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Document Change Record

Name		Changes	Date
Section 1	Introduction to Lee County	Updated	9/18/13
Section 2	Response and Recovery Phases Overview	Title Change, Updated	9/18/13
Section 3	Post Disaster Redevelopment Plan	Title Change, Updated	9/18/13
Section 4	Direction and Control	Updated	9/18/13
Section 5	Coordination of State and Federal Resources	Updated	9/18/13
Section 6	Incident Command Section Activities	Title Change, Updated	9/18/13
Section 7	Operations Section Activities	Updated	9/18/13
Section 8	Planning Section Activities	Updated	9/18/13
Section 9	Logistics Section Activities	Updated	9/18/13
Section 10	Finance and Administration Section Activities	Updated	9/18/13
Section 11	State and Federal Recovery Resources	Updated	9/18/13
Section 12	Mitigation Functions	Title Change, Updated	9/18/13
Annex A	Administrative Organizational Charts	New Annex – Replaced TDS	9/18/13
Annex A-1	Activation Organizational Charts	New Annex	9/18/13
Annex B	SERT Structure	Title Change, Updated	9/18/13
Annex C-1	Fuel Plan	Updated	9/18/13
Annex C-2	Persons with Disabilities Plan	Title Change, Updated	9/18/13
Annex C-3	Relief Center Operations Plan	Deleted	9/18/13
Annex C-4	Mutual Aid Response Plan	Title Change, Updated	9/18/13
Annex C-5	Public Information Operating Procedures	Updated	9/18/13
Annex C-6	Mass Casualty Incident Plan	Updated	9/18/13
Annex C-7	Catastrophic Health Incident Response Plan (CHIRP)	Updated	9/18/13
Annex C-8	Extreme Temperature Plan	Title Change, Updated	9/18/13
Annex C-9	Employee Emergency Action Plan	Updated	9/18/13
Annex D-1	Geographical Response Division (MACC)	Title Change, Updated	9/18/13

The CEMP may reference other plans, documents, legislation, etc. that are not maintained as part of the CEMP.

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Annex D-2	Evacuation Decision Making	Title Change, Updated	9/18/13
Annex D-3	Search & Rescue	Updated	9/18/13
Annex D-4	Statewide Emergency Response Plan - Fire	Deleted	9/18/13
Annex D-5	Debris Management	Updated	9/18/13
Annex D-6	Special Needs Shelter	Title Change, Updated	9/18/13
Annex D-7	Public Health Response Plan	Title Change, Updated	9/18/13
Annex D-8	Utility Restoration Plan	Updated	9/18/13
Annex D-9	Animal Disaster Operations Plan	Updated	9/18/13
Annex D-10	Air Operations	Updated	9/18/13
Annex E-1	Damage Assessment Procedures	Updated	9/18/13
Annex E-2	Training & Exercises	Title Change, Updated	9/18/13
Annex E-3	Response Planning Unit Operating Procedures	Deleted	9/18/13
Annex E-4	Recovery Planning Procedures	Title Change, Updated	9/18/13
Annex E-5	Storm Information Hot Line (SIHL)	Title Change, Updated	9/18/13
Annex E-6	Message Center Unit	Title Change, Updated	9/18/13
Annex F-1	Logistics Unit Standard Operating Procedures	Deleted	9/18/13
Annex F-2	Lee County Staging Area Operations Plan	Title Change, Updated	9/18/13
Annex F-3	Site Maps of Staging Areas, DRCs, PODs, & Distribution Centers	Deleted	9/18/13
Annex F-4	Communications Response Plan	Title Change, Updated	9/18/13
Annex F-5	Emergency Transportation Plan	Updated	9/18/13
Annex F-6	Relief Services Plan	Title Change, Updated	9/18/13
Annex F-7	Public Shelter Operations Plan	Updated	9/18/13
Annex F-8	Emergency Workers Shelter Plan	Deleted	9/18/13
Annex G-1	Disaster Purchase Orders Procedures	Title Change, Updated	9/18/13
Annex G-2	Preparing Emergency Timesheets	Deleted	9/18/13
Annex G-3	Administration/Finance Procedures	Deleted	9/18/13
Annex H-1	Checklist For Disaster Assistance Reimbursement	Updated	9/18/13

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Annex H-2	Checklist for Public Disaster Assistance Application	Deleted	
Annex I	Lee County Disaster Housing Plan	Title Change, Updated	9/18/13
Annex J	Terrorism Plan	Updated	9/18/13
Annex K	Acronyms and Key Terms	Updated	9/18/13
Annex L	Job Descriptions by Sections	Title Change, Updated	9/18/13
Annex B	SERT Structure	Merged with Section 5	7/13/17
Annex C-1	Fuel Plan	Merged with Section 9	7/13/17
Annex C-4	Mutual Aid Response Plan	Merged with Section 9	7/13/17
Annex C-6	MCI	Removed – SOP	7/13/17
Annex C-7	CHIRP	Merged with Annex D-7	7/13/17
Annex C-8	Extreme Weather Plan	Removed – SOP	7/13/17
Annex D-9	Animal Disaster Plan	Merged with Annex F-6	7/13/17
Annex F-2	Lee County Staging Area Operations Plan	Merged with Section 9	7/13/17
Annex F-4	Communications Response Plan	Merged with Annex C-3	7/13/17
Annex F-5	Emergency Transportation Operations Plan	Merged with Annex F-6	7/13/17
Annex F-7	Public Shelter Operations Plan	Merged with Annex F-6	7/13/17
Annex H-1	Checklist Disaster Assistance Reimbursement	Deleted	7/13/17
Annex K	Glossary/Key Terms	Incorporated/Deleted	7/13/17
Annex C-10	Emergency Role Coordination	New Annex	7/13/17
Annex C-3	Communication, Alert, Warning, and Notification Plan	New Annex	7/13/17
Annex D-1	Geographical Response Division	Title Change, Updated	7/13/17
Annex D-2	Evacuation Decision Making	Title Change, Updated	7/13/17
Annex D-4	Re-Entry Plan	New Annex	7/13/17
Annex D-6	Special Needs Shelter Program	Title Change, Updated	7/13/17
Annex D-8	Power Restoration	Title Change, Updated	7/13/17
Annex E-1	Damage Assessment	Title Change, Updated	7/13/17
Annex E-2	Training & Exercise Program	Title Change, Updated	7/13/17

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Name		Changes	Date
Annex E-4	Recovery Planning	Title Change, Updated	7/13/17
Annex E-5	Emergency Information Hotline	Title Change, Updated	7/13/17
Annex E-6	Message Center	Title Change, Updated	7/13/17
Annex F-6	Mass Care	New Annex	7/13/17
Annex J-2	Cybersecurity Plan	New Annex	7/13/17
Annex J-3	Mass Casualty/Fatalities	New Annex	7/13/17
Annex J-4	Foreign Nationals	New Annex	7/13/17
Section 4	Direction, Control, and Coordination	Title Change, Updated	7/13/17
Section 5	Federal, State, and Local Coordination	Title Change, Updated	7/13/17
Section 6	Incident Command Section	Title Change, Updated	7/13/17
Section 7	Operations Section	Title Change, Updated	7/13/17
Section 8	Planning Section	Title Change, Updated	7/13/17
Section 9	Logistics & Resource Management	New Annex	7/13/17
Section 10	Finance-Administration Section	Title Change, Updated	7/13/17
Section 11	Disaster Recovery Coordination	Title Change, Updated	7/13/17
Annex A	Administrative Organizational Charts	Updated	7/13/17
Annex A-1	Activation Organizational Charts	Updated	7/13/17
Annex C-2	Persons with Disabilities Plan	Updated	7/13/17
Annex C-5	Public Information Operating Plan	Updated	7/13/17
Annex C-9	Employee Emergency Action Plan	Updated	7/13/17
Annex D-10	Air Operations	Updated	7/13/17
Annex D-3	Search & Rescue	Updated	7/13/17
Annex D-5	Debris Management	Updated	7/13/17
Annex D-7	Public Health Response Plan	Updated	7/13/17
Annex G-1	Disaster PO Procedure	Updated	7/13/17
Annex I	Lee County Disaster Housing Plan	Updated	7/13/17
Annex J-1	Terrorism Plan	Updated, Annex ID Changed	7/13/17

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1 **Purpose & Scope**

2 Lee County’s Comprehensive Emergency Management Plan (CEMP) explains the processes,
3 procedures, and tools put in place to prevent, prepare for, respond to, recover from, and mitigate
4 against the hazards identified in the Hazard Identification and Risk Assessment (HIRA), but will
5 also be utilized for all hazards. Lee County uses the Incident Command System (ICS), built on the
6 National Incident Management System (NIMS) framework, to standardize all incident responses,
7 and to prepare for and respond to disasters. Using ICS provides accountability for each phase of
8 an incident, as well as a written history of the event. NIMS was officially adopted as the standard
9 for incident management by Lee County Resolution No. 05-12-29 in 2005.

10 The Local Mitigation Strategy (LMS) describes in depth the measures that regularly and
11 systematically utilize resources to mitigate the effects of emergencies/disasters associated with
12 the risks identified in the HIRA.

13 **Method & Schedule for Evaluation, Maintenance, and Revision**

- 14 • The CEMP is updated regularly and submitted for State approval every four years by Lee
15 County Emergency Management through a formal planning process involving
16 stakeholders and address all hazards identified in the HIRA.
- 17 • The CEMP relies on the emergency plans of other agencies, where noted.
- 18 • The CEMP is reviewed at least biennially, and also as a result of exercises and/or events.
- 19 • Updates to the CEMP not requiring BoCC approval are made as needed, and notice of
20 those amendments are made to the impacted agencies/departments.
- 21 • The CEMP is not printed, it is an electronic document on a secure, shared site that
22 maintains a change record, time/date stamps, and is version controlled.
- 23 • EM Personnel coordinate with designated points of contact for identified partner
24 agencies/stakeholders to collaborate on updates/edits.
- 25 • Reference: Plans_CEMPInternalReviewEditingSOP.docx; and SectionTemplate.docx.

26 **Special Considerations/Applicability**

27 Section III of the Unified Local Mitigation Strategy (LMS) assesses potential hazards for Lee
28 County. Hazards are outlined and flagged by how often we expect these events to occur, from
29 wildfires, which are likely to occur in the next year, to tsunamis, a remote event that may happen
30 in the next 100 years. A history of events in Lee County is listed which includes timelines, areas
31 impacted, and damage estimates.

1 The Unified LMS is a product of the Lee County Disaster Advisory Council / Local Mitigation
2 Strategy Working Group. Members of this council include: County Department heads or
3 designees, liaisons from each of Lee County’s municipalities, representatives from Sheriff’s office,
4 local planning agency, school district, fire districts, hospitals, utilities, the religious community,
5 other regional governing bodies and appointees of the Board of County Commissioners. Working
6 group members attend meetings, review material, and provide feedback. Several public hearings
7 are held to allow input from the public.

8 The mitigation strategy involves a process whereby the vulnerability and risk to all identified
9 natural and manmade hazards were assessed for the county and its six municipalities; plans,
10 programs and projects to lessen the effects of disasters were identified.

11 **Situation**

12 *Geographic Info*

13 Lee County is located on the Southwest Gulf coast of Florida between latitude 26°19’01” N and
14 26°47’45” N and longitude 81°33’13” W and 82°16’30” W. Charlotte County forms the northern
15 boundary, Glades County touches the county on the very northeastern tip, Hendry and Collier
16 Counties form the east boundary, Collier County forms the southern boundary and the Gulf of
17 Mexico forms the western boundary.

18 Lee County is approximately 1,212 square miles. Three hundred ninety-nine (399) square miles
19 is surface water and eight hundred thirteen (813) square miles is land area. Salt-water wetlands
20 comprise 12.5% or 102 square miles of the Lee County’s land. The County topography is generally
21 flat and low. Land elevation ranges from sea level in the West to about thirty (30) to thirty-five
22 (35) feet above mean sea level in the East.

23 The two major drainage patterns are the Caloosahatchee River that empties into San Carlos Bay,
24 and the rivers and creeks that empty into Estero Bay. The rivers and creeks that exit into the Gulf
25 of Mexico are the Caloosahatchee, Sanibel, Estero, Imperial, and Orange Rivers. The major creeks
26 in the County include Mullock, Spring, Hendry, Whiskey, Yellow Fever, Hancock, Daughtrey,
27 Powell, Popash, Jug, Stroud, Otter, Telegraph, Billy, Hickey, Bedman and Cypress.

28 A number of environmentally sensitive areas are defined in The Lee Plan 2016 Codification¹ which
29 include environmentally sensitive coastal planning areas, i.e. wetlands, estuaries, and
30 mangroves; natural water system features which are essential for retention, detention,
31 purification, and runoff; critical habitat for listed wildlife species, including black bear and
32 panther; undeveloped barrier islands, beach and dune systems, aquatic preserves, wildlife-

¹ The Lee Plan is located at <http://www.leegov.com/dcd/planning/leeplan>

- 1 refuges, undeveloped tidal creeks and inlets, critical wildlife habitats, benthic communities, and
- 2 marine grass beds; The Flint Pen Strand; Six Mile Cypress Basin; and others.

3 *Demographics*

Total Population (4/2018 estimate) ²	713,903
<ul style="list-style-type: none"> • Bonita Springs 51,181 • Cape Coral 180,204 • Estero 31,806 • Fort Myers 81,868 • Fort Myers Beach 6,406 • Sanibel 6,701 • Unincorporated 355,737 	
Person under 18 years ³	131,000 (18.8%)
Persons 65 years and over ⁴	177,331 (25.4%)
Persons per square mile (density) ⁵	912.9
Households with a person with a disability ⁶	151,080 (22.2%)
Farm workers	2,968
Areas of large tourist population (annual tourist and seasonal population – winter & spring) ⁷	4,808,677 annual 2,712,282 seasonal
Language spoken at home other than English ⁸	157,773 (22.1%)
Including persons with hearing impairment or hearing loss ⁹	105,778 (16%)
Transient populations ¹⁰	431 homeless
Mobile home parks ¹¹	223
Mobile home populations	51,603
Inmate populations ¹²	285

² Florida Estimates of Population 2018, Bureau of Economic and Business Research, University of Florida

³ Bureau of Economic and Business Research, Florida Population Studies, Bulletin 178

⁴ Bureau of Economic and Business Research, Florida Population Studies, Bulletin 178

⁵ edr.state.fl.us/content/area-profiles/county/lee.pdf

⁶ <https://www.census.gov/prod/2003pubs/c2kbr-17.pdf>

⁷ Visitor and Convention Bureau Annual Visitor Profile Summary Report 2015-2016

⁸ <http://edr.state.fl.us/Content/area-profiles/county/lee.pdf>

⁹ <http://www.ftri.org/index.cfm/go/public.view/page/12>

¹⁰ <http://www.leehomeless.org/2017-census-comparison-report/>

¹¹ Lee County GIS

¹² Florida Estimates of Population 2016, Bureau of Economic and Business Research, University of Florida

1 *Economic Profile*

2 Lee County real property parcels, which total 538,305, break down as follows: 62% residential,
3 33% vacant land, and the remaining 5% are comprised of commercial, agricultural, industrial,
4 institutional, government, and miscellaneous.

Lee County Largest Employers by Industry (2016)		Lee County Largest Employers (2016)	
Trade, Transportation, & Utilities	53,000	Lee Health	11,800
Government	41,500	Lee County School District	11,000
Leisure & Hospitality	41,200	Lee County Administration	2,597
Education & Health Services	28,400	Wal-Mart	3,146

5 The median property value is \$157,400, and per capita income is \$44,583. The impact of
6 potential hazards for Lee County can be found in the Local Mitigation Strategy.

7 *Threat Hazard Chart*

Event / Incident¹³

Natural

- *Animal / Plant Disease Outbreak*
- *Coastal Erosion*
- *Drought / Extreme Heat*
- *Epidemic / Pandemic Disease*
- *Flood*
- *Freeze / Extreme Cold*
- *Storm Surge Flooding*
- *Sustained Wind (Tropical Cyclones)*
- *Thunderstorm Winds/ Lightning / Hail*
- *Tornado*
- *Wildfire*

Manmade

- *Aircraft Crash*
- *Hazardous Material Release*
- *Cyber Attack*
- *Mass Casualty / Mass Fatality*

8 Potential hazard impacts based on the geography of Lee County can be found at the end of this
9 section.

10 **Concept of Operations**

11 The level of response to any minor, major, or catastrophic disaster will correlate directly to the
12 size and the scope of the event, maintaining the appropriate span of control, and providing all

¹³ The complete Hazard Vulnerability Analysis, to include frequency and vulnerable populations, is located in the Local Mitigation Strategy document. A copy of which can be found in the SupportingDocumentation_Plans folder included with this CEMP.

1 resources necessary to recover and return to normal as quickly and efficiently as possible. Minor
2 incidents can typically be handled directly by the first responders, requiring no action from the
3 Emergency Operations Center. The day to day management framework is contained in the
4 organizational charts in Annex A-1. These charts outline the Countywide, Public Safety, and
5 Emergency Management structures. Continuous leadership and authority during a State of Local
6 Emergency is outlined in Lee County Ordinance 87-01 and the hierarchy is, as follows:

Authority Line of Succession
Board of County Commissioners
Chairperson of the Board of County Commissioners
Vice Chairperson of the Board of County Commissioners
Any Member of the Board of County Commissioners
County Manager
County Manager Designee

7 Major or catastrophic events usually involve multiple disciplines working in a unified command,
8 and may necessitate partial or full activation of the Emergency Operations Center. The CEMP will
9 be implemented as the situation warrants in accordance with operational priorities indicated by
10 the Incident Command to include:

- 11 1. Life, safety, and health;
- 12 2. Property protection;
- 13 3. Environmental protection;
- 14 4. Restoration of essential utilities;
- 15 5. Restoration of essential program functions; and
- 16 6. Coordination among appropriate stakeholders.

17 The management structure and responsibilities of each section is contained in Annex A-2. The
18 Incident Commander and County Manager will determine if and when the EOC should activate.
19 All necessary partners and liaisons will be contacted to report to the EOC. The framework for
20 Response and Recovery Phases are contained in Section 2 with supporting Sections and Annexes
21 indicating procedures for more specific operations (see Table of Contents). Evacuation
22 procedures are contained in Annex C-3. Public Shelter Operations procedures are in Annex C-11
23 Mass Care, and Special Needs Shelter information is in Annex C-6. The procedures to guide
24 situation analysis and damage assessment, situation reporting, and incident action planning can
25 be found in Section 8, Planning Section Activities.

26 The Planning Manager for Lee County Emergency Management is responsible for preparing the
27 CEMP, and for updating the CEMP as needed. The agency representatives that receive a copy of

1 the CEMP are expected to review the Plan and submit any corrections or changes to the Planning
2 Manager.

3 *Public Awareness*

4 Information is shared with the public via many types of media and social media. During
5 activations, television reporters are staged at the EOC and regularly update the public on their
6 broadcasts. Multiple social media sites are monitored and updated immediately upon release of
7 new information. PIO's send Press Releases, which are also added to the Breaking News section
8 of our website. The free LeePrepares smart phone app sends push alerts when an evacuation
9 order has been issued, shows current EOC activation level, gives real time evacuation
10 information, provides a list of open shelters, locates your evacuation zone, displays current
11 weather and hazardous weather outlooks, provides recovery information, and links to our social
12 media sites. The Emergency Management Website (www.LeeEOC.com) also provides visitors
13 with the Evacuation Zone Map, showing evacuation routes and listing shelters. Visitors to the
14 website can also input their address in to the Know Your Zone portal to learn which hurricane
15 surge evacuation zone they reside in.

16 *Training & Exercises*

17 Trained, knowledgeable staff is essential to successfully implement the Preparation and
18 Implementation of Emergency Management (EM) Plans. Individuals assigned tasks under this
19 Plan take Independent Study (IS) Courses from FEMA, receive Incident Command System (ICS)
20 classroom training, position-specific training (i.e. Planning Chief), and participate in exercises.
21 The exercises conclude with a Hot Wash and After Action Report (AAR) to address any needed
22 improvements.

23 Details on training and exercises can be found in Annex B-4.

24 *Financial Management*

25 During a disaster, the Finance Admin Section Chief is responsible for complying with all fiscal
26 policies and regulations, coordinating funding, approving all incident expenses, and briefing the
27 Incident Commander/Unified Command on all incident related issues/expenses. Mutual Aid
28 Response Procedures are defined in Section 9. Mutual Aid Agreements within the jurisdiction
29 are listed on the Mutual Aid Agreement Report located in the Authorities & Reference folder.

30 *Identifying and Addressing Legislative and Regulatory Changes*

31 The Lee County Emergency Management Program has several avenues that are utilized for
32 identifying and addressing proposed legislative and regulatory changes. The Florida Division of
33 Emergency Management (DEM) hosts the annual Current Issues in Emergency Management
34 (CIEM) sessions which provides updates on legislative issues and an opportunity for local
35 programs to address specific concerns with DEM program staff. The Director of DEM also

1 conducts a monthly conference call which allows for any updated information to be
2 disseminated. In addition, the Florida Emergency Preparedness Association (FEPA) monitors
3 policy issues affecting emergency management and provides analyses for emergency
4 management issues in the State of Florida. Through its members, FEPA serves as an advisory
5 body to the DEM as it discharges its duties to support local emergency management, is an
6 information sharing resource for emergency management issues in the legislative process, and
7 has an established Policy Committee that is responsible for reporting on legislation and
8 regulatory initiatives. There are several Committees within FEPA with subject matter experts to
9 assist members and weekly updates on emergency management related Legislative proposals
10 provided both on the FEPA website and emailed to members by the appointed Area Governors
11 or their alternates. For local governmental legislative affairs, Lee County Administration provides
12 Department Heads/Directors with applicable updates and the emergency management staff
13 monitors information avenues for their subject matter responsibilities ensuring compliance with
14 the most current legislation and regulations.

15 The emergency management division is the primary conduit to ensure the proposed legislative
16 and regulatory changes information is disseminated to all stakeholders. The primary means to
17 accomplish this is through the Disaster Advisory Council (DAC) meetings. The emergency
18 management staff reviews all informational methods indicated above and collaborates
19 information necessary, which will be included as an agenda item and detailed in the DAC meeting
20 minutes. For subject matter specific information, the responsible emergency management staff
21 member will share directly with applicable stakeholders and possibly assisting in the
22 implementation, if necessary.

