cocoa

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### After Action Report

#### **Areas for Improvement:**

Need weather station for real time information at EOC

Information to PIO on notification of shutting off water to barrier islands

#### **Recommendations:**

Develop reporting form for certain functions that would identify pertinent information that should be initially reported and updated throughout event

Food distribution plan – have food order delivered in lots for each division to avoid having to spend time dividing items delivered in bulk.

UHF radios- distribution of channels needs to change, employees need training on use of radios, Base antenna needs to be replaced

Timekeeping - policy needed

Better direction for Hotline and information coming into the Emergency Communications Center EOV is deactivated.

Call damage assessment teams in earlier or have them staged

Put as plan in place to reduce the length of time to resolve payroll issues

Create a Crisis communication plan

Establish a contract for emergency tree removal

Provide training on damage assessment monetary estimates

Install Weather Station at City Hall and possibly other city locations

Install bigger fuel tank for generator at City Hall for 72 hours of operation

Provide more ICS form training

Bigger stove in kitchen

Each ESF needs to have their relief person at the EOC during the entire activation

City of Cocoa  
*Hurricane Matthew*  
**After Action Report**

**Recommendations:**

Hood for stove

Replace the old military style cots

Purchase countdown clock for EOC