23 **Authorities & References**

- 24 • Updated Unified Local Mitigation Strategy for Lee County (2017)
- 25 • The Lee Plan 2016 Codification
- 26 • Lee County Debris Management Plan
- 27 • Lee CHD EOP Annex IIIA Special Needs Shelter (2012)
- 28 • Regional Hurricane Evacuation Study (2010)
- 29 • Statewide Mutual Aid Agreement (2000)
- 30 • **Lee County Code of Ordinances** ([http://www.lee-county.com/gov/Pages/](http://www.lee-county.com/gov/Pages/LeeCountyOrdinances_codified.aspx)
31 [LeeCountyOrdinances_codified.aspx](http://www.lee-county.com/gov/Pages/LeeCountyOrdinances_codified.aspx))
 - 32 ○ 00-14 Amending LDC, Chapters 2, 6, 10, 30 & 34
 - 33 ○ 03-16 Amending Chapter 6, Impact Mitigation & Special Flood Hazard
 - 34 ○ 06-08 Housing of Sexual Predators
 - 35 ○ 06-17 Amending LDC, Chapter 6

- 1 ○ 07-20 Manage Recovery, Reconstruction and Mitigation Activities Following a Major
- 2 ○ or Catastrophic Disaster within the Unincorporated areas of Lee County, Florida
- 3 ○ 08-12 Amending the Lee County Land Development Code FEMA Maps
- 4 ○ 83-25 “Restricting Access across the Sanibel Causeway under Emergency Conditions”
- 5 ○ 87-01 Declaring a State of Local Emergency
- 6 ○ 90-52 Cost Recovery for Response and Recovery Efforts Related to Hazardous
- 7 ○ Materials Incidents
- 8 ○ 95-14 Post-Disaster Recovery & Redevelopment (Repealed June 20, 2007)
- 9 ○ Lee County Price Gouging Ordinance
- 10 ● **Lee County Resolutions** (<http://minutes.leeclerk.org/>)
- 11 ○ 52-99 Adoption of the All-Hazards Protection District and All-Hazards Protection
- 12 ○ District Fund for the City of Cape Coral
- 13 ○ 75-10-15 Creating a local Disaster Preparedness Organization
- 14 ○ 77-10-09 Creating the Disaster Preparedness Manuals for the Island Water
- 15 ○ Association
- 16 ○ 79-07-25 Creating Guidelines for Shut-Down of Services for the Island Water
- 17 ○ Association
- 18 ○ 90-12-19 Creating All-Hazards Protection District & All-Hazards Protection Dist. Fund
- 19 ○ 91-03-42 Amend Lee County Resolution No. 90-12-19
- 20 ○ 98-02-15 Approval of Administrative Code 7-7
- 21 ○ 98-06-21 Approval of Administrative Code 7-8
- 22 ○ 05-12-29 Adoption of the 2005 Lee County CEMP & NIMS 12/20/2005
- 23 ○ 11-12-35 Adopting the Updated Unified Local Mitigation Strategy for
- 24 ○ Lee County, 12/13/2011
- 25 ● **Personnel Policies and Procedures Manual (Lee County)**
- 26 ○ Pay for Work During Emergencies or Disasters
- 27 ● **Purchasing Manual**
- 28 ○ Section 12 Emergency Purchases
- 29 ○ Section 13 Disaster Purchase Order Procedures
- 30 ● **Florida Administrative Code**
- 31 ○ 7-2 Employee Emergency Action Plan
- 32 ○ 7-6 Administrative Policy for closing down county operations under a hurricane
- 33 ○ threat, description of County’s emergency organization of government, and
- 34 ○ responsibilities of County Administrative staff;
- 35 ○ 7-7 Emergency Preparedness Plan Criteria for marinas, multi-slip docking facilities
- 36 ○ and certain residential developments;

- 1 ○ 7-8 Emergency Permitting Procedure to oversee the repair, restoration, and
- 2 rebuilding of damaged or destroyed structures following a major or catastrophic
- 3 Disaster Incident;
- 4 ○ 13-4 General Administrative Guidelines for review of Developments of County
- 5 Impact (DC's) and other Planned Development
- 6 ○ 73C-40.0256 Hurricane Preparedness Policy Rule
- 7 ● **Stafford Act**, Rule 44 Code of Federal Regulations (CFR)
- 8 ● **Homeland Security Presidential Directive 5 (HSPD-5), Management of Domestic**
- 9 **Incidents**
- 10 ● **Post-Katrina Emergency Management Reform Act of 2006 (PKEMRA)**
- 11 ● **Sandy Recovery Improvement Act of 2013 (SRIA)**
- 12 ● **Super Circular, 2 C.F.R. Part 200**
- 13 ● **Florida Statutes** (<http://www.flsenate.gov/Laws/>)
- 14 ● **FS Chapter 252**, local responsibilities: outlines the responsibilities of local governments
- 15 related to Emergency Management. Specifically 252.38 states, "Safeguarding the life
- 16 and property of its citizens is an innate responsibility of the governing body of each
- 17 political subdivision of the State." The legislation requires:
- 18 ○ Each County has an Emergency Management Agency and a Director;
- 19 ○ The Agency develops an Emergency Management Plan and program, consistent with
- 20 the State Comprehensive Emergency Plan and program;
- 21 ○ The County serves as the liaison between municipalities requests for State and
- 22 Federal assistance during Post Disaster Emergency Operations;
- 23 ○ Registry of Persons with Special Needs;
- 24 ○ Public Sheltering;
- 25 ○ Sheltering of persons with pet(s);
- 26 ○ Healthcare Facility plan reviews;
- 27 **FS Chapter 381.0303, Special needs shelters; must have an area designated for**
- 28 **Alzheimer's patients to maintain normal habits and routines;**
- 29 ○ Emergency Management powers of political subdivisions outlined in the legislation
- 30 include:
- 31 ▪ Appropriation and expenditure of funds, purchase of equipment, supplies and
- 32 materials;
- 33 ▪ Providing for health and safety of persons and property;
- 34 ▪ Direct and coordinate the development of Emergency Management Plans and
- 35 programs;
- 36 ▪ Establishing EOC's;
- 37 ▪ Provision of emergency personnel;
- 38 ▪ Assigning duties to the agencies of the political subdivision;

- 1 ▪ Requesting State assistance and invoking Mutual Aid Assistance.
- 2 • **URL sites**
- 3 ○ [http://www.leevcb.com/sites/leevcb.com/files/2012%20Visitor%20Profile%20and%](http://www.leevcb.com/sites/leevcb.com/files/2012%20Visitor%20Profile%20and%20Occupancy%20Report_4-29-13.pdf)
- 4 ○ [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk)
- 5 ○ <http://www.bibr.ufl.edu/data/county/Lee>
- 6 ○ [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk)
- 7 ○ <http://www.bibr.ufl.edu/data/county/Lee>
- 8 ○ [http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=](http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk)
- 9 ○ <http://www.bibr.ufl.edu/data/county/Lee>
- 10 ○ <http://www.bibr.ufl.edu/data/county/Lee>
- 11 ○ <http://www.bibr.ufl.edu/data/county/Lee>
- 12 ○ <http://www.bibr.ufl.edu/data/county/Lee>
- 13 ○ <http://www.bibr.ufl.edu/data/county/Lee>
- 14 ○ <http://www.bibr.ufl.edu/data/county/Lee>
- 15 ○ <http://www.bibr.ufl.edu/data/county/Lee>

16 *Maps*

- 17 • LandUseExisting_2012
- 18 • Wetlands_2012
- 19 • Shelters_EvacZones_2013
- 20 • GeoDiv_MajorRoadNames_2013
- 21 • Lee County LiDAR Elevation Map
- 22 • CoastalHighHazardArea_8x11

23 **Terms/Definitions/Acronyms**

24 For a comprehensive list of terms, definitions and acronyms used in this Emergency
25 Management Plan, visit Federal Emergency Management Agency website:
26 www.FEMA.gov/hiedu/termdef.aspx or Florida Division of Emergency Management website
27 www.floridadisaster.org/EMTOOLS/dem.htm.

28



STATE OF FLORIDA
DIVISION OF EMERGENCY MANAGEMENT

RICK SCOTT
Governor

Wesley Maul
Director

December 14, 2018

Mr. Lee Mayfield, Director
Lee County Department of Emergency Management
2675 Ortiz Avenue
Fort Myers, FL 33905

CERTIFIED MAIL – RETURN RECEIPT REQUESTED

Dear Director Mayfield:

In accordance with the provisions of Rule Chapter 27P-6 Florida Administrative Code (FAC), the Florida Division of Emergency Management (FDEM) has completed its review of the Lee County Comprehensive Emergency Management Plan (CEMP). The review team has determined that your plan meets the CEMP compliance criteria. We hope that the comments and discussions the review team had with you and your staff during the review will assist you in future planning efforts and enhance the update of your CEMP.

The approved plan must now be adopted by resolution by the governing body of the jurisdiction within 90 days in accordance with Rule 27P-6.006(11) FAC. You must forward a copy of the adoption resolution and an electronic copy of the adopted plan to FDEM to complete compliance. Failure to adopt the plan by resolution within 90 days will result in a letter of non-compliance unless an adoption extension is requested in accordance with Rule 27P-6.006(11) FAC.

Mr. Lee Mayfield
December 14, 2018
Page Two

If you have any questions or need additional information regarding the plan's approval, please contact your review team leader, Nicolai Modrow, at (850) 815-4304 or by email: Nicolai.Modrow@em.myflorida.com.

Sincerely,



for Linda McWhorter, Chief
Bureau of Preparedness

LM/nm

cc: Cecil Pendergrass, Chairperson of BOCC, Lee County
Jim Roberts, DEM – Regional Liaison Team Manager
Jodie Fiske, DEM – Regional Liaison
Margaret Wuerstle, RPC Representative
Joseph Oglesby, DEM – Recovery
Miles Anderson, DEM – Mitigation
Ryan Lock, DEM – Plans Manager
Nicolai Modrow, DEM – CEMP Planner

LEE COUNTY RESOLUTION NO. 19-05-16

A RESOLUTION OF THE LEE COUNTY BOARD OF COUNTY COMMISSIONERS OF LEE COUNTY, FLORIDA ADOPTING THE LEE COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

WHEREAS, Lee County is vulnerable to a number of natural and human caused hazards including hurricanes, tornadoes, floods, fires, chemical releases and terrorist activities, and faces potential damage to life, property, natural resources and the local economy; and

WHEREAS, State law requires each county to develop and adopt a comprehensive emergency management plan in compliance with the requirements, format and standards contained in Chapter 27P-6, Florida Administrative Code (F.A.C.); and

WHEREAS, the county prepared and submitted an update to its comprehensive emergency management plan to the Executive Office of the Governor, Division of Emergency Management, for review; and

WHEREAS, on December 14, 2018, the Florida Division of Emergency Management provided written notice to Lee County that the Lee County Comprehensive Emergency Management Plan meets the plan compliance criteria established by rule 27P-6, F.A.C.; and

WHEREAS, the plan must now be adopted by resolution by the Board of County Commissioners in accordance with Rule 27P-6.006(11) F.A.C.

NOW THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Lee County, Florida, that:

1. The Lee County Comprehensive Emergency Management Plan is hereby adopted to serve as the operational document in preparing for, responding to, and recovering from natural and human caused hazards requiring emergency actions by local government officials.
2. The respective parties and individuals identified in the plan are hereby directed to implement their assigned duties and responsibilities as current or future policy directives governing these parties and individuals allow.

C16
5-21-19R

- 3. The principles and policies of the National Incident Management System as recognized and adopted by Lee County Resolution No.05-12-29, dated December 20, 2005 as the standard for Incident Management remain in place.
- 4. This Resolution becomes effective immediately upon its adoption by the Board of County Commissioners.

The forgoing resolution was adopted by the Lee County Board of County Commissioners upon a motion by Commissioner Manning and seconded by Commissioner Pendergrass and, upon being put to a vote, the vote was as follows:

John Manning	<u>Aye</u>
Cecil L Pendergrass	<u>Aye</u>
Vacant	<u> </u>
Brian Hamman	<u>Aye</u>
Frank Mann	<u>Aye</u>

DULY PASSED AND ADOPTED this 21st day of May, 2019.

ATTEST:
LINDA DOGGETT, CLERK

BOARD OF COUNTY COMMISSIONERS
LEE COUNTY, FLORIDA

BY: Misty Flint
Deputy Clerk

BY: Brian Hamman
Vice Chair



APPROVED AS TO FORM FOR THE
RELIANCE OF LEE COUNTY ONLY:

BY: Andrea Jaser
Office of County Attorney



May 21, 2019

John Manning
District One

RE: Letter of Promulgation

Cecil I. Pendergrass
District Two

Approval Date: May 21, 2019

Vacant
District Three

To: Officials, Employees, and Citizens of Lee County, Florida

Brian Hamman
District Four

Frank Mann
District Five

The preservation of life, property and the environment is an inherent responsibility of local, state and federal government as well as the individual. Lee County, in cooperation with non-governmental organizations, private sector entities and non-profit agencies and other stakeholders have prepared this Comprehensive Emergency Management Plan (CEMP) to ensure the most effective allocation of resources for the protection of people and property in time of emergency.

Roger Desjarlais
County Manager

Richard Wm. Wesch
County Attorney

Donna Marie Collins
Hearing Examiner

This plan establishes the emergency organization, assigns responsibilities, specifies policies, and provides for coordination of planning efforts of the various emergency staff and service elements using the National Incident Management System (NIMS), and the Incident Command System (ICS).

The County will periodically review, exercise, and revise the plan as necessary to meet changing conditions.

This letter promulgates the Lee County Comprehensive Emergency Management Plan, constitutes the adoption of the plan, and the adoption of NIMS. This plan becomes effective upon approval of the Board of County Commissioners.

A handwritten signature in blue ink that reads "Brian Hamman".

Brian Hamman, Vice Chair
Lee County Board of County Commissioners



STATE OF FLORIDA
DIVISION OF EMERGENCY MANAGEMENT

RICK SCOTT
Governor

BRYAN W. KOON
Director

July 11, 2017

Lee Mayfield
Lee County Emergency Management
2675 Ortiz Ave
Fort Myers, FL 33905

Re: Local Hazard Mitigation Plan Update Process Complete

Dear Mr. Mayfield:

Congratulations! This is to confirm that the Lee County has successfully completed the Local Mitigation Strategy (LMS) plan update process in its entirety. The Lee County LMS plan is in compliance with the federal hazard mitigation planning standards contained in 44 CFR 201.6(b)-(d) and the F.A.C. 27P-22.004. All jurisdictions have formally adopted the Lee County LMS plan and include the following:

City of Bonita Springs	City of Fort Myers
City of Cape Coral	Town of Fort Myers Beach
Lee County, Unincorporated	City of Sanibel
Village of Estero	

The Plan is approved for a period of five (5) years and will expire again on June 19, 2022. Please remit your next plan update to our office six (6) months prior to this date to allow time for reviews and revisions where applicable. Please remember your LMS is a living document and should be reviewed and edited whenever possible.

The Mitigation Planning Unit would like to thank you for all of your hard work. It has been a pleasure working with you and we look forward to serving you in the future. If you have any questions regarding this matter, please contact Melissa Schloss, Mitigation Planning Manager at 850-815-4504 or Melissa.Schloss@em.myflorida.com.

Respectfully,

A handwritten signature in blue ink, appearing to read "ME Anderson".

Miles E. Anderson,
Bureau Chief, Mitigation
State Hazard Mitigation Officer

MEA/ms

Lee County	Comprehensive Emergency Management Plan	Page 1 of 14
Approval Date: 12/14/2018	Response and Recovery Overview	Section 2

1 **Purpose**

2 This Section provides an overview of the response and recovery process used to respond to a
3 disaster. The major recovery activities are listed under each recovery period. Also included is a
4 description of the County’s overall EM structure based on the ICS/NIMS and the specific
5 principles and operating guidelines governing response and recovery activities. Specific
6 attachments regarding supporting entities are also included.

7 **SCOPE**

8 Response and Recovery procedures will be conducted in coordination with appropriate
9 stakeholder and are outlined in this Section. These procedures will reflect operational priorities
10 to include:

- 11 1) Life, safety, and health;
- 12 2) Property protection;
- 13 3) Environmental protection;
- 14 4) Restoration of essential utilities; and
- 15 5) Restoration of essential program functions

16 **RESPONSE PHASE**

17 Response and Recovery efforts vary with the disaster's size and level of impact. Since the
18 majority of disasters are minor, the experience gained from these efforts can be applied to major
19 and catastrophic disasters. In addition, mutual aid resources will bring their own experience
20 gained from responding to disaster incidents in their communities to Lee County’s response and
21 recovery efforts.

22 **RESPONSE TO RECOVERY PHASE**

23 Moving from response to recovery is not a linear process. For example, emergency sheltering
24 (response) will still be in progress while some of the shelterees will be moving into temporary
25 housing (recovery).

26 **RECOVERY PHASE**

27 Activities may be added, deleted, or changed as conditions dictate. Recovery activities are
28 grouped into three (3) major phases.

- 29 1) Immediate Emergency Period
- 30 2) Short Term Recovery Period
- 31 3) Long Term Recovery Period

32 **Attachments**

- 33 • Attachment A- Disaster Advisory Council

- 1 • Attachment B- Long Term Recovery Committee

2 **Emergency Organization Structure**

3 Executive policy makers provide overall organizational direction. Executive policy makers are
4 comprised the various constitutional officers and elected officials from each municipality. They
5 develop overall policies and goals to guide recovery efforts, and execute legal ordinances or
6 resolutions necessary to support recovery efforts.

7 **National Incident Management System (NIMS) and Incident Command System (ICS) Structure**

8 Lee County uses NIMS and ICS to manage disaster response and recovery activities. The system
9 consists of the following Command and General Staff positions and is tailored for use in an EOC
10 environment. The structure is different from that of a tactical, field-based ICS structure. A more
11 detailed organization chart is available in Annex A-1.

Incident Command (Outcome Focus)	Provides overall incident direction and management
• Liaison Officer	Coordinates with parties who are not a part of the response organization, but can influence the outcome.
• Public Information Officer	Works with all media formats to provide appropriate and timely information to community
Operations Section (Task Focus)	Manages response and recovery activities
Planning Section (Information Focus)	Manages information collection, analysis, forecasting, and dissemination
Logistics Section (Resource Focus)	Provides facilities, services, and materials to meet identified needs
Finance / Admin Section (Cost Management Focus)	Provides administrative, financial and procurement support to incident activities

12 In addition to the Command and General Staff positions, certain other organizational elements
13 are commonly used as needed. These include, but are not limited to, the following:

Geographic Division	Depending on the size of the disaster, the area may be broken down into Geographical Units called Divisions. These units help ensure that response and recovery activities are focused on identified problems within a specific area and reduce the possibility of the disaster overwhelming management's ability to respond (See Section 4 of this plan for additional detail).
Strike Team	Resources of the same kind and type, with a single leader and common communication, grouped together to carry out a temporary assignment.
Task Force	Resources of different types, with a single leader and common

	communication, grouped together to carry out a temporary assignment.
Groups	Activities within the Operations Section may be assigned to Groups. Groups are formed when coordination is needed to carry out a specific task or functions (See Section 7 for more detail).
Branch	A Branch is established to effectively manage many activities, among Divisions and Groups, by maintaining an effective Span of Control (3 to 7 personnel).

1 **Example Response and Recovery Activities by Section**

Incident Command Results Focused	<ul style="list-style-type: none"> • Coordination with city, state, federal and other stakeholders • Ensure continuity of government • Public Information • Life, Safety, and Health • Legal Support (advice, development of ordinances)
Operations Section Task Focused	<ul style="list-style-type: none"> • Search and Rescue • Law Enforcement/Security • Debris Clearance, Removal & Disposal • Fire and Hazardous Materials • Air Operations • Services/programs (e.g., medical, transportation/LeeTran) • Public Health (e.g., water, waste water, animal control) • Essential Service Restoration (e.g., electricity, water) • Repair and Restoration (temporary, permanent repairs) • Sheltering and Mass Care • Property and Environmental Protection
Planning Section Information Focused	<ul style="list-style-type: none"> • Damage Assessment (initial, detailed, permitting) • Media/Public Information (briefings, public education, press releases, media inquiries, Emergency Information Hotline) • Data collection, resource tracking, incident action plans • Recovery Planning (redevelopment, hazard mitigation) • Special Task Forces (research, analysis, reports)
Logistics Section Resource Focused	<ul style="list-style-type: none"> • Resource Management/Distribution (facilities) • Transportation • Communications • Relief Services (housing, rental assistance, outreach) • Volunteer Coordination (goods and services) • Mutual Aid
Finance / Admin Section Cost Management Focused	<ul style="list-style-type: none"> • Federal Disaster Relief Assistance (individual, public) • Documents (time and material costs, injury claims)

	<ul style="list-style-type: none"> • Finance (procurement, contract management)
Recovery	<ul style="list-style-type: none"> • Restoration of essential program functions • Establish/rescind temporary moratoriums • Policy recommendations - development regulations • Policy recommendations - construction standards • Policy recommendations - infrastructure redevelopment • Policy recommendations - hazard mitigation • Liaison with the Disaster Field Office

1 **Principles Governing Response and Recovery Activities**

2 The transition from response to recovery is different for every event and many parameters are
 3 inexact and subjective. The Lee County Emergency Operations Center evaluates eighteen (18)
 4 individual parameters using a red, yellow, green color-coded assessment to identify the transition
 5 from response to recovery. Red indicates a parameter remains in response. Green indicates the
 6 parameter is clearly in recovery. Yellow parameters are somewhere in-between. (See Response
 7 Recovery SOP.) The evaluated parameters are listed below:

- | | | |
|----------------------|-----------------------|------------------------|
| 1. Curfew/Security | 7. Emergency Services | 13. Schools |
| 2. Damage Assessment | 8. Health Care | 14. Government Offices |
| 3. Shelters | 9. Electricity | 15. Debris |
| 4. Search & Rescue | 10. Water | 16. Election |
| 5. Communications | 11. Sewer | 17. Telephone |
| 6. Road & Bridges | 12. Fuel | 18. Food, Water, Ice |

8 **Recovery Activities**

9 In a major or catastrophic disaster, Lee County Ordinance 07-20, also known as the “Post-Disaster
 10 Recovery Ordinance” helps guide redevelopment and hazard mitigation activities.

11 The following identifies major recovery activities to be undertaken under each of these headings:

Hazard Mitigation	<ul style="list-style-type: none"> • Project Evaluation and Priority - identifies which mitigation projects will be funded based on the Joint Unified Local Mitigation Strategy’s mitigation initiatives list. • Grant Application - covers the process of applying for available grants to fund the chosen mitigation initiatives. • Threat Assessment/Policy and Plan Revision - evaluates the community’s vulnerability based on the experience with the disaster and recommends changes to plans or policies governing future response and recovery efforts.
Post Disaster Redevelopment	<ul style="list-style-type: none"> • Debris Management – in accordance with the FEMA approved county Debris Management Plan. • Financial Reimbursement – covers efforts to recover eligible costs

	<p>under public assistance programs available under federal statutes governing response and recovery expenses.</p> <ul style="list-style-type: none"> • Build Back Policy – provides guiding principles, rules or guidelines for rebuilding damaged buildings and structures according to policies and standards contained in the Lee Comprehensive Plan, land development regulations and applicable administrative codes. • Economic Recovery – addresses efforts to rebuild the business community according to written plans and policies. • Tourism Recovery – addresses efforts to rebuild and advertise the viability of the community’s tourism industry according to written plans and policies. • Disaster Recovery Centers - addresses opening, operation and closing of Disaster Recovery Centers operated by FEMA and/or the State.
<p>Long Term Recovery (See attachment B)</p>	<ul style="list-style-type: none"> • Disaster Housing - addresses the provision for housing following a major or catastrophic disaster incident. • Case Management - addresses unmet needs related to housing and other survivor assistance.

1 The major activities carried out during each phase are summarized below:

2 Immediate Emergency (Humanitarian Relief)

- Life, Safety, and Health
- Transportation
- Property and Environmental Protection
- Sheltering and Mass Feeding
- Public Information/Education
- Coordination with municipalities
- Mutual Aid Response
- Volunteer Response and Management
- Resource management and distribution
- Emergency communications
- Enactment of special ordinances
- Search and Rescue
- Emergency Medical Care
- Safety, Security, Traffic Control
- Initial Impact Assessment
- Implement Legal/Financial Procedures
- State of Local Emergency (SoLE)
- Disaster declaration
- Emergency Debris Clearance

3 Short Term Recovery (Restoration)

- Re-Entry
- Detailed Damage Assessment
- Debris clearance , removal, and disposal
- Federal assistance (Individual / Public)
- Resource distribution
- Restoration of essential services
- Relief services
- Temporary building permit moratoriums
- Restoration essential program functions
- Temporary repairs to facilities
- Restoration of public health services
- Evaluation of development regulations
- Evaluate construction standards
- Evaluate infrastructure designs
- Environmental Management
- Animal control

1 Long Term Recovery (Reconstruction)

- Natural resource restoration
- Permanent facility repair/reconstruction
- Complete restoration of infrastructure
- Economic redevelopment
- Community redevelopment
- Hazard mitigation
- Risk assessment/review
- Acquisition of damaged property

2 Agencies that would be involved in these activities include, but are not limited to:

- Lee County Board of County Commissioners
- Lee County Public Safety
- United Way
- Lee County Department of Human Services
- SERT
- American Red Cross
- FEMA
- The Salvation Army
- Harry Chapin Food Bank
- Florida Department of Children & Families
- Goodwill Industries
- Habitat for Humanity
- Faith-Based Organizations
- Utilities
- DEP
- FWC
- USCG
- FL VOAD
- Visitor & Convention Bureau
- LCSO
- Fire Chiefs' Association
- Municipalities
- Lee Health System
- Contractors
- All County Departments
- Private Sector

3 Federal and State support will be provided where requests through WebEOC are made. The
4 following services may be provided by FEMA and/or SERT:

5 **State Emergency Management Team (SERT)**

- 6 • Develops state and county Emergency Operations Plans for emergency response.
- 7 • Identifies and coordinates resources to assist in response and recovery.
- 8 • Works closely with EOC in damage assessment.

9 SERT Voluntary Agency Liaison

- 10 • Assists with housing coordination between Long Term Recovery Committee (LTRC)
11 and FEMA
- 12 • Acts as our contact for available FEMA trailers and mobile homes.
- 13 • Coordinates with the state/local Voluntary Organizations Active in Disasters (VOAD)
14 for information exchange and identification of resources.

15 **Federal Emergency Management Agency (FEMA)**

- 16 • Coordinates required resources in a federally declared disaster to assist the EOC and
17 state authorities in responding to, and recovering from, the disaster.
- 18 • Assists in developing plans and training for emergency preparedness.

- 1 FEMA Voluntary Agency Liaison (VAL)
- 2 • Works closely with local EOC and voluntary organizations in providing goods or
- 3 services to disaster survivors.
- 4 • Identifies and refers unique individual and family situations, for which assistance
- 5 cannot be provided through existing programs.
- 6 • Attends the LTRC meetings to stay informed of survivors with housing needs, and
- 7 maintains a close working relationship with the Disaster Recovery Coordinator.

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Attachment A
Disaster Advisory Council

The Lee County Disaster Advisory Council’s (DAC) primary functions are pre-disaster planning and post-disaster recommendations. The DAC will meet on a continuing and regularly scheduled basis. The DAC’s duties and responsibilities include, but are not limited to:

- Providing guidance and soliciting feedback on the recovery and reconstruction process.
- Identifying opportunities to mitigate future loss of life and property damage.
- Maintaining a Local Mitigation Strategy (LMS).
- Defining principles and establishing criteria for prioritizing acquisition of property damaged as the result of a major or catastrophic disaster.
- Developing procedures that promote the mitigation of future disaster damage.
- Making recommendations for participation in federal and state post-disaster hazard mitigation planning.
- Evaluating damaged public facilities and formulating mitigation options (i.e., repair, replace, modify or relocate).
- Making recommendations for revision of the County's redevelopment plan in conjunction with federal, state, and local emergency officials.

- 1 • Goodwill Industries
- 2 • Faith-Based Organizations
- 3 • Community Cooperative
- 4 • Area Agency on Aging
- 5 • Florida Department of Emergency Management
- 6 • Florida Department of Health-Lee
- 7 • Florida Voluntary Organizations Active in Disaster (VOAD)
- 8 • Lee County Homeless Coalition
- 9 • Lee County Humane Society
- 10 • Lee County Sheriff's Office
- 11 • Lee Memorial Health System
- 12 • Lighthouse of South West Florida
- 13 • Pine Island Long-Term Recovery Committee
- 14 • Sanibel Island Police Department
- 15 • Town of Fort Myers Beach
- 16 • City of Bonita Springs
- 17 • City of Cape Coral
- 18 • City of Fort Myers
- 19 • Village of Estero

20 Agency Roles and Responsibilities

21 Emergency Management recognizes that these agencies will and do hold additional roles and
 22 responsibilities not isolated to only Long Term Recovery, but the entire Recovery Phase. These
 23 descriptions identify *possible* roles and responsibilities throughout all the phases.

24 **Lee County Human Services**

- 25 • In coordination with other agencies, take a lead role in reaching the goals of the LTRC;
- 26 primarily in the human unmet needs. Assist with inter-agency coordination with lead
- 27 and support agencies.

28 **Lee County Emergency Operations Center (EOC)**

- 29 • Organized around the National Incident Management System (NIMS) principles.
- 30 • Lead agency in emergency activation, relief, and immediate response phase.
- 31 • Lead agency for identifying and opening Disaster Recovery Centers (DRCs).
- 32 • Lead agency for identifying and opening Points of Distribution (PODs).
- 33 • Lead agency for identifying and opening the Volunteer Reception Center (VRC).

34 **American Red Cross (ARC)**

- 35 • Works closely with local/state/federal emergency management staff in planning and

- 1 preparedness for disaster response and is one of the first responders.
- 2 • Opens shelters within the community for immediate individual needs. These shelters
- 3 are already pre-established and have written agreements.
- 4 • American Red Cross Liaison to Voluntary Agencies
- 5 • Communicates with local agencies regarding Red Cross response and recovery activities
- 6 through LTRC meetings.
- 7 • Conducts an initial assessment for individual unmet needs and opens a case based on
- 8 information provided by disaster survivor.
- 9 • Provides individual client emergency services based on initial disaster assessment.
- 10 • Transitions case load to long-term recovery case managers for long-term case
- 11 management.

12 **United Way of Lee County**

- 13 • Operates Emergency Information Hotline (211) in partnership with EOC.
- 14 • Shares information with first responders and the Long Term Recovery Committee
- 15 • Provides information and referral services.
- 16 • Attends all LTRC meetings, and is a primary source of funding information.
- 17 • Participates in the Volunteer Reception Center activated by the EOC.

18 **The Salvation Army**

- 19 • Works closely with local/state/federal emergency management staff in planning and
- 20 preparedness for disaster response.
- 21 • While continuing to provide immediate response services, the Salvation Army will begin
- 22 to coordinate with governmental entities to execute Lee County's long-term disaster
- 23 recovery plans.

Lee County	Comprehensive Emergency Management Plan	Page 1 of 11
Approval Date: 12/14/2018	Post-Disaster Redevelopment	Section 3

1 **Purpose**

2 This plan identifies goals, objectives, and policies indicated by Lee County Ordinance No. 07-20,
3 Post Disaster Recovery Ordinance. It emphasizes seizing opportunities for hazard mitigation and
4 community improvement consistent with the goals of the Local Mitigation Strategy and
5 addresses short and long-term post disaster recovery measures.

6 **Scope**

7 The following goals, objectives, and policies contained in this chapter will guide redevelopment
8 activities within the unincorporated areas of Lee County from a major or catastrophic disaster.

- 9 • This Plan was originally prepared in coordination with the Lee County Disaster Advisory
10 Council. The Disaster Advisory Council is comprised of individuals representing a broad
11 segment of community interests, has been charged with providing guidance on
12 preparedness, recovery and reconstruction issues.
- 13 • Specified objectives and policies contained in this Plan shall be implemented through Lee
14 County Ordinance No. 07-20 ("Post Disaster Recovery Ordinance") or the appropriate
15 county development regulation.

16 **POST-DISASTER REDEVELOPMENT GOALS, OBJECTIVES AND POLICIES:**

17 **GOAL 1: COMMUNITY POST-DISASTER REDEVELOPMENT PRIORITIES**

- 18 • To establish principles governing the rebuilding of the community.

19 **OBJECTIVE 1.1: Post-Disaster Redevelopment Priorities:**

- 20 • To establish the following community rebuilding priorities.

21 **POLICY 1.1.1: The following sequence will govern community redevelopment efforts:**

- 22 A. Emergency response activities that reestablish services that meet the physical and safety
23 needs of the community, to include: water, food, ice, medical care, emergency access,
24 continuity of governmental operations, emergency communications, security of residents
25 and possessions from harm, health, and temporary housing.
- 26 B. Reestablishing infrastructure necessary for community reconstruction: i.e., electrical
27 distribution systems, potable water and sanitary sewer service, restoring medical and
28 health care, and rebuilding damaged transportation facilities and housing facilities.

- 1 C. Restoring the community's economic base, as defined by the *Lee Plan* or accepted
2 econometric principles and practices.
- 3 D. Improving the community's ability to withstand the effects of future major or catastrophic
4 disaster incidents.

5 **POLICY 1.1.2:** Local resource capabilities within *Lee County* shall be employed to achieve as many
6 priority requirements as possible in the sequence presented in Policy 1.1.1. Outside support will
7 be requested to assist *Lee County* in meeting those priorities that cannot be met through local
8 resources.

9 **GOAL 2: ESSENTIAL SERVICE AND FACILITY RESTORATION PRIORITIES:**

- 10 • To restore essential community facilities and services necessary for the physical and
11 safety needs of the community in a timely and orderly manner.

12 **OBJECTIVE 2.1:** Electrical Power, Communication, Water, and Waste Water Service Restoration

- 13 • To establish the following community service and facility restoration priorities.

14 **POLICY 2.1.1:** The following priorities shall govern customer power and communication service
15 restoration once damaged electrical transmission systems, substations, and distribution systems
16 are restored.

17 Priority # 1

18 Emergency Response and Recovery facilities having no emergency power or telephone service
19 (community emergency operations or command centers, response/recovery centers), medical
20 facilities having no emergency power, repairing emergency communication centers and facilities,
21 and designated facilities providing emergency food, water and ice.

22 Priority # 2

23 Water Treatment and Pumping Facilities, Special Care Centers, Nursing Home Facilities having no
24 emergency power, LE and Fire Stations having no emergency power, the Southwest Florida
25 International Airport, Page Field, Staging Areas and Distribution Centers requiring emergency
26 power, and County/State Detention Centers (The Jail, Stockade).

27 Priority # 3

28 Waste Water Treatment Plants and Lift Stations, general telephone service, Solid Waste Facilities,
29 medical facilities having emergency power, nursing homes having emergency power, LE and Fire
30 Stations having emergency power, public shelters still housing evacuees and the homeless, Adult
31 Congregate (Assisted) Living Facilities, facilities serving as DRCs for Federal Disaster Relief, and
32 Public and Private Facilities necessary for Resource Management and Distribution Activities
33 (government facilities handling emergency purchasing, designated grocery store/restaurant

1 outlets).

2 Priority # 4

3 Community areas receiving minor damage, and other Government facilities.

4 Priority # 5

5 Community areas receiving major damage.

6 Priority # 6

7 Community areas receiving catastrophic damage.

8 **POLICY 2.1.2:** The following procedure shall govern water service restoration:

- 9 • Valve off major leak areas.
- 10 • Identify high damaged areas.
- 11 • Assess and provide service to meet critical customer needs (i.e., emergency response and
- 12 recovery facilities, RSW, hospitals, nursing homes, emergency public shelters, kidney
- 13 dialysis patient facilities, and other identified emergency response facilities).
- 14 • Establish emergency water sites as necessary.
- 15 • Establish priorities and repair damaged facilities in the following order: trunk mains,
- 16 distribution mains, service connections.
- 17 • Re-pressurize water system as necessary.
- 18 • Establish water potability.

19 **POLICY 2.1.3:** The following procedure shall govern wastewater service restoration:

- 20 • Assess damages to system (wastewater treatment plants, lift stations, electrical support
- 21 systems, to include evaluating the need to take lift stations off line in flooded evacuated
- 22 areas to avoid damage to property when power
- 23 • Work with private franchises providing service to determine extent of damaged facilities
- 24 and priorities in reestablishing service.
- 25 • Closely coordinate recovery operations with municipalities in determining and repairing
- 26 any damages to waste treatment plants.
- 27 • Determine need and provide emergency service to emergency response and recovery
- 28 facilities, RSW and Page Field, and hospitals.
- 29 • Repair damaged facilities in the following sequence: treatment plants first, then lift
- 30 stations starting with those closest to the treatment plants.
- 31 • Reestablish wastewater service to franchise areas as power and water service is restored.

32 **OBJECTIVE 2.2:** Debris Clearance Strategy:

- 33 • To establish the following community debris clearance, removal, and disposal strategies.

1 **POLICY 2.2.1:** Clearing debris from roads and streets will be guided by the following priority
2 sequence:

- 3 • Emergency access to aid Search and Rescue Operations,
- 4 • Major arterial roadways linking *Lee County* to inter-county traffic,
- 5 • Major arterial roadways providing access to certain critical facilities.
- 6 • Major arterial roadways providing access to coastal areas or areas heavily damaged by
- 7 the disaster, designated portage sites providing access to barrier and coastal islands,
- 8 • Roadways providing access to designated *Staging Areas* and *Distribution Centers*
- 9 supporting disaster relief efforts,
- 10 • Roadways providing access to major commercial activity centers,
- 11 • Minor arterial roadways coming under county maintenance responsibility,
- 12 • Collector roadways under county maintenance responsibility,
- 13 • Other roadways under County maintenance responsibility, and
- 14 • Private roadways, including gated communities, within the unincorporated area of Lee
- 15 County.

16 **POLICY 2.2.2:** Once road clearing operations supporting search & rescue operations, clearing
17 inter-county roadways, and providing access to designated response/recovery centers are
18 completed, debris clearance will be guided by the following priority sequence:

- 19 • Area medical facilities with emergency rooms, areas designated as field medical sites,
- 20 areas designated as staging and distributing disaster relief aid,
- 21 • Facilities designated as field command centers for emergency response operations, fire
- 22 district and law enforcement stations.
- 23 • Areas with minor damage,
- 24 • Areas with major damage,
- 25 • Areas with catastrophic damage, and
- 26 • Private roadways, including gated communities, within the unincorporated area of Lee
- 27 County.

28 **POLICY 2.2.3:** Debris shall be separated to avoid mixing hazardous materials and hazardous waste
29 with other types of debris.

30 **POLICY 2.2.4:** Agencies or organizations contracted to clear, remove, and dispose of debris shall
31 follow the following principles:

- 32 1. Debris collection and removal procedures from residential and commercial properties will
33 adhere to the collection sequence priority established by the County. Instructions will be
34 provided to the public to separate debris. Notification will also be provided of the
35 established schedule for picking up general debris classes.

- 1 2. Storage areas will be operational within seven to ten days after the disaster to separate
2 debris that does not fall under the *Residential and Commercial Property Programs*.
- 3 3. Open pit burning, burning by incineration, mulching or chipping horticultural debris,
4 hauling mulched or chipped debris out of the county, disposal at approved solid waste
5 sites, and debris reuse and recycling shall be acceptable methods of debris disposal,
6 provided that these methods meet all applicable rules and regulations established for
7 such operations.
- 8 4. The Lee County Debris Management Plan shall identify temporary debris disposal sites
9 approved by the Department of Environmental Protection.

10 **POLICY 2.2.5:** The County shall cooperate with and assist the Florida Forest Service and Local Fire
11 District Officials in maintaining and distributing information materials to inform the public on
12 actions to reduce wild fire and urban interface fire threats resulting from debris accumulations
13 causing potentially hazardous fuel loads.

14 **GOAL 3: TO RESTORE COMMUNITY VIABILITY:**

- 15 • To reestablish the economic and social viability of the community.

16 **OBJECTIVE 3.1: Rebuilding and Reconstruction Management:**

- 17 • The Lee County Ordinance No. 07-20 and other development regulations shall govern the
18 timing and sequence of community rebuilding and reconstruction activities.

19 **POLICY 3.1.1:** Following a disaster, the BoCC can establish moratoria on the following: initial
20 building, destroyed structure, major damaged structure, minor damaged structure, new
21 development, outstanding building permit, outstanding development order, and/or outstanding
22 site plan, zoning requests and subdivision plat reviews according to the provisions set forth in
23 Sections Eight of Lee County Ordinance 07-20 (Post-Disaster Ordinance), as amended. The
24 purposes of the moratoriums are to allow sufficient time for damage assessment, identifying
25 proper changes to current development practices, and implementing approved Post-Disaster
26 Hazard Mitigation Policies.

27 **POLICY 3.1.2:** If needed, the county may implement a post-disaster emergency permitting system
28 to assure the quality of rebuilt or reconstructed buildings or structures. The permitting system
29 may include additional inspections deemed appropriate by Lee County to assure the quality of
30 reconstruction.

31 **OBJECTIVE 3.2: Build-Back Policy:**

- 32 • Maintain Lee County Ordinance No. 07-20 to implement the build-back policy set forth in
33 the following policies.

1 **POLICY 3.2.1:** Emergency repair activities necessary to prevent injury, loss of life, imminent
2 collapse or other additional damage to the building or structure and its contents shall not be
3 subject to the post-disaster ordinances temporary moratorium provisions. Examples of activities
4 considered acceptable emergency repairs include:

- 5 • Temporary roof repairs with plywood or plastic sheeting to make buildings habitable or
6 to prevent continuing damage due to rain and wind to building interiors and exteriors
- 7 • Covering exterior wall openings with plywood or plastic sheeting
- 8 • Repairs to interior ceilings to make buildings habitable or to drain accumulated flood
9 waters
- 10 • Repairs to steps
- 11 • Temporary shoring measures to avoid imminent building or structure collapse

12 **POLICY 3.2.2:** Emergency repairs to buildings or infrastructure that house the following
13 organizations or activities shall not be subject to temporary moratoria because of their necessity
14 to protect the public health and safety, provided that permanent repairs to these activities follow
15 established development and redevelopment regulations:

- 16 • Potable water facilities,
- 17 • Waste water facilities,
- 18 • Electrical power distribution systems,
- 19 • Emergency communication facilities,
- 20 • Emergency stabilization of road systems,
- 21 • Law enforcement, fire and medical facilities,
- 22 • Response/recovery centers and distribution centers,
- 23 • Debris removal activities, and
- 24 • Stabilization or removal of structures about to collapse.

25 **POLICY 3.2.3:** Lee County Ordinance No. 07-20 shall implement the build-back policy set forth in
26 Policy 111.2.3 (Amended by Ordinance No. 94-30, 00-22) of the Lee Plan, a summary of which
27 follows:

- 28 • Buildings or structures damaged up to and including 50% of replacement value shall be
29 rebuilt to original condition, with repair work subject to current building and life safety
30 codes.
- 31 • Building or structures damaged greater than 50% of replacement cost shall be rebuilt to
32 original square footage and density provided that they comply with permitted land uses,
33 federal flood insurance, 100-year elevation requirements, building code requirements
34 for flood proofing, repair work meets current building and life safety codes, state Coastal
35 Construction Control Line regulations (if applicable), disability access regulations, and any

1 required zoning or other development regulations (other than density or intensity) unless
2 compliance with such regulations would preclude reconstruction otherwise intended by
3 the build-back policy.

4 **POLICY 3.2.4:** An Emergency Review Board may be established to review disputes arising from
5 the implementation of the County's Build-Back Policy. Decisions rendered by the Emergency
6 Review Board can be appealed to the Hearing Examiner's Office through the normal appeal
7 process.

8 **POLICY 3.2.5:** The following development regulations will be evaluated for their applicability to
9 allow reconstruction or redevelopment that will closely comply with current regulations, and
10 maybe modified by majority action of the Emergency Review Board: setbacks, parking, buffering,
11 and open space requirements, or regulations.

12 **POLICY 3.2.6:** Lee County Ordinance No. 07-20 will implement Lee Plan Policy 110.1.7, which
13 states: County Development Regulations shall require that any building damaged by the disaster
14 that is improved, modified, or added on to or reconstructed by more than twenty-five (25)
15 percent of its replacement value, and which has recorded one or more National Flood Insurance
16 flood losses of \$1,000.00 or more since 1978 shall be brought into compliance with current
17 regulatory standards for new construction.

18 **POLICY 3.2.7:** The following definitions will assist in defining the County's Build-Back Policy:

19 "Replacement Cost" means the actual cost to repair, reconstruct, rebuild, or replace a
20 damaged structure. Replacement cost will not include items not considered a permanent
21 part of the structure; such as building plans, surveys, permits, sidewalks, pools, screens,
22 sheds, gazebos, fences, furniture, and carpeting. For purposes of this ordinance, the
23 replacement cost will be compared to the structure's replacement value to determine the
24 percent of the structure damaged.

25 "Replacement Value" of a structure means the building value contained in the Lee County
26 Property Appraiser's File multiplied by one of the following factors: 120% in a major or
27 minor disaster, or 150% in a Catastrophic Disaster. The replacement value for a structure
28 will be the figure that the structure's replacement cost will be compared to determine
29 the percent damaged. The structure's owner can opt to establish replacement value by
30 hiring a state licensed contractor rather than using the formula stated in this definition,
31 which will be the basis that Lee County will use to determine replacement value for the
32 purpose of implementing the Build-Back Policy.

33 **OBJECTIVE 3.3: ECONOMIC REDEVELOPMENT:**

- 1 • The following policies shall guide priorities governing the economic redevelopment of the
2 community.

3 **POLICY 3.3.1:** The following general principles will guide the use of resources toward the
4 rebuilding of the community's economic base:

- 5 • Reestablish the tourist trade
6 • Reestablish banking and financial institutions
7 • Reopen the business community
8 • Restore agriculture and industry.

9 **POLICY 3.3.2:** The Lee County Post-Disaster Recovery Task Force will make recommendations to
10 the BoCC regarding Disaster and Economic Recovery Programs, and be prepared to accept other
11 necessary duties and assignments in the event of a disaster.

12 **POLICY 3.3.3:** Damaged business and other economic enterprises necessary for the public health
13 and safety and for restoring the community's economic base will be allowed to use temporary
14 structures (such as modular buildings, mobile homes or similar type structure) to carry out their
15 activities until their damaged facility is rebuilt or replaced according to applicable development
16 and redevelopment regulations.

17 **OBJECTIVE 3.4:** Temporary Housing Measures:

- 18 • When deemed in the public interest, the following policies will be implemented to
19 support efforts to provide sites for temporary housing facilities.

20 **POLICY 3.4.1:** When a natural or human-caused disaster has rendered a single-family residence
21 unfit for human habitation, the temporary use of a mobile home or travel trailer located on the
22 single-family lot during rehabilitation of the original residence or construction of a new residence
23 may be permitted.

24 **POLICY 3.4.2:** Rental recreational vehicle and/or mobile home parks having unoccupied pad sites
25 reserved for seasonal visitor use will be asked to make such sites available to house disaster
26 victims having a residence unfit for human habitation.

27 **OBJECTIVE 3.5:** Landscape Management of Redeveloped Areas:

- 28 • Lee County may provide guidance in the replanting of vegetation on property where
29 buildings and structures are subject to the County's Build-Back Policy.

30 **POLICY 3.5.1:** The appropriate sections of the Lee County LDC will guide landscaping
31 redevelopment practices provided that such regulations do not preclude reconstruction
32 otherwise intended by the County's Build-Back Policy.

1 **GOAL 4: PROMOTE HAZARD MITIGATION STRATEGIES:**

- 2 • To reduce loss of life and property damage from future disasters caused by hurricanes.

3 **OBJECTIVE 4.1: Examine Building and Life Safety Code Adequacy:**

- 4 • The Lee County will implement the principles contained in the following policy statements
5 that address this issue.

6 **POLICY 4.1.1:** Lee County may convene a subcommittee of professionals, i.e., representatives
7 from Lee County Codes and Building Services, Lee County Building Industry Association, Cape
8 Coral Building Industries, SW FL Chapter AIA, SW FL Chapter of Professional Engineers, and
9 Representatives of the Florida State Fire Marshals Association to study the adequacy of code
10 design and construction requirements and note any deficiencies in these codes revealed from
11 observed damages.

12 **POLICY 4.1.2:** During the post-disaster redevelopment period, Lee County shall examine and
13 make recommendations for implementing additional building or structure inspections during the
14 redevelopment period to address structural components damaged and make recommendations
15 to the BoCC.

16 **POLICY 4.1.3:** Staff shall make recommendations to the BoCC regarding use of federal aid to
17 promote or improve rebuilt habitable buildings or structures to mitigate observed damaged
18 patterns.

19 **OBJECTIVE 4.2: Redevelopment in High Hazard Areas and Areas Subject To Repeated Hurricane**
20 **Damages:**

- 21 • To establish a guideline that addresses the reduction of damage in areas subject to
22 repetitive losses from hurricanes.

23 **POLICY 4.2.1:** Based upon observed damage patterns, areas within the CHHA where structures
24 and their associated land uses have been twice damaged by hurricanes or coastal storms greater
25 than 50% of their replacement value will be evaluated to determine if changes to the LDC or
26 current allowable density ranges are necessary.

27 **POLICY 4.2.2:** Based upon observed damage patterns, staff shall recommend to the BoCC
28 whether or not damaged mobile/manufactured home parks located within the V-Zone as defined
29 by FEMA will be allowed to rebuild.

30 **POLICY 4.2.3:** Based upon observed damage patterns, staff shall make recommendations to the
31 BoCC on whether mobile/manufactured home or recreational vehicle park communities where a
32 simple majority of the homes suffered major damage or were destroyed, should be allowed to

1 rebuild without the provision for on-site emergency shelter if none existed before the disaster.

2 **OBJECTIVE 4.3:** Priority Criteria for Relocating and Acquiring Damaged Property:

- 3
 - To establish principles governing the relocation and acquisition of damaged property.

4 **POLICY 4.3.1:** When determined to be in the public interest and in line with federal mitigation
5 programs, the *BoCC* may enter into negotiation with a property owner or owners whose
6 improved real property has been damaged by the disaster for the purpose of acquiring such
7 buildings and associated land or lot for transfer by sale, lease or donation to *Lee County* when
8 the following acquisition conditions are met:

- 9
 - Property must be located in an area damaged by the disaster.
 - Property should be free of encumbrances (i.e., taxes, liens and judgments) unless the
10 extent of the encumbrances is determined to be acceptable given the property's location
11 and value.

12
13 The property meets at least one of the following conditions:

- 14
 - Buildings or structures damaged substantially beyond repair or must have been damaged
15 to the extent that the cost of reconstruction or repair exceeds 50% of the replacement
16 value of the building or structure at the time of the disaster.
 - Buildings or structures defined as repetitive loss properties according to the definition
17 contained in Lee Plan Policy 110.1.7.
 - Buildings or structures damaged by a single event that are not repairable because of build-
18 back policy provisions or significantly increased building costs.
 - Property abandoned by the owner that could cause urban blight as defined by Section
19 163.340 (8), Florida Statutes.

20
21
22
23 **POLICY 4.3.2:** Property acquired under these criteria must be dedicated for such purposes as the
24 *BoCC* may agree are consistent with:

- 25
 - Open space purposes,
 - Managing the land for its dedicated purposes,
 - Not permitting any future uses which will create a threat to human life from the
26 disaster causing the damage.

27
28
29 **POLICY 4.3.3:** Allowable open spaces shall include parks for outdoor recreational activities,
30 nature preserves or trails, beach access, unimproved parking lots, and structures functionally
31 related to these uses such as open sided picnic facilities, refreshment stands, or other non-
32 habitable structures primarily supporting the recreational activities.

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1 **Overview**

2 This section describes how the County’s Incident Management System (IMS) works during minor,
3 major and catastrophic incidents. A description of how the County's EOC supports the IMS under
4 each incident setting is included. Information on how the County is divided into specific
5 Geographical Areas to promote effective disaster response and recovery efforts is provided.

6 The Direction, Control and Coordination Structures follow the principles of the National Incident
7 Management System (NIMS) and Incident Command (See Section 6). The focus and magnitude
8 of direction and control activities will vary by incident type and complexity.

9 Many factors determine the type and complexity of an incident, including the area involved;
10 threat to life-safety, property, and the environment; complexity of the organization needed for
11 response; jurisdictional boundaries; and values at risk, strategy and tactics. Incidents will be
12 typed according to their complexity and need for management resources (See Table 1). This
13 forms the basis for activating the ICS and the Geographic Divisions established in Lee County.

14 ***Minor Incident/Undeclared Disaster:***

15 In a minor incident, the Incident Commander directs activities from a Field Command Post (FCP).
16 The FCP is located as close to the incident as is safe. The Incident Command agency is designated
17 according to the type of incident and based on authority, knowledge, training, and experience.
18 The Incident Commander is the senior on-scene official from the agency assigned responsibility
19 for the incident. The Lee County EOC may be partially or fully activated to provide coordination
20 and logistics support to response personnel in the field.

21 ***Major Incident:***

22 In a major incident, tactical command activities are usually directed from the field. The
23 exceptions to this are in response to hazards that have advance warning periods (such as a
24 hurricane) that affect a large area of the community. In these cases, incident command may
25 direct certain preparation activities from the Lee County EOC and conduct response and recovery
26 activities from the field. Examples include shelter operations and evacuation decisions.

27 More than one FCP may be set up depending on the extent of the disaster. The agency assigned
28 incident command responsibilities may vary as the incident proceeds from the response phase
29 to the recovery phase. The Lee County EOC is always activated during a major incident to provide
30 coordination, planning, and logistics support.

31 ***Catastrophic Incident:***

32 In a catastrophic incident, the Lee County EOC is the central point for Incident Command activities
33 before, during, and after the disaster incident. Incident Command establishes strategic goals and
34 objectives that provide the direction to overcome the disaster. Section Chiefs, planning activities,

1 and all administration section activities to support Incident Command responsibilities are housed
2 in the EOC. (EOC Organizational Charts are included in Annex A-2.)

3 Requests for State and Federal Response and Recovery Resources from municipalities and other
4 governing bodies within Lee County are forwarded to the EOC. The Logistics Section supports
5 field activities by ordering, receiving, distributing, and tracking resources for disaster response.
6 A Staging Area may be established depending on the scope of the disaster. The Staging Area
7 supports and provides resources to Field Units assigned to specific Geographical Divisions within
8 Lee County.

9 ***Municipal Coordination:***

10 Each independent municipality within the County is also designated as a Geographic Division or
11 is part of a Geographical Division to coordinate response operations; however, the management
12 structure will differ. Each municipality establishes its own management structure to use in their
13 jurisdiction based upon their written plans and procedures. The County EOC hosts a Liaison from
14 each independent municipality to coordinate decision-making activities and resource requests.

15 ***Geographic Divisions:***

16 When a Geographic Division is established, under these disaster conditions, some Operations
17 Section Activities (Section 7) may be directed from the Geographic Division. These centers carry
18 out the goals and objectives set by the IC, and each has the flexibility to determine the best way
19 to achieve established goals and objectives within their area. In essence, a MACC serves as a field
20 "EOC" or a multi coordination entity for the assigned Geographic Division. Incident Command
21 uses checklists, briefings and Incident Action Plans (IAPs) to assess progress and focus direction
22 for activities at this level. Up to ten (10) Geographic Divisions may be activated to manage certain
23 response and recovery activities in a catastrophic disaster situation. Each established Division
24 may coordinate with other agencies and utilize resources to complete tasks.

- 25
- 26 • Search and rescue, debris clearance, damage assessment, food and medical service,
logistics support, etc.
 - 27 • Within each Group, Task Forces or Strike Teams may be established to complete specific
28 mission assignments.
 - 29 • When obtaining and administering state and federal disaster assistance, the Logistics
30 section, upon approval of the Incident/Unified Commander, will request specific
31 assistance through the Florida Division of Emergency Management Incident Management
32 Program.
 - 33 • The Planning Section will document the assistance at the Logistics Staging Area and
34 release it to the Geographic Division that requested the support.

35 **Attachments**

- 36
- Attachment A – Geographic Divisions
 - 37 • Figure 1 – Incident Complexity Table

**Attachment A
Geographic Divisions**

Division Name	Composition
BOCA GRANDE	Boca Grande Fire District
CENTRAL LEE	South Trail Fire District & Lee County Port Authority
EAST LEE	Alva, Fort Myers Shores, Tice, and Lehigh Acres Fire Districts
FORT MYERS	City of Fort Myers
NORTH LEE	North Fort Myers & Bayshore Fire Districts
SANIBEL-CAPTIVA	Sanibel and Captiva Island Fire Districts
SOUTH LEE	San Carlos Park, Estero & Bonita Springs Fire Districts
THE BEACHES	Fort Myers Beach & Iona-McGregor Fire Districts
THE CAPE	City of Cape Coral & Burnt Store Fire Districts
THE ISLANDS	Pine Island-Matlacha, Cayo Costa, Useppa, Cabbage Key & Upper or North Captiva Island

Table 1: Incident Complexity

Type 1	<ul style="list-style-type: none"> • This type of incident is the most complex, requiring national resources for safe and effective management and operation. • All command and general staff positions are filled. • Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. • Branches need to be established. • A written incident action plan (IAP) is required for each operational period. • The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. • Use of resource advisors at the incident base is recommended. • There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.
Type 2	<ul style="list-style-type: none"> • This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. • Most or all of the command and general staff positions are filled. A written IAP is required for each operational period. • Many of the functional units are needed and staffed. • Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). • The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.
Type 3	<ul style="list-style-type: none"> • When incident needs exceed capabilities, the appropriate ICS positions should be added to match the complexity of the incident. • Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions. • A Type 3 IMT or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT. • The incident may extend into multiple operational periods. • A written IAP may be required for each operational period.
Type 4	<ul style="list-style-type: none"> • Command staff and general staff functions are activated only if needed. • Several resources are required to mitigate the incident, including a task force or strike team. • The incident is usually limited to one operational period in the control phase. • The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated. • No written IAP is required but a documented operational briefing will be completed for all incoming resources. • The role of the agency administrator includes operational plans including objectives and priorities.
Type 5	<ul style="list-style-type: none"> • The incident can be handled with one or two single resources with up to six personnel. • Command and general staff positions (other than the incident commander) are not activated. • No written IAP is required. • The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. • Examples include a vehicle fire, an injured person, or a police traffic stop.

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1 **Purpose & Scope**

2 This section contains information on the Federal and State Disaster Response and Recovery
3 Structure and provides a description of how elements of the County's NIMS/ICS structure
4 coordinates with the State Comprehensive Emergency Management Plan (CEMP) and the
5 National Response Framework (NRF).

6 **Concept of Operations**

7 **State and Federal Structure:**

8 Both the State and Federal Emergency Response Structures use the NIMS/ICS concept for
9 managing disaster incidents under the National Response Framework. The NRF presents
10 operating principles and protocols for the Federal response to, and recovery from, disasters and
11 incidents of national significance.

12 The State is responsible for providing assistance when an incident or event overwhelms local
13 government resources. When this occurs, Lee County obtains assistance from the State.
14 Assistance is provided under the authority of the Governor through the State Coordinating
15 Officer (SCO) and State Emergency Response Team (SERT). The SCO, appointed by the Governor,
16 is the leader of the SERT.

17 The SCO/SERT directs the State's response activities to support the County's request for
18 assistance. If the President issues an emergency or major disaster declaration for the State, the
19 SCO will coordinate federal assistance through the Federal Coordinating Officer (FCO). The SCO
20 directs the SERT Chief who oversees the Command and General Staff positions at the State
21 Emergency Operations Center (SEOC). When necessary, state and federal response and recovery
22 resources will use a unified command structure to carry out established response and recovery
23 priorities, objectives, strategies, and tactics.

24 State/Federal Unified Command Structure Response personnel and resources of State and
25 Federal Agencies are grouped into ESFs (Emergency Support Functions). Each ESF has pre-
26 assigned missions to expedite their response. Each ESF is headed by a primary agency and
27 assisted by support agencies based on authorities, resources, and capabilities to contribute to
28 the ESF. The designated primary agency or agencies is responsible for coordinating the activities
29 of each respective ESF. Federal ESFs incorporate the same principles, but operate under the
30 overall direction of the FCO. Both federal and state response operations work jointly out of the
31 SEOC initially, and then out of a Joint Field Office (JFO) established in the affected area.

32 **Additional Command and Control Elements**

33 A SERT Liaison (typically a Florida Division of Emergency Management (FDEM) Regional
34 Coordinator or non-impacted local Emergency Management Director) may be dispatched to Lee

1 County. The SERT Liaison is responsible for on-going assessment, technical assistance, and
2 relaying local recommendations or resource requests to the SEOC.

3 Depending on the extent and complexity of a major or catastrophic incident, the State
4 Coordination Officer may deploy a forward command element. This group operates from the
5 EOC or other suitable location. Once operational, the forward command element will aid
6 communications and coordination in response efforts between the State and impacted counties.

7 A Logistical Staging Area (LSA) may be established by the State for disaster incidents that require
8 a major mobilization of supplies, materials, equipment, and personnel prior to, during, and after
9 the emergency. The LSA receives, classifies, and accounts for emergency relief and sustainment
10 supplies and goods, solicited by the State. Resources are distributed, upon request, to
11 distribution sites in the disaster area.

12 The state may also deploy a State Management Team (SMT) to assess needs and coordinate
13 response activities with Lee County. Under this model, personnel resources from unaffected
14 local communities are sent to the disaster area until State agency resources can be brought in.
15 These Teams can perform the following missions:

- 16 • Manage donated goods and services.
- 17 • Organize and provide logistical support for volunteer groups.
- 18 • Provide relief personnel for EOC/Command Post Management.

19 **County Coordinating Structure:**

20 Incident Command coordinates requests for State and Federal assistance through the SERT
21 Liaison, the State Management Team Leader and/or the Forward Command. If established, it is
22 located at the Lee County EOC or other suitable area, depending on the size and nature of the
23 Team. Once requested, Federal and State Resources coordinate with the appropriate Incident
24 Management System (IMS) Section to complete their mission assignment.

25 The Lee County Comprehensive Emergency Management Plan contains the following supporting
26 information:

- 27 • A summary of each Federal and State ESF's purpose.
- 28 • The primary Federal and State Coordinating Agency.
- 29 • Counterparts within the County's Incident Management Structure
- 30 • Potential mission assignments to support local response.
- 31 • Resource Check Lists to use as an aid for requesting Federal or State Resources.
- 32 • A Mission Assignment Resource Request Form to request Federal and State Resources.

33 **State and Federal Recovery Structure**

34 Following a Presidential disaster declaration, a Joint Field Office (JFO) is established for incidents
35 of severity, magnitude, or complexity that require federal and state support. This facility serves
36 as a temporary multiagency coordination center for organizations with recovery responsibilities.
37 The JFO's purpose is to develop a comprehensive and coordinated recovery process that brings

1 prompt and orderly restoration of community facilities, services, infrastructure, and economic
2 base.

3 **County Recovery Coordinating Structure**

4 The County will work with a large number of partner agencies, non-profits and municipalities to
5 coordinate recovery efforts at the local level. Recovery includes short-term recovery efforts such
6 as utility restoration, damage assessment and debris pick-up and longer-term recovery priorities
7 including build-back policies, repairs to structures, economic redevelopment and human services
8 recovery. The County's Disaster Advisory Council (DAC) can help provide guidance in recovery
9 and additional ad-hoc groups or task forces may be established as needed, based on the severity
10 of the disaster.

11 **Attachments**

- 12 • Attachment A – State of Florida Emergency Response Organization
- 13 • Attachment B – County to State ESF Conversion with Agencies

14

1
2

Attachment A
State of Florida Emergency Response Organization

ESF 1 – Transportation		
Provides Civilian and National Guard transportation support to local governments and voluntary organizations.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Department of Transportation	Department of Transportation	Operations Section Chief Infrastructure Branch

3

ESF 2 – Communications		
Provides telecommunication and radio support to local disaster personnel.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Department of Homeland Security (National Protection and Programs / Cybersecurity and Communications / National Communications System)	Department of Management Services Enterprise Information Technology	Operations Section Chief Infrastructure Branch
Federal Emergency Management Agency		

4

ESF 3 – Public Works and Engineering		
Provides technical advice and evaluations, engineering services, construction management and inspection, emergency contracting, and emergency repair of waste water and solid waste facilities.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
US Army Corps of Engineers Federal Emergency Management Agency	Department of Transportation	Operations Section Chief Infrastructure Branch

5

ESF 4 – Fire Fighting		
Provides management and coordination of firefighter support to local recovery efforts and the use of personnel, equipment, and resources for search and rescue efforts.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
US Dept of Agriculture - Forest Service	Department of Financial Services Division of State Fire Marshal	Operations Section Chief Fire Branch

1

NRF - ESF 5 – Emergency Management FDEM - ESF 5 - Plans		
Responsible for collecting, analyzing, processing, and disseminating information to facilitate emergency recovery efforts, tracking resources and mission assignments, and preparing special operations plans.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Federal Emergency Management Agency	Division of Emergency Management	Planning Section Chief Damage Assessment Group Leader Resources Unit Group Leader Situation Unit Group Leader Documentation Unit Leader

2

NRF - ESF 6 - Mass Care, Emergency Assistance, Housing and Human Services FDEM - ESF 6 - Mass Care		
Responsible for managing and coordinating efforts to provide sheltering, feeding, and emergency first aid; and/or coordinating bulk distribution of emergency relief supplies to disaster victims.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Federal Emergency Management Agency	Dept Business & Professional Regulation Dept of Children and Families	Operations Section Chief Mass Care Branch Director

3

NRF - ESF 7 – Logistics Management and Resource Support FDEM - ESF 7 - Resource Management		
Provides equipment, materials, supplies and personnel to support response and recovery efforts.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Government Services Administration Federal Emergency Management Agency	Dept of Management Services Division of Purchasing	Logistics Section Chief Geographical Divisions

1

NRF - ESF 8 – Public Health and Medical Services FDEM - ESF 8 - Health and Medical		
Provides supplemental assistance to local governments in identifying and meeting disaster victim’s health and medical needs.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Health and Human Services	Department of Health	Operations Section Chief Health and Medical Branch Director

2

ESF 9 – Search and Rescue		
Responsible for coordinating resources to locate, extricate and provide initial medical treatment to victims trapped in collapsed structures.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Federal Emergency Management Agency	Department of Financial Services Division of State Fire Marshal	Operations Section Chief Fire Branch Director Geographical Division Chief

3

NRF - ESF 10 – Oil and Hazardous Material Response FDEM - ESF 10 - Environmental Protection		
Responsible for providing coordinated response to actual or potential hazardous material releases.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Environmental Protection Agency United States Coast Guard	Department of Environmental Protection	Operations Section Chief Fire Branch Director

4

NRF - ESF 11 – Agriculture and Natural Resources FDEM - ESF 11 - Food and Water		
Identify and secure food and water needs for disaster victims, and arrange for transportation of food supplies to affected areas.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
US Department of Agriculture Department of the Interior	Dept Agriculture and Consumer Services	Operations Section Chief Mass Care Branch Director

1

ESF 12 – Energy		
Restoration and supply of electrical power and fuel.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Department of Energy	Public Service Commission FL Energy and Climate Commission	Incident Command Operations Section Chief Infrastructure Branch Director

2

NRF - ESF 13 - Public Safety and Security FDEM - ESF 13 - Military Support		
Provide rapid impact assessment and deployment of Florida National Guard resources. The Central Area Command of the Florida National Guard headquartered in Tampa is responsible for planning and executing military support operations in Lee County.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Department of Justice	Florida National Guard	Incident Commander

3

NRF - ESF 14 - Long-Term Community Recovery FDEM - ESF 15 - Volunteers and Donations		
Coordinates dissemination of disaster related information to the public.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Housing and Urban Development Federal Emergency Management Agency Small Business Administration	Governor’s Commission on Volunteerism and Community Service (Volunteer FL)	Logistics Section Chief Services Brach Director Support Branch Director

1

NRF - ESF 15 - External Affairs FDEM - ESF 14 - External Affairs		
Coordinates the delivery of volunteers, goods, and services to support relief efforts in the aftermath of the disaster.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Department of Homeland Security Federal Emergency Management Agency	Division of Emergency Management Executive Office of the Governor	PIO Incident Command Planning Section Chief

2

FDEM - ESF 16 – Law Enforcement		
Responsible for coordinating the tracking and deployment of law enforcement resources to local governments, including coordination of activities of the FLNG related to security missions.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Not assigned in NRF	Florida Department of Law Enforcement	Operations Section Chief Law Enforcement Branch Director

3

FDEM - ESF 17 – Animal Protection		
Responsible for coordinating response to assist local and voluntary agencies in assisting animals affected by the disaster.		
Lead Federal Agency	Lead State Agency	Lee County Counterpart
Not assigned in NRF	Department of Agriculture & Consumer Services	Operations Section Chief Mass Care Branch Director

4

FDEM - ESF 18 – Business, Industry and Economic Stabilization

The purpose is to provide, in a coordinated manner, the resources needed (state agencies, non-profit organizations, private sector and technical assistance) to return the impacted communities to their pre-disaster state with the goal of mitigating or enhancing the community’s ability to withstand future events to strengthen community resiliency by utilizing existing organizations and activities.

Lead Federal Agency	Lead State Agency	Lee County Counterpart
Not assigned in NRF	Office of Tourism, Trade and Economic Development Department of Revenue	Incident Command Planning Section Chief Economic Development

1
2
3

**Attachment B
County to State ESF Conversion with Agencies**

Position	Primary Agency	Secondary Agency	ESF
Unified/Incident Commander	Lee County EM	Division of Public Safety	
UIC Deputy	Division of Public Safety/Lee County EM	Division of Public Safety	
Liaison Officer	County Administration		
Public Information Officer	County Administration	FDOH/Sheriff/Other County PIO/SM/WM	14
Assisting Cooperating Agencies			
City of Bonita Springs	Designated Liaison		
City of Cape Coral	Designated Liaison		
City of Fort Myers	Designated Liaison		
City of Sanibel	Designated Liaison		
Town of Fort Myers Beach	Designated Liaison		
The Village of Estero	Designated Liaison		
Lee Memorial Health System	Designated Liaison		
American Red Cross	Designated Liaison		
Salvation Army	Designated Liaison		
Lee County School District	Designated Liaison		
Operations Section Chief	Lee County EM		
Deputy Operations Chief	Lee County EM		
Law Enforcement Branch Director	Lee County Sheriff's Office		13; 16
Fire/Rescue Branch Director	Fire Chief's Association		4; 9; 10
Air Ops Branch Director	Lee County Sheriff's Office		13; 16
Infrastructure Branch Director	Utilities/Solid Waste/County		1; 2; 3; 12
Health & Medical Branch Director	Lee County EMS	Florida Department of Health – Lee County	8
Mass Care Branch Director	Lee County EM		6; 11; 17
Planning Section Chief	Lee County EM		5; 18

Deputy Planning Chief	Lee County EM		
Situation Unit Leader	Lee County EM		
Documentation Unit Leader	Lee County EM		
Planning Group Supervisor	Lee County EM		
UW211 - EIHL Unit Leader	United Way of Lee County	Division of Public Safety	
Tech Spec -National Weather Service	NWS Ruskin		
Tech Spec -Visitor & Convention Bureau	VCB		
Tech Spec -Long-Term Recovery	LTRC		
Tech Spec -Economic Development	EDO		
Tech Spec -GIS Specialist	Lee County GIS		
Tech Spec -Damage Assessment Specialist	Lee County GIS	GeoCove Contractor	
Tech Spec -Technology Specialist	ITG		
Tech Spec -Person with Disabilities Advisor	Disabilities Working Group Rep		
Logistics Section Chief	Division of Public Safety	Lee County EM	7; 11; 15
Deputy Logistics Chief	Division of Public Safety	Lee County EM	
Services Branch Director	Lee County EM	Division of Public Safety	
Support Branch Director	Lee County EM	Division of Public Safety	
Finance - Admin Section Chief	Procurement Management	Division of Public Safety	
Deputy Finance - Admin Chief	Division of Public Safety		
Time Unit Leader	Division of Public Safety	Human Resources	
Cost Unit Leader	Division of Public Safety	Human Resources	
Procurement Unit Leader	Procurement Management	Procurement Management	
Compensation/Claims Unit Leader	Division of Public Safety	Risk Management	
Tech Spec -Human Resources	County Administration		
Tech Spec -E-Role Specialist	County Administration		

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Approval Date: 12/14/2018	Incident Command Section	Section 6

1 This Section describes the overall responsibilities of the Incident Command Section at the
2 Emergency Operations Center (EOC). The Command Section consists of County Administration,
3 Incident Commander and Deputy Incident Commander, Public Information Officer, County
4 Attorney and Liaison Officer). Additionally, this section contains a brief description of these
5 responsibilities.

6 **EOC Incident Command:**

7 Incident Command is responsible for the overall management of all aspects of the disaster.
8 Command may delegate these responsibilities to other ICS Sections. Activities not specifically
9 delegated remain the responsibility of Incident Command. Command responsibilities include:

- 10 • Coordination with County Administration on policy and direction.
- 11 • Develop and assess disaster incident priorities.
- 12 • Determine strategic goals.
- 13 • Determine broad objectives.
- 14 • Approve the Incident Action Plan (IAP).
- 15 • Develop appropriate organizational structure to manage the disaster incident.
- 16 • Manage incident resources.
- 17 • Ensure disaster survivor and responder safety.
- 18 • Coordinate activities of outside (non-county) agencies.
- 19 • Recommend release of information to media via the Lee County Communications
20 Director/Public Information Officer.

21 Incident Command establishes priorities using field assessments and information contained in
22 other areas of this plan or other plans as appropriate. Incident Command develops strategic
23 goals and objectives to respond to and recover from the incident.

24 Strategic goals drive the deployment and use of resources to manage the disaster. Objectives
25 identify the specific operations needed to achieve the strategic goals. The strategic goals and
26 objectives are recorded in the IAP. The EOC IC does not direct field operations.

27 To determine the organizational structure for incident response, Incident Command identifies
28 the resource needs based on incident type and complexity. Based on this assessment, either an
29 incident, unified, or area command structure is established (see table below).

Event or Incident¹	Incident Command Agency (Based on Jurisdiction)	Command Type
<i>Aircraft Crash</i>	Port Authority/TSA/FAA/EM	Unified/Area
<i>Animal/Plant Disease Outbreak</i>	FL Department of Agriculture/LE	Unified/Area
<i>Coastal Erosion</i>	EM/Natural Resources	Incident/Area
<i>Cyber Attack</i>	LE/FDLE/RDSTF/FBI/DOJ/EM	Unified
<i>Epidemic/Pandemic Disease</i>	FDOH/EM	Unified
<i>Extreme Cold/Freeze</i>	EM	Incident
<i>Extreme Heat/Drought</i>	EM	Incident
<i>Flood</i>	EM	Incident
<i>Hazardous Material Release</i>	Fire District/USCG/DEP	Incident
<i>Mass Casualty/Fatality</i>	EMS /Medical Examiner/Fire Districts/LE/RDSTF	Unified
<i>Storm Surge Flooding</i>	EM	Unified/Area
<i>Sustained Wind (Tropical Cyclones)</i>	EM	Unified/Area
<i>Thunderstorm Winds/Lightning/Hail</i>	EM	Incident/Area
<i>Tornado</i>	EM	Incident/Unified
<i>Wildfire</i>	Florida Forest Service/Fire District	Incident/Area

1

1 Table addresses the identified high risk tier of the Lee County Vulnerability Analysis. The complete table can be found in Local Mitigation Strategy.

1 **EOC Public Information Officer:**

2 The PIO is responsible for preparing and releasing information about the incident to the media
3 and community. (See Annex C-1) Tasks include, but are not limited to, the following:

- 4 • Identify ways to distribute information to the public if normal means are not available.
- 5 • Provide information on the status of emergency conditions.
- 6 • Furnish information on available emergency services.
- 7 • Disseminate information on measures to protect public health and safety.
- 8 • Provide information to the public on needed donations, volunteer assistance, and
9 services.
- 10 • Ensure accuracy of information before it is released.
- 11 • Process requests for information from the media.
- 12 • Coordinate press briefings and conferences.
- 13 • Coordinate VIP visits.
- 14 • Coordinate with citizen information centers to stop rumors and misinformation.
- 15 • Coordinate with other agency PIOs and or the Joint Information Center (JIC).

16 Responsible Agency: Lee County Communications Director.

17 **EOC Liaison Officer and Agency Liaisons:**

18 Liaisons serve as a point of contact between their agency and EOC Incident Management Team.
19 The role of the liaison is agency-specific and can vary depending on the nature of the event and
20 the needs of the individual agency. Liaisons may come from federal, state, municipal or non-
21 government agencies. Liaisons participate in the IAP development process and assist Incident
22 Command in assessing resource needs, requesting resources, and coordinating the activities of
23 their agencies.

24 Depending on the event, Liaisons may report directly to the EOC Incident Commander or may
25 report through the primary Liaison Officer. In either case, a free flow of information between
26 Incident Command and the agency liaisons is critical. Liaisons are typically incident-dependent
27 and may vary over time. However, some agencies maintain permanent seats in the EOC. These
28 include but are not limited to:

- 29 • Municipalities (Bonita Springs, Cape Coral, Fort Myers, Fort Myers Beach, Sanibel, and
30 Estero)
- 31 • Lee County School District
- 32 • State Emergency Response Team
- 33 • Federal Emergency Management Agency

34 Responsible Agency: Lee County Administration

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1 The Operations Section, led by the Operations Section Chief, is responsible for supporting tactical
2 operations in the field or at the incident site to: reduce immediate hazards; save lives, property
3 and environment; and restore normal conditions in furtherance of the goals and objectives
4 established by Command. The Operations Section is staffed by liaisons from various
5 governmental and non-governmental agencies that have a stake in responding to or recovering
6 from an emergency or disaster.

7 **ROLES AND RESPONSIBILITIES:**

- 8 • To determine and implement response activities to meet the goals and objectives
9 established by Command within the strategic guidance set forth by policy and outlined in
10 the Incident Action Plan (IAP).
- 11 • To establish functional Operations Branches (i.e., Air Operations, Law Enforcement, Fire
12 and Rescue, Health and Medical, Mass Care, Infrastructure) within the EOC and
13 Geographical Divisions (GeoDivisions) to achieve the maximum effectiveness in meeting
14 the goals and objectives established by Command.
- 15 • To utilize functional Groups, Task Forces, Strike Teams, or single-resources as necessary
16 to achieve the goals and objectives established by Command and retain a manageable
17 span of control.
- 18 • To provide the tools, techniques, and timelines for the GeoDivisions and Operations
19 Branches to report information to the Planning Section and to request resources for
20 unmet needs through the Logistics Section.
- 21 • To accurately document all actions, expenditures, and personnel time, and to provide the
22 information to the appropriate section(s) for accounting purposes using established
23 procedures.
- 24 • To request and release resources, as necessary.
- 25 • To make expedient changes to the IAP, as necessary.

26 **BRANCH DIRECTORS:**

27 In consultation with partner agencies and organizations, the Operations Section Chief appoints
28 Branch Directors. Branch Directors must have met all of the Lee County Emergency Management
29 and NIMS-required training benchmarks prior to assignment. Branch Directors coordinate
30 Branch activities with the liaisons assigned to their branch and share information and anticipated
31 challenges with the Operations Section Chief. Agency liaisons are grouped according to support
32 functions.

33 **AGENCY LIAISONS**

1 An agency liaison is a person assigned by a partner Federal, State, local, or tribal government
2 agency, private entity, or non-governmental organization (NGO). Liaisons coordinate with
3 agency leadership to commit resources or make decisions affecting that agency's or
4 organization's participation in response or recovery activities. Though coordinated by Emergency
5 Management, partner agencies provide the bulk of assets and resources.

6 **Operations Section General Task Assignments:**

7 Generally, the Operations Section will coordinate and oversee the following in collaboration with
8 partner agencies and organizations:

- 9 • Evacuations and sheltering, including care of persons with special needs
- 10 • Search, rescue, hazardous materials management, and fire fighting
- 11 • Law enforcement coordination for traffic and crowd control; perimeter, scene, and
12 resource security; crime prevention, enforcement, and investigation activities; and
13 protection and re-entry of evacuated or controlled areas
- 14 • Collection, reduction, and removal of debris from public places and private property
15 under certain conditions
- 16 • Utility restoration, potentially including electricity, communications, water, and sewer
17 infrastructure
- 18 • Provision of emergency pre-hospital medical care
- 19 • Disease prevention, surveillance, and response to public and environmental health
20 incidents
- 21 • Control of air space and aviation operations, as required
- 22 • Mass care, feeding, and commodity distribution, as necessary
- 23 • Resource requesting and demobilization
- 24 • Fatality management
- 25 • Animal services and vector control
- 26 • Repair or reconstruction of damaged or destroyed public property
- 27 • Stabilization and control of private property which if not addressed poses a negative
28 impact on the general public
- 29 • Other activities or emergency actions in furtherance of the goals and objectives
30 established by Command.

31 **General Operational Guidelines and Principles**

- 32 • All Branch Directors, Group Leaders, and liaisons will notify their agency, department, or
33 organization when they have received information that the EOC has been or will be
34 activated.
- 35 • All liaisons will establish communication with their alternate and second shift
36 counterpart(s) to verify they will be prepared for a second operational period, if
37 necessary.

- 1 • Branch Directors will report to the EOC at the date and time indicated in their activation
2 notification and check in with the Operations Section Chief or Deputy Operations Section
3 Chief. Group Leaders and liaisons will report to the EOC and check in with their Branch
4 Directors.
- 5 • The Operations Section Chief in coordination with the Fire and Rescue Branch will
6 determine which GeoDivisions should be activated. The Fire and Rescue Branch Director
7 will notify the GeoDivision Supervisors of the GeoDivision activations.
- 8 • The GeoDivision Supervisors will establish communications with personnel assigned to
9 their geographic division and further establish the date and time personnel should report
10 to the GeoDivision headquarters.
- 11 • All personnel assigned to either the County EOC or to one of the GeoDivisions will
12 familiarize themselves with the meeting, conference call, and reporting schedules.
- 13 • All personnel will report to their assigned duty station, at minimum, 30-minutes prior to
14 the beginning of the shift.
- 15 • All personnel are assigned to a specific position with a pre-established reporting chain of
16 command. Personnel will have only one supervisor and will report directly to that
17 supervisor, as directed. Reasonable effort will be employed to maintain span-of-control
18 as guided by NIMS.

19 The EOC Operations Section personnel will input response activities and resource requests into
20 the EOC's WebEOC system. GeoDivision will also use WebEOC to submit resource requests, IAPs
21 and SitReps, and other situational awareness information. If WebEOC is unavailable,
22 GeoDivisions will e-mail or radio/call-in information to the Fire and Rescue Branch Director. The
23 Fire and Rescue Branch Director is responsible for ensuring that all submitted GeoDivision reports
24 and requests are recorded into WebEOC. Reports will be timely submitted on the established
25 schedule or promptly, when requested. EOC and GeoDivision personnel will document
26 significant response actions on approved ICS-214 forms.

27 All EOC Operations personnel will accurately document their time on-duty using time sheets
28 provided by the Finance Administration Section. Personnel will maintain accounting of all
29 resources assigned to the Operations Section.

30 Operations Section staff will assist the Planning Section with demobilization activities, final
31 resource accounting and resource disposition. Operations Section staff will document
32 dispositions, as directed by the Planning Section Chief or his/her designee.

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1 **Overview**

2 This document provides an overview of the organization and responsibilities related to the
3 Planning Section of the Lee County Emergency Operations Center. The organizational chart for
4 the Planning Section is located in Annex A-2, and the job descriptions for the positions are located
5 in Annex A-4 Job Descriptions Plans Section. As the organization moves from Response to
6 Recovery, the role of the Planning Section expands to encompass parts of the Long Term
7 Recovery Committee.

8 **Situation**

9 The Planning Section collects raw data from throughout the management organization via formal
10 and informal channels. These data are aggregated, parsed, and analyzed to create useful
11 information. The information is then placed into standardized formats and provided to approved
12 and appropriate end-users.

13 The primary format for distributing information from the Planning Section to the end-user is the
14 Incident Action Plan. The Incident Action Plan is prepared for each operational period and, over
15 time, documents the entire life cycle of the event. It establishes the Incident Commander’s Goals
16 & Objectives, and provides a brief description of what has occurred, what is currently occurring
17 and what is projected to occur. The Incident Action Plan also addresses basic assumptions
18 regarding the incident, and alternative strategies and outcomes. In addition to the Incident
19 Action Plan, information from the Planning Section is also used to create situation status reports
20 (SitRep), press releases, briefing reports and social media updates.

21 **Purpose & Scope**

22 The Lee County Emergency Operations Center Planning Section consists of standard Incident
23 Command System Units (Situation Unit, Documentation Unit, Demobilization Unit and Technical
24 Specialists). These units conform to standard ICS assignments and are consistent with the Florida
25 Incident Field Operations Guide¹.

¹ Annex A-2 Activation Organizational Charts – Planning Section

1 In addition to the classic Planning Section Units, there are several non-traditional units: the
2 Emergency Information Hotline; Technical Unit; and Technical Advisor for Persons with
3 Disabilities.

- 4 • The Emergency Information Hotline Unit assists in rumor control and provides direct
5 communication with the public via telephone call takers. Additional information on the
6 Emergency Information Hotline is located in Annex C-10.
- 7 • The Technological Technical Specialist is responsible for monitoring online traffic, both
8 internally at the EOC, and externally by way of social media, online news and television,
9 and communicating with our stakeholders in an effort to stay ahead of cyber threats.
10 Additional information on the Technical Unit is located in Annex B-7 Cyber Disruption
11 Response Plan.
- 12 • The Technical Advisor for Persons with Disabilities is a position in the Planning Section
13 that alerts Planning and Operations to the impacts each event has on people with various
14 types of disabilities. The Advisor is well versed on the Americans with Disabilities Act, as
15 well as changes to the laws as implemented by the Department of Justice, which will assist
16 the EOC in providing reasonable accommodations as needed. Additional information on
17 the Persons with Disabilities Technical Advisor is located in Annex B-5.

18 **Concept of Operations**

19 The Planning Section is activated as needed by the Incident Commander. In keeping with the
20 modular component concept of the Incident Command System, units of the Planning Section are
21 activated as needed to support the Command and General Staff, provide adequate planning
22 capability and manage span-of-control issues within the Section. Elements may be activated or
23 deactivated according to organizational and response requirements to maintain a safe, effective
24 and efficient response. Most events will not require activation of all units.

25 The Planning Section may be activated in response to a Partial (Level 2) or Full (Level 1) activation
26 of the Emergency Operations Center. A State of Local Emergency will likely be in effect, but is
27 not required. A key driver in the activation of the Planning Section is the need, or desire, by the
28 Incident Commander for a written Incident Action Plan and/or the likelihood of activity extending
29 beyond a single operational period.

30 *Planning Process*

31 Incident planning is a two-phased process that focuses on gaining an understanding of the
32 current situation and developing an Incident Action Plan to direct response activities.
33 Communication, both formal and informal, is critical throughout each phase of the process.
34 While no less important, communication in smaller events is more informal and less demanding.

1 Planning information comes from many sources. These can include written documents,
2 computer programs, websites, social media, computer models, meetings and conference calls.
3 Tools used to assist in information flow, decision making, and Incident Action Plan development
4 are identified in Attachment A.

5 In a major event, much required communication is achieved through various conference calls,
6 meetings, and briefings. While important, meetings and conference calls are demanding on the
7 organization and staff, and must be conducted as effectively and efficiently as possible. A typical
8 schedule of meetings², briefings and conference calls with suggested attendees is included in
9 Attachments B and C.

10 *Incident Action Plan (IAP)*

11 The most significant product derived from the planning process is the Incident Action Plan, (IAP).
12 The Incident Action Plan provides the roadmap of the response. It documents the current
13 situation status, incident objectives, strategies to accomplish those objectives, resources
14 required to accomplish the objectives, organizational elements and other pertinent information.
15 Over multiple operational periods the Incident Action Plan will document events that have
16 occurred. It also documents actions that are happening at the current time. Finally, the Incident
17 Action Plan documents planned objectives for future operational periods.

18 Developing the Incident Action Plans requires a close working relationship between the Planning
19 Section Chief, the Incident Commander (or Unified Command) and the other Command and
20 General staff positions. The Incident Action Plan is completed after the Incident Action Planning
21 Meeting and is approved by the Incident Commander before distribution. The Incident Action
22 Plan template is located in WebEOC.

23 *Recovery*

24 One of the more difficult tasks in managing a large event is identifying where response ends and
25 recovery begins; for many incidents this is not a distinct line and these operations may occur
26 simultaneously. The Planning Section assists the Incident Commander in this determination and
27 then transitions to support the recovery organization. One of the tools used by the Planning
28 Section is the Response Recovery Color Code Assessment. This tool depicts the progression from
29 response to recovery by evaluating critical parameters with a simple red-yellow-green color code.
30 Details are located in the Planning Section Folder.

² Reference Folder – Planning P

1 *Damage Assessment*

2 Another important aspect of the transition from response to recovery is damage assessment.
3 Computer models may be used for damage assessment estimates. While useful for early
4 planning, model outputs must be verified by on-the-ground inspections.

5 Damage assessment serves two basic functions. The first is to provide a snapshot of how the
6 community has been affected by the event. The second is, based on the snapshot, to begin to
7 determine what resources are needed to return the community to normal.

8 This, in turn, can be used to justify requests for State and Federal assistance and identify the need
9 to implement the County build-back policy. There are three major components to the damage
10 assessment. They are the Initial Impact Assessment; the Preliminary Damage Assessment; and
11 the Detailed Damage Assessment.

12 The Initial Impact Assessment is often referred to as a “windshield” assessment. It determines
13 the geographic extent of damage, ingress and egress issues and the status of community
14 infrastructure. The Initial Impact Assessment also identifies the immediate needs of disaster
15 survivors. The Initial Impact Assessment is typically completed in 36-72 hours after the disaster.

16 The Preliminary Damage Assessment is conducted after the Initial Impact Assessment and is used
17 to determine/justify the need for State and Federal Aid (i.e., a Presidential Declaration).

18 The Detailed Damage Assessment is a more in-depth assessment to determine habitability and
19 initiate the County Build-Back Policy requirements. A more detailed Damage Assessment
20 overview is contained in Annex D-2

21 **Authorities & References:**

22 *Included Attachments*

- 23 • Attachment A – Tools & Resources
24 • Attachment B – Meeting and Conference Call Schedule
25 • Attachment C – Meeting and Conference Call Attendance

26 *Incorporated by Reference*

- 27 • Annex A-2 – Activation Organizational Charts
28 • Annex A-4 – Job Descriptions – Planning Section
29 • Annex C-10 – Emergency Information Hotline
30 • Annex B-7 – Cyber Disruption Response Plan
31 • Annex B-5 – Persons with Disabilities Plan
32 • Annex D-2 – Damage Assessment
33 • Emergency Operations Center Resource Guidebook

ATTACHMENT A

Tools & Resources for the Planning Section

WebEOC

WebEOC has boards designed by Lee County Emergency Management for incident management, and can manage multiple incidents simultaneously. Each position in the EOC has an assigned WebEOC login and password to gain entry. Some boards are specific to one Section, such as the Incident Action Plan board, which is maintained by Planning, or the Shelter board, which is managed by Operations. There are boards that are accessible to anyone with a login, such as Sign In/Out, Schedule, and others. Instructions to login to WebEOC can be found in the Emergency Operations Center Resource Guidebook.

Time Delineated Schedule

The Time Delineated Schedules³ consists of two master checklists of specific items that address preparation, response, and recovery to incidents. The Schedules are prioritized based on timing and function. These tools assist in decision-making and in determining when incident objectives should be carried out and by whom.

HURREVAC (tropical cyclones)

HURREVAC is a software tool that accesses hurricane track and forecast data and graphically displays the information. The program also includes county specific evacuation data and can calculate the arrival of tropical storm force winds.

Unit Log

This document is used to record what each unit and Section of the Incident Response has done. The Log may contain current status, problems encountered, assistance required and projected objectives. Unit Logs may be maintained on paper, or electronically via the EOC Activation Portal.

Meetings

Meetings may be formal or informal. They can also waste valuable resources if not managed properly. Examples of typical meetings and scheduling can be found in Attachment B. In addition to time management, having the appropriate attendees at the meeting is critical. Suggested attendees are included in Attachment C.

Conference Calls

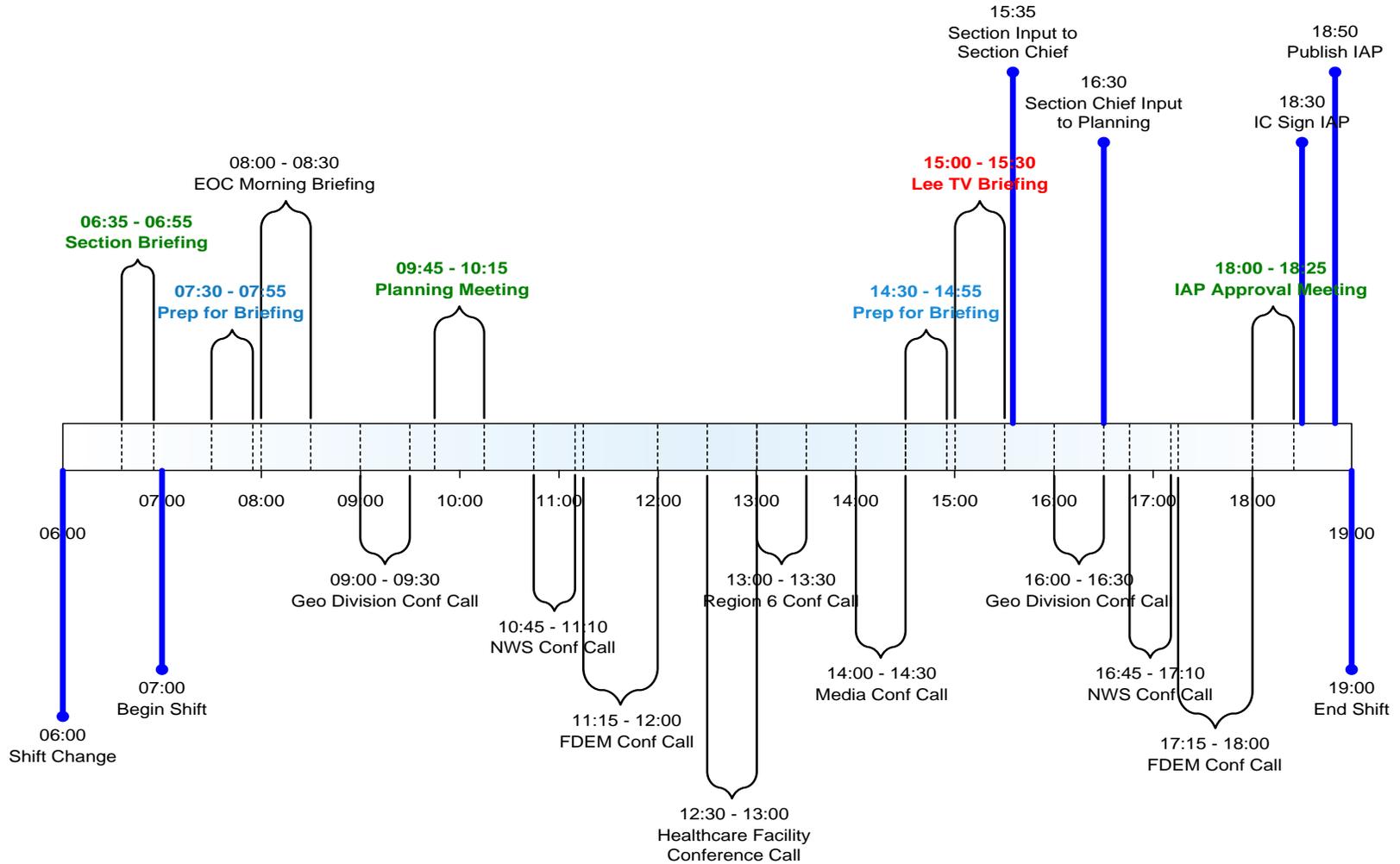
The demands of conference calls are very similar to meetings and should be approached in a similar fashion. The information in Attachment B and Attachment C can assist in maximizing the usefulness of conference calls.

³ Reference Folder – Tropical Cyclone TDS

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ATTACHMENT B (Page 1 of 2) Daily Meeting and Conference Call Time Line

EOC Day Shift Meeting and Conference Call Schedule

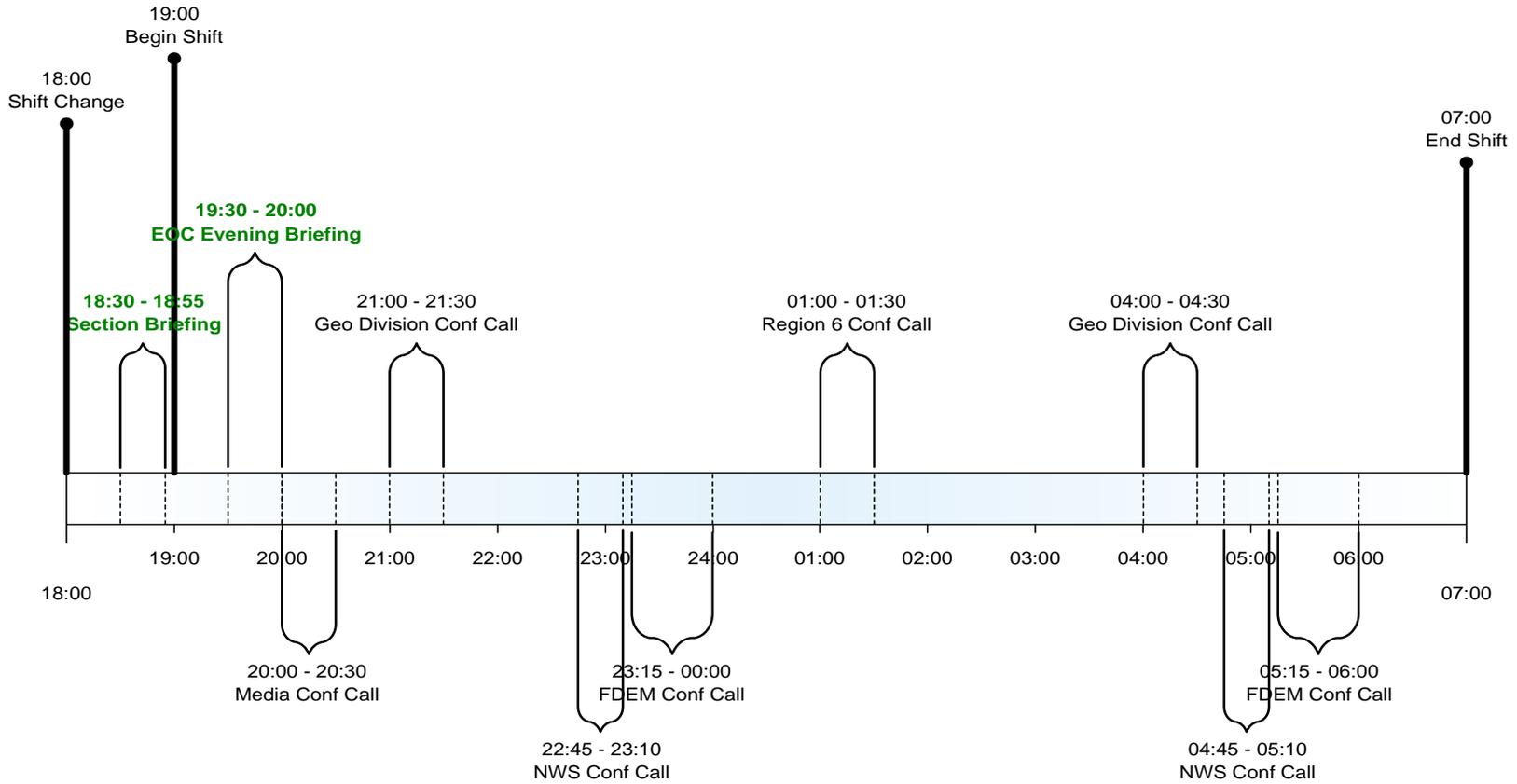


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Daily Meeting and Conference Call Time Line

EOC Night Shift Meeting and Conference Call Schedule



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ATTACHMENT C (Page 1 of 2)
Meetings and Conference Call Attendance Requirements

COLOR CODE
R / Purple = Required Attendance
O / Yellow = Optional Attendance
N / Orange = Do Not Attend

CONFERENCE CALL	TIME	Command and General Staff							Liaisons							Operations			Technical Specialists							
		Incident Commander	Operations Section Chief	Planning Section Chief	Logistics Section Chief	Finance Section Chief	Public Information Officer	Safety Officer	Liaison Officer	Federal Liaisons (FEMA, etc.)	State Liaisons (DEM, etc.)	Municipal Liaisons	Lee Health	American Red Cross	Salvation Army	Lee Co. School District	Higher Education	Fire & EMS Representatives	Branch Directors	Law Enforcement Representative	Weather Forecast Specialist	Geographic Information Specialists	VCB Specialist	211 EIH Specialist	Message Center Specialist	Technology Specialist
Morning Section Briefing	0630 until 0700	O	R	R	R	R	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
EOC Morning Briefing	0800 until 0830	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
Geo Division Conf Call	0900 until 0930	O	R	O	O	N	N	N	N	N	O	N	N	N	N	N	N	R	R	R	O	N	N	N	N	N
Planning Meeting	0945 until 1015	R	R	R	R	R	R	R	R	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
NWS Conf Call	1045 until 1115	R	R	R	O	O	O	O	O	R	O	O	O	O	O	O	O	O	O	R	O	O	O	O	O	O
DEM Conf Call	1115 until 1200	R	R	R	R	R	R	R	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
Healthcare Conf Call	1230 until 1300	O	R	R	O	N	O	N	R	N	O	O	O	O	O	O	O	R	R	O	O	O	N	N	N	O
Region 6 Conf Call	1300 until 1330	R	R	R	O	O	O	O	O	R	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
Media Conf Call	1400 until 1430	O	O	R	N	N	R	N	N	N	N	N	N	N	N	N	N	N	N	O	N	N	N	N	N	N
Lee TV Live Briefing	1500 until 1530	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	O	O	O	R	O	O	O	O	O
Geo Division Conf Call	1600 until 1630	O	R	O	O	N	N	N	N	N	O	N	N	N	N	N	N	R	R	R	O	N	N	N	N	N
NWS Conf Call	1645 until 1710	R	R	R	O	O	O	O	O	R	O	O	O	O	O	O	O	O	O	R	O	O	O	O	O	O
DEM Conf Call	1715 until 1800	R	R	R	R	R	R	R	R	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
IAP Approval Meeting	1800 until 1825	R	R	R	R	R	R	R	R	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N
Evening Section Briefing	1830 until 1855	O	R	R	R	R	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
EOC Evening Briefing	1930 until 2000	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
Media Conf Call	2000 until 2030	O	O	R	N	N	R	N	N	N	N	N	N	N	N	N	N	N	N	O	N	N	N	N	N	N
Geo Division Conf Call	2100 until 2130	O	R	O	O	N	N	N	N	N	O	N	N	N	N	N	N	R	R	R	O	N	N	N	N	N
NWS Conf Call	2245 until 2310	R	R	R	O	O	O	O	O	R	O	O	O	O	O	O	O	O	O	R	O	O	O	O	O	O
DEM Conf Call	2315 until 0000	R	R	R	R	R	R	R	R	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
Region 6 Conf Call	0100 until 0130	R	R	R	O	O	O	O	O	R	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O
Geo Division Conf Call	0400 until 0430	O	R	O	O	N	N	N	N	N	O	N	N	N	N	N	N	R	R	R	O	N	N	N	N	N
NWS Conf Call	0445 until 0510	R	R	R	O	O	O	O	O	R	O	O	O	O	O	O	O	O	O	R	O	O	O	O	O	O
DEM Conf Call	0515 until 0600	R	R	R	R	R	R	R	R	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O

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Lee County	Comprehensive Emergency Management Plan	Page 1 of 24
Approval Date: 12/14/2018	Logistics and Resource Management	Section 9

1 **Purpose**

2 The purpose of this Section is to describe the logistics and resource management process in Lee
3 County. It details the logistics systems in place and outlines overall responsibilities for logistics
4 related activities both day to day and during Emergency Operations Center (EOC) activations.

5 **Scope**

6 This Section and its components encompass the pre-emergency, systematic identification of
7 resource requirements, shortfalls and inventories consistent with Lee County’s Hazard
8 Identification and Risk Assessment (HIRA). This section also describes more specific plans and
9 activities that fall under the Logistics Section during EOC activations. These activities include:

- 10 • Resource Management
- 11 • Resource Request Process
- 12 • Mutual Aid
- 13 • Donated Goods and Services
- 14 • Volunteer Management
- 15 • Points of Distribution (PODs)
- 16 • Fuel
- 17 • Staging

18 It is important to note that no single agency has the ability to provide adequate resource support
19 in large disasters. For this reason, the Lee County EOC will leverage all existing resources in
20 support of an incident and coordinate between various levels of government, jurisdictions and
21 the private and non-profit sectors.

22 **References**

- 23 • Florida Logistics Capability Assessment and GAP Analysis – Lee County
- 24 • State of Florida Logistics Plan
- 25 • Emergency Support Assistance Team (ESAT) Standard Operating Procedure
- 26 • County Logistics and POD Standard Operating Guide
- 27 • EOC Resource Guidebook
- 28 • Lee County Time Delineated Schedule
- 29 • Statewide Mutual Aid Agreement (SMAA)
- 30 • Emergency Management Assistance Compact (EMAC)

31 **Resource Management**

32 When planning for disasters, it is important to have a thorough understanding of available
33 resources for use when needed. To maintain this capability, Lee County conducts a periodic gap

1 analysis to establish objectives, identify resource needs and determine shortfalls which can then
2 be prioritized and addressed through the planning process.

3 This year-round resource management process includes the ability to identify, locate, acquire,
4 store, maintain, test, distribute and account for any resources needed during operations.

5 Resources in Lee County would come from a variety of departments and partner agencies. While
6 staff from Lee County Public Safety/Emergency Management coordinate overall disaster related
7 resource management and logistics planning and response before and during disasters, it is the
8 responsibility of various departments and partners to manage resources under their own
9 authority. EOC Logistics Section will coordinate with public and private sector partners to fill
10 resources gaps following a disaster (See Resource Request Process below).

11 *Capability and Gap Analysis*

12 Lee County Emergency Management, with support from the Florida Division of Emergency
13 Management – Logistics Section, periodically conducts a Capability and Gap Analysis. This
14 analysis allows local emergency management staff and partner agencies to gain a better
15 understand of their resource management process and strengths and weaknesses. During this
16 process, subject matter experts walk through a set of questions that cover a broad range of
17 logistics topics that cover logistics planning, logistics operations, distribution management,
18 property management, and organizational functions. Once results are calculated, answers to
19 specific questions help determine capability level, objectives, and future planning.

20 This assessment uses estimated resources required to respond to various specific hazards, and
21 all-hazard scenarios of varying scale to determine extent of current capabilities or resources. This
22 database allows Emergency Management to efficiently identify, locate, and acquire resources
23 during incident response. It is the responsibility of the primary source party to store, maintain,
24 and test its own resources per individual standards when it is not requested or being used during
25 incident response.

26 **Resource Request Process**

27 Both day to day and during disasters, Lee County Emergency Management and public and private
28 sector partner agencies provide resource support for various types of incidents. Incidents can
29 range from smaller in nature to large, complex, and multi-jurisdictional incidents with varying
30 levels of resource support to those responding.

31 This document outlines the process for requesting, mobilizing, and dispatching resources prior
32 to and during an emergency; and deactivating and recalling resources during or after an
33 emergency.

34 *Day to Day Resource Support*

35 When the EOC is not activated, Emergency Management maintains a 24/7 on-call program that
36 is responsible for providing support to responders on larger incidents requiring an added level of
37 support. Resources provided could include food/snacks, water, fuel, portable restrooms and the
38 Mobile Response Unit. More information on the Emergency Support Assistance Team (ESAT)

1 program can be found in the ESAT Standard Operating Procedure. On-call staff should work with
2 those on-scene to make sure resources are released and demobilized when appropriate.

3 *Resource Requests During EOC Activations*

4 A primary function of the EOC is to provide resource support during disasters. Requests for
5 resources could come from municipal jurisdictions in the county or any number of support
6 agencies or departments. The Logistics Section in the Lee County EOC is responsible for ordering
7 resources and fulfilling resource requests from throughout the county.

8 Each jurisdiction, agency, or department involved in any incident should first use their own
9 existing resources when responding. If additional resources are needed, each position in the EOC
10 and Geographic Divisions has the ability to submit their own resource requests through WebEOC.
11 The appropriate Section Chief must first approve the request before it proceeds to the Logistics
12 Section. If the resource request originates from a Geographic Division, it must first be approved
13 by the Fire Branch Director in the EOC and then approved by the Operations Chief. The Logistics
14 Section is responsible for determining the best source to fill the request, but the first option is
15 always to use local resources. These could include anything on hand or available by already
16 established contracts or mutual aid agreements. If the resource cannot be identified through
17 traditional means, a request can be put into the Florida Division of Emergency
18 Management/State Emergency Response Team (FDEM/SERT).

19 Resources can be deployed both prior to (pre-staging) and after disasters (post-event).

20 Further information on WebEOC and how to properly place resource orders can be found in the
21 EOC Resource Guidebook. This Guidebook is made available to all EOC responders during EOC
22 activation.

23 When processing resource requests, the Logistics Section will work closely with staff in the
24 Finance/Administration Section and staff from Lee County Procurement Management to ensure
25 all proper ordering procedures are followed. All procedures will remain consistent with sound
26 purchasing and cost-accounting practices, but with consideration to the need to expedite the
27 purchasing process during emergency response operations. All staff involved in resource
28 ordering should maintain accurate documentation in a manner consistent with local, state, and
29 federal requirements for disaster-related reimbursement.

30 If notice is given prior to a disaster, Lee County can mobilize or pre-stage resources as appropriate
31 for the type of disaster. Resources mobilized prior to an impending disaster would depend on
32 the particular event and its expected impacts. As a guide, the Time Delineated Schedule can be
33 used to review pre-deployment options. Additionally, Geographic Divisions can evacuate certain
34 resources to pre-identified locations if their jurisdictions are expected to be impacted.

35 Resources already in daily use, such as fire, EMS and law enforcement would be dispatched
36 according to normal protocol prior to and during an incident as their regular call volume would
37 continue leading up to any larger incident. Additional resources could be dispatched through

1 Public Safety/Emergency Management (pre-EOC activation) or by the Logistics Section if the EOC
2 has been activated.

3 Rightsizing resources are an important part of the demobilization process in any disaster event.
4 Prior to EOC activation, Lee Control would work with responders in the field to determine when
5 to release resources. During EOC activation, the Logistics Section, in coordination with the
6 Operations Section and appropriate agencies, would work to demobilize resources when no
7 longer needed or useful.

8 **Mutual Aid**

9 A primary method of acquiring outside resources during disasters is through the use of Mutual
10 Aid agreements with partner agencies. This could include participation in the Statewide Mutual
11 Aid Agreement (SMAA), the Emergency Management Assistance Compact (EMAC) or other
12 agreements with nongovernmental organizations (NGOs) or local agencies and jurisdictions.
13 When appropriate, fire and law enforcement entities can request aid through the Florida Fire
14 Chiefs Association and the Florida Sheriffs Association, respectively.

15 Florida Statutes authorize the Florida Division of Emergency Management (FDEM) to solicit
16 mutual aid from local counties and municipalities. However, the final decision to provide or
17 receive mutual aid resides with the local jurisdiction. Once agreement is reached, all parties will
18 be provided with a Mission Number. This will usually come through the State's incident
19 management system but may be provided through other mechanisms depending on the nature
20 of agencies involved. Regardless of other assurances, a mutual aid mission is not official until the
21 Mission Number is received from FDEM.

22 If the mutual aid request is made outside of the SMAA or EMAC system, such as a NGO or local
23 jurisdiction agreement, the request must be in accordance with a pre-existing, current mutual
24 aid agreement that has been approved by the appropriate authorities. The request and
25 acceptance of the mutual aid must be made by both parties in writing, and by authorized
26 designees per the standing agreement.

27 Once a mutual aid mission is accepted, the resources providing the aid are subject to the
28 operational control of the local agency managing the incident. Accurate records must be
29 maintained for reimbursement of expenses. Allowable expenses and required documentation
30 should be discussed prior to accepting a mission and/or deploying resources.

31 *Requesting Mutual Aid*

32 When a State of Local Emergency (SOLE) is declared for Lee County and the Comprehensive
33 Emergency Management Plan (CEMP) is activated, the County becomes the Requesting Party for
34 all mutual aid requests. Accordingly, command staff in the EOC must approve all requests for
35 mutual aid.

36 Prior to requesting approval for mutual aid resources, the requestor should determine the overall
37 priority of the mission for which aid is being requested, and the types of equipment and

1 personnel required. The requestor should also identify the location(s) and duration of the
2 mission.

3 The requestor must include transportation coordination details in the request. Most mutual aid
4 responders will arrive by highway, which may require the use of an escort to access the impacted
5 area. If multiple vehicles are responding, it may be useful to have them stage at a location outside
6 of the impacted area and then form a convoy. If a convoy is used, units must be advised of the
7 staging location and have a means of common communication between units. This may include
8 common radio frequencies and/or cell phone numbers.

9 Arriving units must be provided with arrival instructions. These include a reporting location and
10 check-in instructions, as well as a point of contact within the response organization. The
11 reporting location may be a local hotel or motel if available, base or camp, staging area, or other
12 location. While mutual aid resources should be self-sufficient, that is not always the case.
13 Procedures for obtaining food, fuel, and other support issues must be established by the
14 requestor prior to submitting the request.

15 The requesting party should route the request, with all of the above information included,
16 through their Section Chief or Deputy to the Logistics Section via the WebEOC Resource Request
17 board to document that sufficient resources are not available locally and mutual aid is required
18 to complete the mission. The Logistics Section Chief or Deputy will then assign the request to
19 the Resource Branch. If the request needs to be submitted to the State, the Resource Branch will
20 enter the request into the State's incident management software, which will create a Mission
21 Number and allow tracking of status of the request.

22 The Logistics Section must coordinate with the Finance Section to determine the costs associated
23 with filling the mutual aid request. These costs may vary by the source of the assisting party.

24 *Providing Mutual Aid*

25 Lee County Emergency Management coordinates requests for mutual aid under SMAA and
26 EMAC. When local resources are deployed for mutual aid, Lee County Emergency Management
27 will designate a Mutual Aid Coordinator. The Coordinator is the County's point-of-contact for the
28 deployed assets.

29 Since sending resources out of the County to provide mutual aid could compromise local
30 capabilities, all requests for mutual aid must be approved locally prior to deployment. Requests
31 must be approved by the agency/agencies with jurisdiction over the resources and Command
32 Staff (if EOC is activated).

33 When deployed under EMAC or SMAA to an impacted area, mutual aid resources should be self-
34 sufficient for at least three to five days, depending on the specific mission. Prior to departure,
35 individuals will be provided with travel instructions, a point-of-contact at the requesting location,
36 and a check-in location.

1 Upon arrival, the team will register with the official in charge. The team leader will receive a
2 briefing and will then brief the mutual aid team. Specific topics will vary by disaster but, at a
3 minimum, will include work location, duties, safety information, personnel accountability, time
4 keeping, and logistical support. Depending on their assignment (i.e., incident management
5 teams), the incoming mutual aid team may require a written delegation of authority from the
6 local jurisdiction.

7 Regardless of the local jurisdiction's requirements, mutual aid team members will maintain
8 records of time worked (payroll time sheets), any accidents or injuries, and any unexpected
9 expenditures. This information will be provided to the team leader at the conclusion of their
10 assignment, or as directed.

11 Mutual Aid assets will be demobilized according to the plan of the assisting jurisdiction and/or
12 the requesting jurisdiction. At a minimum, the demobilization plan should include check-out and
13 relief-of-duty instructions, and ensure adequate rest time between the last work assignment and
14 return travel. Prior to demobilization, the Team Leader will coordinate with the Lee County
15 Mutual Aid Coordinator to confirm travel instructions and timing.

16 Upon arrival in Lee County, the Team will check-in with the Mutual Aid Coordinator to transfer
17 any records and documentation and/or to schedule a debriefing for the Team.

18 Further guidance on Mutual Aid to include the Statewide Mutual Aid Agreement (SMAA) and
19 Emergency Management Assistance Compact (EMAC) process can be found in Annex 3 of the
20 State Logistics Plan.

21 **Donated Goods and Services**

22 During disasters of a certain size and magnitude, members of the public often desire to contribute
23 to the response by donating items to support both impacted individuals and responders. In
24 certain cases these donations can be helpful but they can also become burdensome on the
25 response if a plan is not in place to effectively accept, sort, manage, and distribute these items.

26 Existing organizations to include the American Red Cross and Salvation Army have already
27 established organizational structures in place to provide these types of resources to those
28 needing this type of help during disasters. In most cases, monetary donations to these well-
29 established and respected organizations are the best way for the public to assist after a disaster.
30 Funding can then be used to increase already existing capabilities in these organizations. Public
31 Information Officers in the EOC should develop messaging that encourages these monetary
32 donations over donating goods. If a need emerges for specific items for those affected by the
33 disaster or responders, then public messaging can reflect that need.

34 *Donations Center*

35 If it becomes apparent that the amount of goods and services being donated is overwhelming
36 the response operation and public messaging fails to improve the situation, a Donations Center
37 can be established to accept and manage donated goods, materials, services, personnel, financial

1 resources, and facilities. This location would handle both solicited and unsolicited goods and
2 services.

3 The Donations Center is assigned under the Logistics Section, as it is designed to receive resources
4 donated to support the response. The resources are held, stored and, if necessary, resorted and
5 packed for distribution. Requests for resources from disaster areas are directed to the center
6 from the EOC. Donations of volunteer personnel are to be directed to the Volunteer Reception
7 Center in accordance with the Volunteer Management section of this document. Donations of
8 facilities should be directed to the Logistics Section in the EOC.

9 The Lee County EOC will coordinate the requests for donated goods through FDEM Emergency
10 Support Function 15 - Volunteers and Donations. Faith-Based Organizations (FBOs) in Lee
11 County, through coordination with the EOC, manage operations at the Donations Center.

12 The Logistics Section is responsible for selecting a location for the Donations Center and supplying
13 any required resources to enable its successful operation. In general, an optimal location for the
14 Donations Center will have empty building space, offices, working utilities, a space for cold
15 storage, easy access for shipping vehicles without a load size restriction, loading docks, and low
16 loading areas to accommodate trucks and vans.

17 The Donations Center is responsible for receiving, checking-in, inventorying and temporarily
18 storing sorted or palletized loads of equipment and materials, and unsorted loads or equipment,
19 materials, and supplies that have been donated. Redistribution of donated goods to affected
20 areas will be coordinated through FBOs.

21 The Logistics Section is responsible for demobilizing the Donations Center. That decision should
22 consider the re-routing and transferring of donations to other centers in the State that are still
23 operating, demobilizing any purchased, leased or borrowed equipment, and conducting
24 advanced notice of the Center closure to the general public.

25 *Financial Donations*

26 One of the best ways for the general public to support response and recovery operations is by
27 giving financial contributions to established, trusted, and vetted organizations. This is often more
28 effective than donating goods and services because these organizations already have processes
29 in place to support those impacted by the disaster.

30 Public messaging should reflect this mindset and encourage the public to contribute to these
31 trusted organizations. Messaging from ESF #15 – Volunteer Florida at the State level will echo
32 similar guidance.

33 Additionally, when needed, the Southwest Florida Community Foundation can quickly establish
34 a fund and manage donations from the public. This fund has been activated in the past and
35 allows those who desire to donate financially the ability to do so quickly after a disaster. This
36 funding can also be quickly distributed to local partner agencies for use in support of disaster
37 survivors.

1 **Volunteer Management**

2 Following a disaster, whether natural or man-made, the general public often feels compelled to
3 assist. This frequently means large numbers of citizens descending upon the disaster zone in
4 order to find ways to help. While volunteers offer a wide variety of skills and can be a significant
5 workforce multiplier, their unorganized presence can also create several challenges for local
6 response personnel attempting to assist residents affected by the disaster. For this reason, a
7 plan for organizing volunteers must be in place in order to prevent volunteers from becoming a
8 burden rather than an asset to the response.

9 This section establishes the framework for managing volunteers after a catastrophic event, with
10 a specific focus on processing unaffiliated volunteers through a Volunteer Reception Center
11 (VRC). These volunteers may be from Lee County or travel from out of the area, but are those
12 individuals that are not associated or deployed by a responding volunteer organization. The
13 ultimate goal is to expedite the organization of these volunteers in order to meet the needs of
14 the affected populations and organizations as quickly and smoothly as possible.

15 It outlines the implementation, management, and demobilization of a Volunteer Reception
16 Center to receive and process volunteer personnel and services, whether solicited or unsolicited.
17 The Center is intended to be the location for all check-in, assessment, and assignment of
18 spontaneous volunteer resources not affiliated with established volunteer relief agencies, the
19 County, or its municipalities.

20 *Assumptions*

- 21 1. Following a disaster, individuals will self-deploy to assist with recovery efforts without
22 fully coordinating their activities.
- 23 2. In a large-scale event, local manpower and resources may be affected and overwhelmed,
24 requiring the use of volunteers to augment response and/or recovery efforts.
- 25 3. Planning for every possible volunteer is not feasible; however, with an established
26 planning framework, volunteers can be organized and utilized in the most efficient and
27 effective manner possible.
- 28 4. A disorganized influx of unaffiliated volunteers can create a secondary disaster if unskilled
29 workers attempt to provide assistance in potentially hazardous environments, or if
30 individuals with disqualifying backgrounds present without appropriate vetting.

31 *Definitions*

32 Volunteers can be classified into one or more of the following categories:

- 33 • Professional – Volunteers who are licensed or have specialized skills and can present all
34 necessary, valid credentials. This includes medical service providers, mental health
35 professionals, lawyers, building contractors and inspectors, computer technicians,
36 clergy, accountants, etc.
- 37 • Unskilled – Volunteers who have not been trained in the skills that are required by
38 requesting organizations but offer their time and are willing to be trained.

- 1 • Spontaneous/Unaffiliated – Volunteers who have no prior affiliation with an established
2 volunteer organization. They may be skilled or unskilled.
- 3 • Affiliated – Volunteers who are associated with a recognized volunteer agency. That
4 agency has mechanisms pre-established for training and use of volunteers in
5 emergencies. The relationship precedes the immediate disaster and the volunteer is
6 requested by the organization to deploy to the incident.

7 *Affiliated Volunteers*

8 Established volunteer organizations, such as those with representation in the Lee County
9 Emergency Operations Center (EOC) or those associated with National Voluntary Organizations
10 Active in Disasters (VOAD), will be active and vital members of the response and recovery.
11 Volunteers associated with these organizations are considered “affiliated volunteers” and will be
12 screened and vetted according to the policies and procedures of each organization. Each
13 organization is responsible for training, vetting, credentialing, equipping, deploying, tracking, and
14 demobilizing their volunteer members. Lee County Emergency Management (LCEM) will request
15 assistance from these agencies through their EOC agency representative as specific volunteer
16 needs arise. These volunteers and organizations are not addressed in this plan. However, they
17 may request additional volunteer support for their agency according to the processes outlined in
18 this plan.

19 *Public Information*

20 LCEM is responsible for coordinating and disseminating public information about spontaneous
21 volunteers and the VRC. This messaging will:

- 22 • Discourage volunteers from self-deploying;
23 • Encourage volunteers to associate with an existing VOAD organization;
24 • Give the location and hours of operation of the VRC;
25 • Provide details about the types of volunteers needed and not needed;
26 • Detail specific skills requested; and
27 • Outline any other pertinent, situation-driven information.

28 When volunteers with specific skill sets are needed (e.g. medical personnel, heavy equipment
29 operators, chain saw operators, logistics personnel, etc.), public information instructions will
30 include:

- 31 • Where to call or report for assignment;
32 • What credentials will be required;
33 • What gear and personal items to bring;
34 • Estimated duration of the assignment; and
35 • Expected accommodations.

36 These messages will be distributed via website, social media, traditional media sources, and any
37 other means deemed necessary and/or appropriate.

1 The United Way will communicate with other county support and volunteer agencies involved in
2 identifying and furnishing volunteers about volunteer availability and gaps to be filled.

3 *Volunteer Reception Center*

4 LCEM will determine the need to activate the VRC based on needs assessment and field reports
5 from GeoDivisions, Municipalities, and other EOC partners. The location of the VRC will
6 ultimately be driven by the scenario following the incident or disaster.

7 The United Way's current facility is the primary location for the VRC if it is undamaged and
8 suitable for use. However, if that facility is unusable, LCEM is responsible for locating and
9 providing a replacement, based on damage, accessibility to incoming volunteers, proximity to
10 major roadways, traffic control, etc.

11 Other possible VRC locations include:

- 12 • Lee County Civic Center
- 13 • Lee County Parks and Recreation facilities, Libraries and other County owned properties
- 14 • Other facilities with which the County maintains agreements, but have not traditionally
15 been designated as VRC locations

16 LCEM will work with GeoDivisions, Municipalities, and other partners to establish prioritization
17 of volunteer resource allocation and determine areas of greatest need. The resources available
18 at the VRC will be utilized to assist requesting organizations and individuals with unmet needs.
19 Volunteer assignments will be based on the following priorities:

- 20 1. Assisting those in life threatening situations;
- 21 2. Maintaining emergency response capabilities in governmental, public safety, and other
22 support agencies;
- 23 3. Assisting special needs residents who are not in life threatening situations;
- 24 4. General population response and recovery assignments.

25 *Agency Responsibilities*

26 *United Way:* The lead agency for managing operations at the VRC is the United Way, which has
27 established standards for accepting, processing, and supporting spontaneous volunteers. Once
28 the VRC has been activated by LCEM, the United Way will:

- 29 • Set-up and manage the VRC;
- 30 • Provide office space/phones for the VRC;
- 31 • Check-in, assess, and assign unaffiliated volunteers with requesting volunteer agencies or
32 assign them to specific tasks;
- 33 • Provide assistance with locating additional volunteers from previously established
34 community connections to assist with long-term recovery efforts;
- 35 • Determine necessary resources for volunteer personal needs while on-site at the VRC
36 (food, water, sanitation facilities/porta-potties, etc.);

- 1 • Submit VRC resource request needs to the EOC Volunteer Reception Center Manager;
- 2 • Coordinate information concerning available relief missions among established agencies;
- 3 • Inform LCEM of the status and availability of its resources;
- 4 • Send a representative from the VRC to the EOC to assist with emergency management
- 5 activities, attend necessary briefings, etc., when requested;
- 6 • Ensure receiving organizations are aware of their responsibility for screening,
- 7 credentialing, identification, and liability procedures.

8 *Lee County Emergency Management:* As the requesting agency, Lee County Emergency
9 Management will:

- 10 • Determine the need to open the VRC;
- 11 • Request to the United Way to open the VRC;
- 12 • Secure the VRC location, if the originally planned location is unusable;
- 13 • Provide logistical support required for the successful operation of the VRC;
- 14 • Coordinate food, water, and other personal needs for volunteers on-site at the VRC, as
- 15 needed;
- 16 • Establish and coordinate communications between the EOC and the VRC, including
- 17 ARES/ALERT support when needed;
- 18 • Establish medical support at the VRC, as needed;
- 19 • Establish and maintain waste and sanitation support;
- 20 • Coordinate public information;
- 21 • Provide site security;
- 22 • Communicate with the Florida Department of Emergency Management to request
- 23 additional volunteers or assistance with VRC operations, as needed.

24 *Requesting Volunteers*

25 Agencies may request volunteers through their agency representative in the EOC. The agency
26 representative will input the request into WebEOC. The request will be filled by the Volunteer
27 Coordinator in the Logistics Section in coordination with the VRC.

28 If an organization that is not previously established with LCEM is in need of volunteers, they may
29 request additional volunteers from the VRC directly. The VRC may contact the EOC Volunteer
30 Coordinator if clarification is required for prioritizing volunteer assignments. Requesting agencies
31 are responsible for vetting, credentialing, tracking, and training these newly assigned volunteers
32 according to their own policies and procedures, and these volunteers will fall under the liability
33 and responsibility of the requesting agency. VRC staff will send assigned volunteers to their
34 designated agency for their mission briefing and assignment.

1 *Screening*

2 Florida House Bill 7069 (2010) increased background screening requirements for all volunteers
3 that may deal with at-risk populations, such as children, seniors, and disabled persons. In some
4 post-event scenarios, this description may apply to volunteers. This Bill prohibits persons from
5 working before their criminal background check has been completed and disqualifies volunteers
6 with certain criminal offenses. Volunteers working more than 10 hours per month are required
7 to undergo criminal background checks, while those working less than 10 hours per month must
8 still undergo a criminal background check if they are not in “line of sight” at all times of an
9 individual who has been screened and cleared.

10 All volunteers must meet these and all screening guidelines and requirements of the agency to
11 which they have been assigned. This receiving agency is responsible for ensuring that each
12 volunteer meets these requirements. The United Way and Lee County Emergency Management
13 are not responsible for screening volunteers being processed through the VRC, except in those
14 instances that they serve as the requesting organization for their own volunteer assignments.
15 The requesting agency takes full responsibility and liability for any volunteer assigned to their
16 organization.

17 *Emergency Organization*

18 If the Operations Section determines that a VRC is necessary due to the influx of volunteers to
19 the County, the Operations Section Chief or the Mass Care Branch Director may request the
20 activation of the VRC. The Logistics Section will request that the United Way open the VRC, work
21 to determine the most appropriate location, and support all logistical needs. The VRC on-site
22 manager will report to the EOC Volunteer Coordinator in the Logistics Section. Once LCEM
23 determines that the VRC is no longer required to support mission operations, the Logistics
24 Section is responsible for coordinating with the United Way for demobilizing the VRC.

25 **Points of Distribution**

26 Points of Distribution (PODs) are pre-designated locations where members of the public are able
27 to receive life sustaining commodities, such as food and water, following a disaster or large-scale
28 emergency. While these operations are a joint State and County effort, Lee County Emergency
29 Management has primary POD oversight and coordination authority, and maintains the list of
30 potential POD locations, which is submitted annually to the State Logistics Section.

31 *Assumptions*

- 32
- 33 • LCEM will adopt the State’s definitions and recommendations for POD supplies whenever
34 possible and reasonable to do so.
 - 35 • PODs serve to distribute food and water only, unless circumstances dictate other
36 resources are needed and PODs are the best method of distribution.
 - 37 • PODs typically operate for the first 3-7 days of an event, but can be extended if necessary.
 - 38 • PODs are never collocated with commercial businesses in operation, such as
39 supermarkets or grocery stores. LCEM will coordinate with principal retail businesses to
determine when they intend to open.

1 *Definitions*

2 NIMS compliant PODs are defined as follows:

3 • Type I

4 ○ Serves 20,000 persons/day based

5 ○ Four lane operation

6 ○ 100,000 Square Feet Minimum space

7 ○ 560 vehicles per hour

8 ○ Only placed on four-lane roads due to volume requirements and traffic control
9 concerns

10 • Type II

11 ○ Serves 10,000 persons/day

12 ○ Two lane operation

13 ○ 75,000 square feet minimum space

14 ○ 280 vehicles per hour

15 ○ Four lane roads preferred due to volume and traffic concerns

16 • Type III

17 ○ Serves 5,000 persons/day

18 ○ One lane operation

19 ○ 50,000 square feet minimum space

20 ○ 140 vehicles per hour

21 ○ May be placed on two lane road with traffic control

22 • DROP

23 ○ LCEM has also established POD locations defined as “DROP” sites. These serve to
24 leave supplies at a designated location for local residents to visit and pick-up
25 supplies. No traffic control or POD supplies are needed and these locations are
26 generally located in rural, less populated areas.

27 *Locations*

28 LCEM determines optimal POD locations throughout the County and submits the list of potential
29 PODs to the State Logistics Section annually.

30 POD selections are made based off of distribution, activation, and resource needs. Decision-
31 making considerations for POD locations and types include, but are not limited to:

32 • Needs analysis

33 • Population density

34 • Current methods of commodity distribution

35 • Ingress and egress concerns

36 • Traffic flow

37 • Delivery options

- 1 • Site geography
- 2 • Site hazards
- 3 • Additional supplies required
- 4 • Proximity to local businesses and grocery stores
- 5 • Other forms of public commodity distribution

6 The Florida Division of Emergency Management (FDEM) Logistics section will contact LCEM to
7 determine the most probable post-storm POD locations. LCEM will work with local departments
8 and agencies to review and pre-identify the most likely locations and advise FDEM Logistics of
9 the selections made. Post-disaster adjustments to POD locations can be made as the post-
10 disaster situation dictates.

11 *Activation*

12 POD activation will be determined by the actual public need, types of resources needed,
13 infrastructure capabilities, and availability of resources through other means within the
14 community following an event. LCEM will work with GeoDivisions, Municipalities, and other
15 partners to determine where POD activation is most pertinent.

16 Municipalities requesting PODs will be responsible for providing logistical support and staffing
17 for their PODs similar to that of the County-managed PODs. They will need to provide staff to
18 augment the Florida National Guard, security, and local logistical supplies requested by the State.

19 Resources are distributed to each POD based on type and quantity of resources to be distributed
20 and POD material and equipment required for distribution at each site.

21 *Responsibilities*

22 Lee County Emergency Management

- 23 • Select POD locations.
- 24 • Request support from other County departments to assist with POD staffing.
- 25 • Initiate private contracts to support the POD staffing mission (i.e. Use of Premise
26 Agreements).
- 27 • Register POD workers
 - 28 ○ POD workers should be designated local county/municipal employees, approved
29 contractors, or approved volunteers coordinated through LCEM.
 - 30 ○ POD training should be provided for any personnel that may assist with POD
31 operations.
- 32 • Determine the need and availability of PODs for activation.
- 33 • Provide on-site, full time security and traffic control from the time of opening through
34 closure at each POD site. National Guard personnel are NOT AUTHORIZED to provide
35 security at PODs. They are assigned as part of a Logistics Support Mission, not a security
36 mission.

- 1 • Provide traffic management assets (cones, barricades, etc.) to the extent possible.
- 2 • Provide local communications to the extent possible.
- 3 • Determine POD supply needs.
- 4 ○ Provide appropriate allocations of commodities for distribution based on population
- 5 densities and expected public need.
- 6 ○ Provide material handling equipment and staff support resources.
- 7 • Assume staffing and management after initial 72 hours.
- 8 • Demobilize PODs
- 9 ○ Determine when to demobilize PODs based on need and infrastructure restoration.
- 10 ○ Coordinate the receipt of excess resources.
- 11 ○ Coordinate the removal of material handling equipment and staff support resources.
- 12 ○ Restore sites to original specifications.
- 13 ○ Collect and process all paperwork associated with the POD.
- 14 • Conduct POD Resets
- 15 ○ Coordinate the replenishment of POD Kits
- 16 ○ Conduct After Action Reviews.
- 17 ○ Recognize participating organizations for service to their community.
- 18 • Documentation
- 19 ○ All sign-in sheets for staff, burn rate documentation, and other important documents
- 20 should be controlled by the POD Manager and returned to Lee County Emergency
- 21 Management.
- 22 ○ POD Manager should keep careful records of all POD activities which shall be
- 23 forwarded to the Geographic Division, uploaded to WebEOC, and/or forwarded to the
- 24 EOC.

25 Florida Division of Emergency Management

- 26 • Confirm anticipated POD site locations at least 72 hours prior to landfall.
- 27 • Push water to pre-identified POD locations within 24 hours post event.
- 28 • Provide food and additional commodities 48 to 72 hours post event depending on
- 29 assessed needs.
- 30 • Provide initial minimum staffing support (10 to 20 personnel) for up to the first 72 hours,
- 31 typically through the Florida Department of Military Affairs (Florida National Guard), to
- 32 open the site.
- 33 • Provide at least one forklift and two pallet jacks to each site, followed within 48 to 72
- 34 hours by porta-potties and dumpsters.
- 35 • Establish initial management and begin distribution at the request of Lee County
- 36 Emergency Management.

- 1 • Establish one or more State Logistics Staging Areas within 24 to 36 hours to support
2 County operations.

3 *Emergency Organization*

4 Points of Distribution management and coordination operate within the County's existing
5 structure. Post-impact POD locations are determined by the Operations Section Chief, Mass Care
6 Branch Director, GeoDivisions, and/or Municipalities. The Logistics Section is responsible for
7 management, supply, and staffing of each POD. On-site POD managers report to the PODs
8 Manager within the Logistics section.

9 **Fuel**

10 Fuel shortages can often occur during disasters, leading to significant challenges within the
11 community. Fuel shortages could occur due to high evacuation traffic, emergency preparedness
12 and response activities, and the inability of fuel supplies to reach our geographic areas. In order
13 to return to normal, residents, businesses, and responding agencies must be able to access fuel
14 sources.

15 This section outlines two areas of coordination:

16 Public Information Support:

- 17 • Gathering data regarding availability of gasoline, diesel, and propane.
18 • Supplying data to the State EOC and other entities regarding availability of fuel.
19 • Coordination with the EOC Public Information Officer to compose and distribute
20 Public Service Announcements regarding availability of fuel.

21 First Responder and Critical Facility Support:

- 22 • Fuel prioritization.
23 • Coordination with suppliers and other agencies to maintain a fuel supply.
24 • Establishing procedures to dispense and account fuel provided to mutual aid units.
25 • Maintaining a list of all governmental fuel depots.
26 • Maintaining a list of all emergency generators with fuel type and tank capacity that
27 support critical facilities.

28 *Organization:*

29 The Fuel Supply Manager serves in the Logistics Section under the Support Branch Director. The
30 Fuel Supply Manager oversees countywide fuel operations and gathers requests from county and
31 school district fuel depots and ensures that the fuel depots remain fueled. During recovery
32 operations, the Fuel Supply Manager will establish remote fueling locations for mutual aid units
33 supporting the recovery.

1 Fuel Users:

2 The supply chain for fuel in Lee County is as follows:

- 3 • Residents – Retail fuel outlets
- 4 • Businesses – Retail and wholesale fuel outlets, private in-house fuel pumps

5 Governments:

6 **Lee County BOCC Departments and Constitutional Officers:** (Tax Collector, Property
7 Appraiser, Clerk of Courts, Supervisor of Elections, Lee County Sheriff's Office) - Lee County
8 Fleet Management. The county has 4 primary fueling depots to support daily operations.
9 There are approximately 225 generators that support BOCC facilities. Lee County
10 Procurement maintains a list of authorized personnel from departments who can order fuel
11 from county fuel vendors. Palmdale Oil is the primary vendor for generators and BOCC Fuel
12 Depots. Mansfield Oil is the backup vendor for fuel depots.

13 **Sheriff's Office:** uses retail credit card system for daily operations. The Sheriff's Office also
14 has 5 – 250 gallon fuel tanks located at sub stations. Edison Oil is the vendor for supplying
15 fuel for these tanks. The Sheriff's Office estimates that these reserve tanks could provide
16 their vehicles fuel for about 3 days.

17 **Cape Coral:** Fuel depot located at the Cape Coral Public Works Department.

18 **City of Fort Myers:** The City's Public Works Fleet Maintenance facility has fuel for city vehicles.
19 In addition, the Police Department has gasoline tanks for their vehicles at the Police Station
20 and the Marina has gasoline and off-road diesel.

21 **City of Bonita Springs:** The City of Bonita Springs uses a retail credit card system. (They do
22 not own their own fuel tanks.)

23 **Town of Fort Myers Beach:** Ft Myers Beach Fire District gets their fuel from Lee County at the
24 Water Plant on Pine Ridge. Other City vehicles use pumps at a water utility pump station on
25 the beach. Their contract is with Evans Oil for best available price, but no guaranteed
26 shipments.

27 **City of Sanibel:** City fueling depot (Dunlop Road)

28 **Fire Departments/Districts:** Fire Departments/Districts with fueling capabilities (Onsite fuel
29 pumps) will fuel mutual aid fire units at stations when working incidents such as brush fires
30 or smaller incidents that affect their district. In the event of a major hurricane, due to the
31 amount of units providing support to the recovery operation, mutual aid units will fuel at
32 established county fuel depots.

33 Critical Facilities: (varies depending on facility)

- 34 • Hospitals – Lee Health uses a retail credit card system for vehicles and a fuel vendor
35 (Palmdale Oil) for fuel at hospitals. The generator tanks would be filled 4 to 5 days in
36 advance of a tropical storm / hurricane.

- 1 • Lehigh Regional Medical Center – uses a retail credit card system to fuel vehicles.
- 2 • Generator diesel fuel is purchased from Davis Fuel Services.
- 3 • Lee County School District- the Lee County School District has fuel barns located in
- 4 different geographic areas of Lee County. The vendor for transportation depots is Port
- 5 Consolidated and for facility emergency shelter generators is Dockside Fuel.

6 The following users (not ranked in any particular order) will be given priority during a fuel
7 shortage. This list may need to be adapted to circumstances during different emergency events.

8 Life Safety Agencies:

- 9 • Emergency Medical Services
- 10 • Fire Districts/Departments, including Port Authority Fire Department at Southwest
- 11 Florida International Airport (RSW) and Page Field (FMY)
- 12 • Law Enforcement (i.e., Port Authority Police/Sheriff's Office/Municipal Police
- 13 Departments, state and federal agencies) and respective Public Safety Answering Points
- 14 (PSAPs)

15 Emergency Management Agencies (EOC's and accompanying equipment, vehicles, staging
16 areas, etc.):

- 17 • Lee County Emergency Operations Center (EOC) / Emergency Communications Center –
- 18 Lee Control Dispatch Center
- 19 • City Emergency Operations Centers (EOCs)
- 20 • State Emergency Response Team (SERT)
- 21 • Mutual Aid Units

22 Critical Facilities:

- 23 • Hospitals
- 24 • Emergency Public Shelters
- 25 • Government Buildings
- 26 • Power Company Vehicles
- 27 • Wholesale Fuel Outlets
- 28 • Acute Care Centers

29 Business:

- 30 • Grocery Stores and Pharmacies
- 31 • Medical Supply Stores
- 32 • Home Improvement and Repair Stores
- 33 • Retail Fuel Outlets

1 Residents:

- 2 • Persons medically dependent on generator power

3 *Overview of Fuel Resources within the State of Florida*

4 Suppliers generally acquire their fuel from ports in Fort Lauderdale and Tampa. Both locations
5 have potential for storm impact. If suppliers are unable to obtain fuel from these ports, and
6 supplies are seriously impacted, Lee County will work through Emergency Support Function 12
7 at the State Emergency Operations Center to identify alternate supplies.

8 *Fuel Resources along Evacuation Routes*

9 The State of Florida requires that fuel stations along major evacuation routes have either a
10 generator or a generator connection to allow the stations to pump fuel when commercial
11 power is lost. The State of Florida maintains a list of these stations through the State
12 Emergency Operations Center, Emergency Support Function 12.

13 *Public Information*

14 In order to monitor the County's fuel supply, it will be necessary to gather data regarding the
15 availability of gasoline, diesel and propane. As Fuel shortages are reported to the Lee County
16 Emergency Operations Center, the fuel unit within the logistics section will transmit this
17 information to the Emergency Support Function 12 at the State Emergency Operations Center.

18 The Public Information Officer will be responsible for drafting messaging regarding fuel
19 availability.

20 *Damage Assessment*

21 During initial damage assessment, fuel suppliers will be contacted to determine if they are open
22 for business and have an adequate supply. Disruption in supply and shortages will be determined
23 and addressed in the response and recovery phase. Supply disruption and inadequate supplies
24 may result in the need for conservation and/or to ration supplies.

25 Depending on the reported shortages, Lee County may request the governor to put an odd/even
26 number rationing system in place to prevent long lines at local retailers. The odd/even rationing
27 is a method of rationing in which access to some resources is restricted to half the population on
28 any given days. For example, with vehicle license plates that start with an even number such as
29 0,2,4,6,8 would be allowed to fuel on Monday, and the odd numbers 1, 3,5,7,9 would be able to
30 obtain fuel on Tuesday.

31 *Maintaining Accessible Fuel Levels*

32 For day to day operations, governmental agencies should maintain fuel levels to support possible
33 power outages due to a manmade or weather related event. Best practices indicate that during
34 non-hurricane season a 24 hour supply of fuel should be available and during hurricane season,
35 at least a 48 hour supply of fuel should be available. During countywide activation due to a
36 pending hurricane, fuel tanks (depots and generators) may be filled if the facility is not in the
37 forecasted surge zone.

1 *Countywide and Regional Evacuations*

2 In the event of a catastrophic emergency such as a major hurricane, Lee County will activate the
3 countywide plan and may assist with evacuating the citizens of Lee County to safer areas. To
4 assist citizens that do not have a mode of transportation, the county public transportation system
5 (Lee Tran) and the Lee County School District will activate their buses to transport the citizens
6 requiring this support. Lee Tran and the Lee County School System will use their fuel depots and
7 fuel all buses to support this evacuation. Private transportation companies and/or non-profit
8 organizations that may be assisting with evacuation may need to obtain fuel from either the
9 county or School District depots.

10 *Timeline for the Delivery of Fuel*

11 Due to the amount of fuel required to fill vehicle depots and generator tanks at critical facilities,
12 governmental agencies and the private sector, Lee County Departments will have to order fuel
13 well in advance of the onset of tropical storm force winds. All fuel deliveries should be completed
14 prior to the start of the evacuation.

15 *Fueling of BOCC and Mutual Aid Units*

16 During the response and recovery periods, Lee County will establish refueling points at Lee
17 County School District Fuel Depots and temporary mobile fueling sites established at the
18 responder staging area at the CenturyLink Sports Complex/Hammond Stadium for all
19 governmental and mutual aid vehicles providing mission support within Lee County. This will
20 include agencies like:

- 21 • Fire
- 22 • Law Enforcement
- 23 • Public Works (DOT, Utilities, Building Inspectors)
- 24 • Red Cross (Emergency Response Vehicles and Logistical Support Vehicles)
- 25 • Salvation Army (Emergency Canteens and Logistical Support Vehicles)
- 26 • Federal and State Agencies
- 27 • Other agencies approved by the EOC

28 The fuel sites will be manned by fuel attendants (County employees) with fuel pump keys and
29 will record vehicle information on a log form which will be turned into the EOC Fuel Unit Leader
30 Hours of operation will be shared at the start of recovery operations.

31 **Staging**

32 This section describes concepts for two types of staging areas that could be utilized:

- 33 • The Responder Staging Area (RSA) is the location where incoming mutual aid units gather
34 to check-in, receive a briefing on the disaster incident, and receive their assignment.
- 35 • The Commodity Staging Area (CSA) is the assembly point of all commodities arriving in
36 Lee County that will support required logistical support for Points of Distribution (PODs),
37 Comfort Stations as well as equipment such as generators and pumps.

1 For county operations, the staging areas provide support to the entire county, including Lee
2 County municipalities. The Florida Division of Emergency Management (FDEM) could request
3 Lee County activate the staging areas to support incidents outside of the county. Lee County has
4 identified three facilities that will serve as possible county staging areas. Those locations are
5 listed at the end of this section.

6 FDEM may activate a regional Logistical Staging Area (LSA) at the Lee County Mosquito Control
7 District facility in Buckingham to support Region 6 counties following a disaster.

8 *Responder Staging Area (RSA)*

9 Mutual aid resources with assigned mission numbers coming from outside Lee County will be
10 received and initially checked at the County RSA and then deployed to the requesting GeoDivision
11 / agency. Requests for resources from the GeoDivision/partner agencies will be directed to the
12 EOC Operations Section for approval and then ordered through the EOC Logistics Section.
13 Personnel and equipment would be deployed to the specific entity that had made the request.
14 Once their assignment is completed, the resource would return to the County RSA for a possible
15 reassignment or for demobilization.

16 For smaller incidents or when the EOC deems it appropriate, GeoDivision Staging Areas may be
17 established in lieu of a County RSA. In this situation, GeoDivisions will be the first point-of-contact
18 to receive mutual aid responders, and will be responsible for updating the EOC Resource Branch
19 on mutual aid status to ensure the Logistics Resource Tracking Unit can update the State EOC.

20 The Staging Area Managers will provide updates to the EOC Fire Rescue Branch within the
21 Operations Section. When a mutual aid unit completes their assignment, they will return to the
22 staging area for reassignment or to be released from the incident. Should a mutual aid unit be
23 required for another mission, the EOC Fire Branch will coordinate with the EOC Logistics Section
24 to get another mission number assigned by the State EOC. The EOC Fire Branch is responsible
25 for relaying updated tracking information for mutual aid resources to the EOC Logistics Section
26 throughout the duration of the incident.

27 Mutual aid resources will check in at the RSA for briefings and duty assignments to
28 GeoDivision/partner agencies. Accountability of these resources will be maintained by
29 "passport" that the resource will obtain at the briefing and retain until demobilized.
30 Accountability officers will be stationed at each activated GeoDivisions'/agency's headquarters
31 to track resources within that particular geographical area.

32 *County Staging Area (CSA)*

33 The CSA will support Point of Distribution (POD) operations. Commodities are checked in and
34 reallocated to PODs based on the status provided by the EOC POD Manager, who receives
35 updates from POD Managers in the field. EOC POD Manager will coordinate all resupply requests
36 and coordinate delivery with the Staging Area Manager. The Mass Care Branch will coordinate
37 daily with the Logistics Section Resource Branch, POD Supply Manager to order additional
38 supplies through the State.

1 The State of Florida’s Logistics Plan calls for commodities to be pushed to impacted counties
2 within the first 24 hours following a disaster. As the county activates its response plans, actual
3 request for resources will be submitted to the State of Florida EOC by the Lee County EOC. The
4 State EOC will assign mission numbers for all requests. The Lee County EOC will be able to
5 monitor the mission request to determine the date and time of its arrival. Once the commodity
6 is received and checked into the CSA, the expendable commodities such as water, ice, food, and
7 tarps will be sent to POD locations. Non-expendable commodities such as generators and pumps
8 will be transported to their assigned location noted on its mission request. The responsible party
9 at the facility that had requested the resource will sign for the resource. Once the resource is no
10 longer required to support the facility, it will be returned to the CSA. If the commodity is required
11 to support another mission, the EOC Logistics Section will update the mission. If the commodity
12 is not needed, a mission request will be submitted to the State EOC to have the asset transported
13 back to the State Logistical Staging Area or to be returned to the vendor who supplied the
14 resource.

15 Restocking will occur at night when PODs are closed to the public. Commodities such as
16 generators and pumps will be shipped directly to the requested facility. When the asset arrives,
17 the driver will have the person receiving the equipment sign a Lee County Emergency
18 Management Equipment Receipt. When the driver has completed the delivery, the driver will
19 return to the Commodity Staging Area and turn in all equipment receipts and may be released
20 from the mission. When the equipment has completed its mission, the facility will notify the EOC
21 Logistics Section to arrange pick up of the unit and return it to either the State of Florida LSA or
22 to the vendor.

23 *Locations*

24 The primary Responder Staging Area will be located at the Centurylink Sports Complex
25 (Hammond Stadium) - 14100 Ben C. Pratt, Six Mile Cypress Parkway, Fort Myers, FL 33912. The
26 site is south of the Caloosahatchee River about 3.5 miles west of I-75, Exit 131.

27 The secondary Responder Staging Area is Jet Blue Stadium- 11500 Fenway South Drive South, Ft
28 Myers, Florida 33913. The site is 8.71 miles east of the Caloosahatchee River. Jet Blue Park is
29 1.75 miles east of I-75 (Exit 131).

30 The primary Commodity Staging Area is the will be located at the Centurylink Sports Complex
31 (Hammond Stadium) - 14100 Ben C. Pratt, Six Mile Cypress Parkway, Fort Myers, FL 33912. The
32 site is south of the Caloosahatchee River about 3.5 miles west of I-75, Exit 131.

33 The secondary Commodity Staging Area is the Lee County Civic Center – 11831 Bayshore Road
34 (State Road 78) which intersects with State Road 31. The site is just located north of the
35 Caloosahatchee River. The Lee County Civic Center is 3 miles east of I-75 (Exit 141).

36 **Staging Area Management:**

37 The Commodities and Response Staging Area Managers oversee staging activities and receive
38 policy direction and mission assignments from the EOC Operations Section.

1 *Organization*

2 The Staging Areas teams will follow principles set forth in the NIMS/IMS structure. The Staging
3 Areas will have Planning and Logistics Section personnel assigned to assist in supporting mission
4 assignments. These positions will be staffed with Florida Forest Service and County personnel,
5 and supplemented by Incident Management Teams, as needed.

6 The following summary highlights the responsibilities of personnel managing the Staging Areas:

7 Staging:

- 8 • Establishment of both Staging Areas and provide the staging area kits and supporting
9 equipment to site personnel. All personnel assigned to a staging area will complete an ICS
10 – 214 form
- 11 • Implements incoming and outgoing traffic plan for both staging areas
- 12 • The EOC Communications and IT Unit will assign 800/VHF radio channels to the RSA. The
13 EOC Communications & IT Unit Leader will complete an ICS Form 205 for the RSA

14 Planning:

- 15 • Collects, evaluates, and disseminates information on resource status
- 16 • Establishes all check-in/accountability activities
- 17 • RSA will provide information to brief incoming personnel on disaster incident and mission
18 assignment
- 19 • Processes “passport” and resources status change information
- 20 • Maintains displays on current status and location of resources for both mutual aid and
21 CSA goods.
- 22 • Collects information on resource needs from GeoDivisions/partner agencies
- 23 • Maintains accurate records on resource allocation and distribution
- 24 • Develops Staging Area Demobilization Plan upon incident closeout

25 Logistics:

- 26 • Coordinates with EOC Services Branch to obtain communications, ground support, and
27 facility support for staging area operations
- 28 • Coordinates with EOC Resource Branch to obtain food services, housing, and fuel

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1 This Section describes the role of the Finance/Administration (Finance/Admin) Section of the
2 incident management organization along with a description of some County financial accounting
3 policies related to documenting disaster costs. The Finance/Admin Section’s primary role is to
4 document expense incurred due to an event for potential cost recovery. Like other ICS elements,
5 the Administration/Finance Section is only activated when needed.

6 **Purpose**

7 During a disaster, the Board of County Commissioners retains the authority to execute funding
8 agreements with other legal entities. Each agency participating in the response will document
9 their costs to the best of their ability and follow Federal Emergency Management Agency (FEMA)
10 cost recovery guidance. Once a federal disaster declaration is granted, each agency will follow
11 FEMA’s Public Assistance process to ensure costs for eligible activities are recovered.

12 The Finance/Admin Section supports the incident operation by maintaining accurate records for
13 personnel and equipment costs incurred by Lee County. Finance/Admin Section duties:

- 14 • Maintain accurate cost information regarding the disaster
- 15 • Maintain appropriate financial records to maximize reimbursement
- 16 • Ensure appropriate County purchasing, financial, and accounting procedures are utilized
- 17 • Manage contracts and procurement issues beyond the scope of the Logistics section
- 18 • Keep payroll records as required
- 19 • Document and process claims resulting from the response efforts
- 20 • Provide best practices related to financial documentation and cost recovery to all EOC
21 partner agencies

22 The extent of the section’s activities varies by disaster. In a major or catastrophic disaster, a
23 Finance/Admin Section Chief is assigned to direct Section activities and determine the extent to
24 which additional elements are mobilized.

25 *Documentation & Reimbursement*

26 Proper documentation is required to qualify for State and Federal Disaster Assistance and/or to
27 receive reimbursement for eligible expenses. In major or catastrophic disasters, a separate
28 project code (budget item) may be established to manage disaster related costs. These costs
29 include labor, materials, equipment, supplies, and contracts. Fund numbers, department and/or
30 division numbers, and object codes normally used for related costs remain the same.

1 County agencies use the Disaster Purchase Order system when normal purchasing procedures
2 are disrupted by an incident. Lee County Procurement Management will coordinate and outline
3 this process in coordination with the Finance/Admin Chief and the Command Staff.

4 Persons directing or supervising emergency work must document personnel, equipment, and
5 supplies expended daily. Copies of these reports are sent to the Public Safety Fiscal Officer
6 weekly during the period of the State of Local Emergency (SoLE). Within ten (10) days of the end
7 of the SoLE, a total sheet for each agency must be submitted to the Public Safety Fiscal Officer.

8 Every reasonable effort is made to foster competition for work. Persons responsible for
9 procurement and supply ordering can, and should, solicit proposals by phone or other means
10 from more than one (1) vendor and work with Procurement staff on proper process while
11 ordering resources in the EOC.

12 Local governments or applicants (sub-grantees) applying for and receiving Federal Disaster
13 Recovery Assistance must document all labor and materials/supplies and contractual costs by
14 damage category and by site. Without specific guidance otherwise, approved County fiscal
15 procedures should be followed.

16 **Funding Sources**

- 17 • All Hazards Fund
- 18 • Lee County General Fund
- 19 • Public Assistance Program
- 20 • Hazard Mitigation Grant Program
- 21 • EMPG/EMPA Grants

22 The identified funding sources are managed through County Budget Department and/or Public
23 Safety Fiscal. All required documentation is captured in accordance with Scope of Work
24 requirements and maintained according to record retention requirements.

25 **Demobilization**

26 In consultation with the Incident Commander, the Finance/Admin Section Chief will determine
27 when to demobilize the Section. After demobilization, the Section Chief will submit a summary
28 of all financial costs of the incident to the Director of Public Safety.

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1 **Purpose and Scope**

2 Local and State governments share the responsibility for protecting their citizens from disasters,
3 and for helping them to recover when a disaster strikes. In some cases, a disaster is beyond the
4 capabilities of the State and local government to respond. In 1988, the Robert T. Stafford Disaster
5 Relief and Emergency Assistance, was enacted to support State and local governments and their
6 citizens when disasters overwhelm them. This law, as amended, establishes a process for
7 requesting and obtaining a Presidential disaster declaration, defines the type and scope of
8 assistance available from the Federal government, and sets the conditions for obtaining that
9 assistance. This plan explains the declaration process and provides an overview of the assistance
10 available.

11 **Attachments**

- 12 • Attachment A: Disaster Recovery Centers by Geographic Region
- 13 • Attachment B: Disaster Recovery Center Overview

14 **1. The Disaster Declaration Process**

15 The Board of County Commissioners makes requests for Federal and State Recovery Assistance
16 to the Governor.

17 Receipt of assistance is governed by the following events:

18 **State Declaration of Emergency:**

- 19 • By Declaration of the Governor. May last up to 60 days.
- 20 • Will generally be declared after the disaster incident and in concert with affected local
21 jurisdictions.

22 **State of Local Emergency (SoLE) Declaration:**

- 23 • The BoCC declares SoLE based on Florida Statute.
- 24 • It is declared prior to Lee County issuing evacuation orders or recommendations.
- 25 • Limited to seven days. May be extended in 7-day increments.

26 **Initial Impact Assessment:**

- 27 • Begins immediately after disaster impact.
- 28 • Assessment teams perform surveys to determine impact and hardest hit areas.
- 29 • Results are reported to the Lee County EOC for consolidation and are forwarded to the
30 State.
- 31 • Provides justification for Preliminary State/Local Damage Assessment.

1 Preliminary State/Federal/SBA/County Damage Assessment:

- 2 • State Damage Assessment Team(s) work with local teams to verify extent of loss.
- 3 • Provides detailed damage assessment.
- 4 • Where extensive damage or loss is obvious, State/Local Damage Assessment is waived
- 5 and combined with Federal/State Damage Assessment.

6 Request for Presidential Declaration:

- 7 • Request made by the Governor to FEMA, Region IV.
- 8 • FEMA reviews, forwards to the President with recommendation for approval/denial.
- 9 • Presidential Action is relayed to the Governor's Office by FEMA.

10 Presidential Disaster or Emergency Declaration:

- 11 • FEMA responds to provide Public/Private assistance programs.

12 Emergency Declaration:

- 13 • Federal assistance programs offered based on specific needs.

14 Major Disaster Declaration:

- 15 • All federal assistance programs made available
- 16 • Federal Disaster Application/Recovery Center(s) opened
- 17 • Applicant Briefing(s) conducted

18 Potential Disaster Recovery Center locations can be seen in Attachment A.

19 **2. Federal Disaster Recovery Assistance**

20 Once the President signs a disaster declaration, Federal Disaster Assistance is available for both

21 individual and public losses from the disaster incident, but these two types of assistance must

22 each receive a Presidential disaster declaration dependent on the amount of damage. The

23 assistance, provided through the Robert T. Stafford Disaster Relief and Emergency Assistance Act,

24 is grouped into two (2) major categories:

25 Individual Assistance (IA):

26 Financial and direct assistance to individuals, households, and businesses affected by a

27 federally declared disaster.

28 Public Assistance (PA):

29 Assistance to State, Tribal, and Local governments, and certain types of Private Non-Profit

30 (PNP) organizations so that communities can quickly respond and recover from federally

31 declared disasters or emergencies.

32 *Individual Assistance*

33 These programs are designed to help victims meet basic Unmet Needs. Programs include:

1 Individual and Family Grant Program (IFG)

2 Provides grants (amount adjusted annually) to help families meet serious needs and
3 necessary expenses not covered by other governmental assistance programs, insurance,
4 or other conventional forms of assistance. Grants can be provided for medical expenses,
5 transportation costs, home repairs, replacement of essential property, protective
6 measures, and funeral expenses.

7 Disaster Unemployment Assistance:

8 Benefits for those left unemployed as a result of a major or catastrophic disaster, and not
9 covered by regular state or private unemployment insurance programs. May be provided
10 to an individual until that individual is reemployed or up to twenty-six weeks after the
11 major disaster is declared, whichever comes first.

12 Small Business Administration (SBA) Disaster Assistance:

13 The SBA disaster assistance is provided under its own declaration and could be declared
14 without a Federal declaration. SBA disaster assistance is a Disaster Loan Program that
15 provides low interest loans to individuals, businesses, and farmers for refinancing, repair,
16 rehabilitation, or replacement of damaged property (real and personal). Program covers
17 uninsured documented losses; they are not authorized for secondary (part time or
18 seasonal) residents. The criteria for SBA Disaster Assistance Declaration consists of
19 minimum of 25 homes and/or businesses with at least 40% uninsured damages or more
20 or at least five (5) small businesses. This Assistance is not restricted solely to small
21 business owners.

22 Temporary Housing:

23 Programs meet the housing needs of disaster victims. Components include:

- 24 • Mortgage and Rental Assistance for those who have received written notice of
25 eviction or foreclosure because of financial hardship caused by the disaster.
26 • Rental Assistance to homeowners or renters who's dwelling is determined
27 unlivable as a direct result of the disaster.
28 • Minimal Repair Program that provides money for owner occupied, primary
29 residences that have sustained minor damage and are unlivable as a direct
30 result of the disaster.
31 • Mobile/manufactured Homes or Other Readily Fabricated Dwellings for
32 situations where all other avenues are exhausted.

33 Other Federal Individual Assistance Programs:

- 34 • Food Coupons USDA
35 • Food Commodities
36 • Legal Services
37 • Crisis Counseling
38 • Economic Injury Loans SBA

- 1 • Tax Information
- 2 • Emergency Conservation Measures Program
- 3 • Agriculture Assistance
- 4 • Veterans Assistance
- 5 • Cora Brown Funds
- 6 • Waiver of penalty for early withdrawal of funds from certain time deposits.

7 State Individual Assistance Programs:

8 Emergency assistance may be provided through other state programs. Also, programs
9 that help provide housing needs are available through the Florida Department of
10 Community Affairs.

11 Principal programs that are available through this department include:

- 12 • Small Cities Community Development Block Grant (CDBG)
- 13 • Community Services Block Grant (CSBG)
- 14 • Low-Income Home Energy Assistance Program (LIHEAP)
- 15 • Low-Income Emergency Home Repair Program (LEHRP)
- 16 • Home Investment Partnership Program (HOME)
- 17 • State Housing Initiative Partnership Program (SHIP)

18 *Public Assistance (PA):*

19 Public Assistance is a recovery grant program used to provide assistance to state, tribal, local
20 governments and certain types of Private Nonprofit (PNP) organizations so that communities
21 can quickly respond to and recovery from major disasters or emergencies declared by the
22 President. The State of Florida manages this program as the grantee from FEMA (grantor) for
23 all sub-grants awarded to local eligible jurisdictions and agencies within the State of Florida.
24 For Lee County, PA assistance guidance is directed by a County attained contractor through the
25 Lee County Office of Management and Budget. Potential applicants will be notified by email,
26 mail, or phone.

27 Two types of PA are available:

28 Temporary/Emergency Work

29 Work performed to reduce or eliminate an immediate threat to life, protect health and
30 safety, and to protect improved property that is threatened in a significant way as a result
31 of the disaster.

32 Permanent Work

33 Work that is required to restore a damaged facility, through repair or restoration, to its
34 pre-disaster design, function, and capacity in accordance with applicable codes or
35 standards.

1 Eligible categories of work are:

Category A	Debris Clearance
Category B	Emergency Protective Measures
Category C	Roads and Bridges
Category D	Water Control Facilities
Category E	Buildings and Equipment
Category F	Utilities
Category G	Parks, Recreational Facilities, and Other

2 Cost Thresholds:

3 Unlike the Individual Assistance Program, the Public Assistance Program has damage cost
4 thresholds that should be reached to increase the chance of achieving a presidential disaster
5 declaration. Every state and county has their own threshold of damage costs that they should
6 reach. These threshold amounts are released annually by FEMA and are based on the
7 adjustments to the Consumer Price Index (CPI). Using the most recent census data, the state and
8 each affected county can calculate the total damage threshold to reach for their area.

9 PA Threshold Data can be found at FDEM’s website:

10 <http://www.floridadisaster.org/Recovery/PublicAssistance/documents/Disaster%20Relief%20Thresholds.pdf>
11

12 If the County threshold number is reached, DO NOT STOP the damage assessment. Continue to
13 collect damage information and estimated costs for a better gauge of all the impacts to the
14 community as well as to be better prepared for the next step in the PA Program if a declaration
15 is received.

16 **3. The Application Process**

17 *Individual Assistance (IA)*

18 Calling the National Tele-Registration toll-free number (1-800-621-FEMA) is the primary means
19 of applying for Individual Assistance (www.fema.gov). The State and FEMA will conduct outreach
20 efforts to provide information on available assistance and the application process.

21 Once the President issues a Disaster Declaration, Disaster Recovery Centers (DRCs) are
22 established to provide information to disaster victims applying for disaster assistance. A list of
23 potential buildings to serve as DRC Sites is presented in Attachment A. The DRC Selection Criteria
24 for these facilities is shown in Attachment B. The Facilities’ Unit of the Logistics Section is
25 responsible for coordinating the set-up of DRCs throughout Lee County.

26 Residents and business interests are told what type of documentation to bring to the DRCs
27 through public information statements/press releases.

28 *Public Assistance (PA)*

29 Prior to the Public Assistance Grant Program becoming available, a Presidential Declaration must

1 be made designating the jurisdictions eligible for PA. In preparing to request a Presidential
2 Declaration, the State Emergency Response Team (SERT) will participate in a joint FEMA, state,
3 and local jurisdiction Preliminary Damage Assessment (PDA) to determine state eligibility for a
4 presidential declaration for the Public Assistance Grant Program. The PDA process assesses the
5 costs associated with Emergency Protective measures, Debris Removal, and Infrastructure
6 Restoration to pre-disaster condition after deductions for insurance and any other federal
7 program payments are made. If the total of these costs for both the affected counties and the
8 state exceed the amount of assistance the state is able to provide, as established by the current
9 fiscal year threshold developed by FEMA based on adjustments to the consumer price index, the
10 incident may then become eligible for a Public Assistance declaration. It is for this reason that all
11 damages must be tabulated to capture the true cost of the incident to the state for consideration
12 by FEMA and the president.

13 To apply for Public Assistance, eligible applicants must be a registered user in FloridaPA.org and
14 submit a Request for Public Assistance (RPA). To receive assistance, all eligible applicants will be
15 required to submit this form through FloridaPA.org within 30 days of a Presidential Disaster
16 Declaration.

17 State and Federal Public/Infrastructure Assistance

- 18 • The County Budget Office and the County Post-Disaster Public Assistance Grants
19 Management Vendor has the overall responsibility of coordinating the activities under
20 the Public Assistance program.
- 21 • The following agencies / personnel have support roles to the Public Assistance process:
 - 22 ○ Public Safety Fiscal Manager
 - 23 ○ Public Safety Senior Fiscal Officer
 - 24 ○ Public Works
 - 25 ○ Building and Zoning Department
 - 26 ○ Community Development
 - 27 ○ County Administration
 - 28 ○ Emergency Management

29 Federal Disaster Assistance Required Documentation

30 Applicants are expected to document all labor and material costs. Eligible costs must fall into
31 one (1) of the seven (7) basic damage categories (i.e., debris clearance, emergency protective
32 measures, road systems, etc.).

33 Records of work done and materials used must be kept by specific site. Documentation must be
34 kept from the time recovery begins. Guidance will be sought out through the State of Florida
35 Division of Emergency Management and County vendor provided by the Office of Management
36 and Budget.

1
2

**Attachment A
Disaster Recovery Centers by Geographic Division**

BOCA GRANDE	
Boca Grande Community Center 131 1st Street Boca Grande, Florida 33921	
CENTRAL LEE	
Edison State College 8099 College Parkway S.W. Ft. Myers, Florida 33919-5566	
EAST LEE	
Alva Community Center 21471 North River Road Alva, Florida 33920-3375	Buckingham Community Center 4940 Buckingham Road Fort Myers, Florida 33905
Lehigh Acres Community Center 1299 Homestead Road Lehigh Acres, Florida 33936-6015	Olga Community Center 2325 S. Olga Drive Fort Myers, Florida 33905
Schandler Hall 419 Florence Avenue Fort Myers, Florida 33905	Super Wal-Mart (Used During Hurricane Wilma) 2523 Lee Boulevard Lehigh Acres, FL 33971 No agreement on hand
FORT MYERS	
Stars Complex 2980 Edison Avenue Fort Myers, Florida 33916-5404	Shady Oaks Community Center 3280 Marion Street Fort Myers, Florida 33916
NORTH LEE	
Noah Masonic Lodge 41 Willis Road N. Fort Myers, Florida 33917-5338 Currently no agreement	
SANIBEL/CAPTIVA	
Sanibel Community Center 2173 Periwinkle Way Sanibel, Florida 33957-4007	Chadwick's at South Seas Plantation 5400 Plantation Road Captiva, Florida 33924
SOUTH LEE	
Bonita Springs Recreation Center 26740 Pine Avenue Bonita Springs, Florida 34135-5007	Karl Drews Community Center 18412 Lee Road Fort Myers, Florida 33912

3

THE BEACHES	
Bay Oaks Recreation Center 2731 Oak Street Fort Myers Beach, Florida 33931	
THE CAPE	
Lake Kennedy Senior Center 400 Santa Barbara Blvd. Cape Coral, Florida 33991-2067	Cape Coral Yacht Club Complex 5819 Driftwood Parkway Cape Coral, Florida 33904-5963
County Annex 1039 SE 9 th Place Cape Coral, Florida 33904-5963	
THE ISLANDS	
Phillips Park 5648 Pine Island Road NW Bokeelia, Florida 33922	

- 1 ****the above locations are merely suggestions and are subject to change at any time.**

1 **Attachment B**
2 **Disaster Recovery Center Overview**

3 **Introduction**

4 One or all of Florida’s 67 counties may be designated eligible under one or more major disaster
5 declarations for FEMA Individual Assistance. The Disaster Recovery Center’s (DRC) will be placed
6 in locations to serve these counties based on the number of FEMA registrations and other criteria,
7 including requests from agencies of local, county and State governments. The DRC Coordination
8 Office, run by the State of Florida and FEMA, prioritizes the locations based on registration
9 volume and critical needs of disaster victims.

10 *DRC Requests:*

11 After the initial damage assessment has been reviewed and a disaster declaration has been
12 enacted for the county, the Incident Commander will make a determination if a DRC(s) are
13 needed. This is in consultation with the Disaster Recovery Taskforce and if the answer is yes, the
14 Incident Commander will direct the Planning Section Chief to request a mission request through
15 EM Constellation for State and Federal DRC personnel.

16 The Long-term Recovery Coordinator is responsible for coordination with the state on the
17 establishment of the DRC.

18 *Fixed DRCs*

19 FEMA requires a fixed facility of 5,000 to 10,000 square feet that must be ADA-compliant. The
20 fixed DRCs which are offices or storefronts remain open as long as the State and FEMA determine
21 that there remains a need in the disaster area. The coordination office customizes each DRC for
22 the area it serves, and it is staffed and equipped according to the area’s specific needs.

23 *Mobile and Soft-Sided DRCs*

24 Mobile and soft-sided (Tent) DRCs are designed to arrive quickly at a stricken area and give the
25 DRC Coordination Office flexibility in the placement of recreation vehicles, travel trailers, mobile
26 homes, and tents that can be outfitted to function as recovery centers. They can be driven to a
27 location and quickly set up to begin operations. The mobile and soft-sided DRCs can set up at a
28 location and bring State, Federal, and local assistance to disaster victims. Mobile and soft-sided
29 DRCs may also be utilized in areas where it’s not feasible to open a fixed DRC or target specific,
30 isolated populations. Mobile DRCs may also return to areas where fixed DRCs have closed to
31 assist applicants with unresolved issues.

32 These mobile units generally stay in one location for one to two weeks at a time before moving
33 on to the next area of need. After a mobile DRC leaves an area, it can return at a later date, if
34 necessary. The mobile units are lettered with the State and FEMA acronym and insignia, giving
35 the agencies widespread public visibility.

1 **DRC Operations**

2 In addition to a State and FEMA manager at each DRC, other agency representatives that may
3 be available at a DRC include:

- 4 • FEMA Mitigation
- 5 • SBA
- 6 • Crisis Counseling—Florida Department of Children and Families
- 7 • Florida Department of Elder Affairs
- 8 • Florida Crisis Research Team
- 9 • Florida Community Response
- 10 • Florida Department of Financial Services
- 11 • Florida Rural Legal Services
- 12 • IRS
- 13 • SSA
- 14 • Department of Social Services
- 15 • Disaster Unemployment Information
- 16 • Mental Health Response Team
- 17 • American Red Cross
- 18 • Salvation Army
- 19 • Home Builders Association
- 20 • Consumer Services
- 21 • Legal Advice and Insurance Consultation
- 22 • Blue Roof Program (Corps of Engineers)
- 23 • Volunteer Organizations Active in Disasters (VOAD)

24 **Roles, Responsibilities, and Functions**

25 *Disaster Recovery Center Coordination Office*

26 Located at the State of Florida/FEMA JFO, the DRC Coordination Office is responsible for
27 overseeing all DRC operations in the disaster area including opening, closing, staffing, phase
28 down, and logistics. The office also monitors DRC activities and administrative issues.

29 *The DRC Coordination Office*

- 30 • Supervise Applicant Services Managers
- 31 • Distributes communications with managers, team leaders, and officers on program
- 32 • Provides essential support to the DRCs—manages and coordinates services at the DRCs
- 33 • Coordinates with the IA program manager on the policies and procedures
- 34 • Applicant Services staff will implement in DRCs

- 1 • Evaluate DRC workload requirements—coordinates and assesses staffing, phase down,
2 releases and closures.
- 3 • Documents progress and status of DRC operations
- 4 • Keep IA Officer apprised of problems and concerns and apprises IA Program Manager of
5 program concerns and trends
- 6 • Meets with elected officials and representatives of Federal, State, local, and volunteer
7 agencies to exchange information on State and FEMA disaster operations
- 8 • Works with the Lee County Logistics Section Chief for:
9 ○ A Suitable Disaster Recovery Center
10 ○ Tables and Chairs (most of the facilities have these items)
11 ○ A detailed list of personnel, data, equipment, and vehicles is not necessary as every
12 disaster is different

13 *Safety*

14 During the DRC selection and preparation phase, a fire inspector will inspect and identify any
15 hazards at proposed DRC locations before any of these locations are approved.

16 Safety also:

- 17 • Conducts weekly visits to open DRCs
- 18 • Helps DRC Managers with safety reports (vehicle accident and workers' compensation)
- 19 • Conducts on-site safety training, when requested
- 20 • Performs other activities that the JFO command staff requests

21 *Security*

22 During the DRC selection and preparedness phase, Security assesses location security risks to
23 determine whether these risks can be mitigated to an acceptable level. Security is a liaison with
24 the city, county, and federal law enforcement and intelligence to assess general and specific risks
25 to the safety of DRC personnel in the chosen community.

26 The Security group:

- 27 • Prepares a formal assessment of each proposed site
- 28 • Works with GSA to contract for armed or unarmed guards, depending on the location's
29 security assessment
- 30 • Brief's DRC personnel on security awareness and techniques, and advises them on the
31 resources available to address any security concerns

32 During the DRC operational phase, Security:

- 33 • Oversees the performance of the contract guards and works with law enforcement to
34 monitor conditions
- 35 • Adjusts security if conditions change and respond to crises or potential crises.

- 1 • Interacts daily with the DRC Manager and staff to assess the any concerns or needs they
2 may have
- 3 • When closedown begins, Security coordinates with the DRC Manager and Logistics to
4 determine how long security is needed after the center closes and while it’s being vacated

5 *Small Business Administration*

6 The SBA Disaster Assistance Program shares in the Federal and State recovery assistance process
7 for disaster victims, who include renters, homeowners, landlords, business owners’, and non-
8 profit organizations that have registered with FEMA.

9 Placed in all recovery centers, SBA representatives:

- 10 • Provide program information
- 11 • Issue SBA loan applications
- 12 • Help victims complete their applications
- 13 • Assist with loan closings at the DRC’s
- 14 • After DRC’s close, SBA generally remains in the disaster area to continue to provide direct
15 assistance. The SBA-only locations, referred to as “workshops” or “loan assistance
16 centers,” may either stay in the centers or relocate
- 17 • SBA has been continually hiring and training local employees to meet the demand of DRC
18 staffing

19 **Site Requirements for Mobile and Soft-sided DRC’s**

- 20 • Mobile DRC’s will be provided on an applicant population schedule based on tele-
21 registration and availability of mobile DRC’s.
- 22 • Mobile DRC’s are limited in that the disaster applicant does not go inside the vehicle. All
23 business is contacted outside the vehicle, either under an awning or in an adjacent tent.
- 24 • Site must have a designated 24-hour 7 days per week County or City contact person
25 allocated. This person must be available to meet with FEMA logistics, safety, security, and
26 its inspector’s day or night.

27 *Site must have a legal physical address such as:*

28 Publix Shopping Center parking lot
29 Located at 555 South Henson Boulevard,
30 Tallahassee Florida, 33221

31 Ideal locations are donated areas of approximately three (3) acres (which includes parking) with
32 room to set up a 40’x 40’ tent adjacent to the Mobile R/V, such as:

- 33 • County or City facilities, recreational fields or school parking lots, donated Wal-Mart,
34 Publix, Lowes, and Scotty’s (without point of distribution sites). Parking lots, fire stations
35 where the mobile DRC can park adjacent to an empty stall and place tables and chairs in
36 the shelter of the empty stall are also acceptable.

- 1 • If no overhang is available, space for a 40 feet x 40 feet open sided tent may be necessary
2 for State Disaster Program and Agencies to have tables and chairs. The County or City
3 should be prepared to provide tables, chairs, traffic control, and 24-hours on-site security.
4 • Parking for 50 to 100 vehicles is needed, along with space for general and handicapped
5 Port-O-Lets, dumpsters, communication trailer, generator, and variable message boards
6 will be included within the three (3) acre site.

7 **New Fixed Site Disaster Recovery Center Requirements for Fixed DRC's Set up 72 Hours (or**
8 **longer)**

- 9 • DRCs will be provided on an applicant population schedule based on tele-registration and
10 availability of DRCs.
11 • Site must have a designated 24-hours, 7 days per Week County or City contact person
12 allocated. This person must be available to open facility for a FEMA inspection and must
13 be available to answer questions and address concerns that may arise with the site.
14 • Site must have a legal physical address on site that is accurate and includes zip code.

15 Fixed site size requirement:

- 16 • Structure must be at least 5,000 square feet enclosed, open space at ground floor level
17 to satisfy safety, security, and ADA requirements.
18 • Donated facilities such as community centers, civic centers, or other public (County or
19 City) buildings are ideal.
20 • Commercial lease properties will be considered if no suitable donated properties are
21 available. However, processing leases will take time and delay assistance to the disaster
22 victim.
23 • Facility must be designated for use as a DRC for at least 60 days, 24-hours per day, and 7-
24 days per week.
25 • Site must be highly visible and easily identifiable. Site must be easy to access from a
26 multitude of routes such as auto, bus, and mass transit lines, etc.
27 • Site must have plenty of on-site parking, adequate handicapped accessible public
28 restroom facilities, or space for portable toilets.
29 • Site should not be collocated with other unaffiliated agencies unless facility has separate
30 entrances and work areas to accommodate the needs of these organizations without
31 impeding the functionality of the DRC. Collocating with other high traffic organizations,
32 such as food stamps, or POD can cause traffic jams and cause grid lock at the site.
33 • Facility must be fully functional in regard to utilities, and security (must be able to
34 secure/lock up).
35 • The County is responsible for providing tables, chairs, and cleaning services.

1 Primary and Secondary DRC Locations should be selected based on the following criteria:

2 Floor Area:

3 The amount of floor space is based the size of the disaster and the number of people
4 requiring individual assistance. A review of past disaster history for the community and
5 surrounding are helpful in selecting a location. Floor space of approximately 4000-7000
6 square feet of open space is usually an adequate amount.

7 Parking:

8 Parking is one of the criteria in selecting a DRC Location. The number of agencies
9 representatives and disaster victims must be considered. In areas requiring parking fees,
10 special arrangements should be made for people going to the DRCs. In areas with heavy
11 traffic, special arrangements for traffic control should be made.

12 Restrooms:

13 Restrooms for men and women should be located in the same building as the DRC.

14 Lighting, Ventilation, Heating, and Air Conditioning:

15 Adequate overhead lighting and proper ventilation is essential. If location does not have
16 air conditioning, arrangements may have to be made for fans to be brought to the center.

17 Janitorial Service:

18 If no janitorial service is available, managers should make arrangements. Make sure that
19 adequate trash receptacles are available.

20 Telephones:

21 If location does not have telephones, check to see if telephones can be installed.

22 Ground Floor Location:

23 Ground Floor Locations are easier to manage traffic flow. If other floors must be used,
24 accessibility, waiting areas, and overall traffic flow should be considered before choosing
25 the location as a center.

26 Public Transportation:

27 Accessibility to public transportation should be considered when selecting center
28 locations. If no public system is available, alternate plans for transportation must be
29 made.

30 Furniture:

31 Minimal furniture requirements are approximately 25 tables and 150 chairs, but will vary
32 depending on disaster size.

33 Floor Plan:

34 Single line drawings should be made of centers, along with measurements and
35 descriptions of the facilities.

1 Power Outlet:

2 Power outlets should be shown on the building's single line drawing.

3 Building Manager:

4 Post the Building Manager's name, address, and phone numbers in the *SOP* or *Plan* and/or
5 on the single line drawing.

6 Centers Activation:

7 When it is determined that locations are needed, contact the facilities to see if it is being
8 used.

9 The following MOU and forms are initiated prior to, during and at closure of the DRC:

- 10 • Memorandum of Understanding (MOU)
- 11 • Premises Use Agreement – FEMA-1785-DR
- 12 • Letter of Closure

- 1 • Harry Chapin Food Bank
- 2 • Fort Myers Rescue Mission
- 3 • Lee Health

- 4 **No Indian/native tribes located in Lee County would qualify as a potential applicant

- 5 **The above list is kept current on an annual basis by the Lee County Emergency Management
- 6 planning section and the schedule of revision is a part of the Long Term Recovery Coordinator's
- 7 Scope of Work.

THE PUBLIC ASSISTANCE PROCESS:

- | | |
|--|---------------------------------------|
| 1. Applicants Briefing | 7. Completion of work |
| 2. Applicant Kickoff Meeting | 8. Final Inspection and Certification |
| 3. Project Worksheet Preparation | 9. Final Payment |
| 4. FEMA and State Review | 10. Audit Requirements |
| 5. Obligation of Approved Project Worksheets | 11. State Approval of Audit |
| 6. Initial Payments | |

Lee County	Comprehensive Emergency Management Plan	Page 1 of 2
Approval Date: 12/14/2018	Mitigation Functions	Section 12

1 **Purpose & Scope**

2 Hazard mitigation refers to any actions taken by local governments, other government entities,
3 or private interests to permanently reduce or eliminate long-term risks to people and their
4 property from the effects of natural or manmade disasters. In the long term, mitigation measures
5 reduce personal loss, save lives, and reduce the cost of responding to and recovering from
6 disasters. This section provides an overview of Lee County’s mitigation activities. Detailed
7 information related to these activities can be found in the 2017 Joint Unified Local Mitigation
8 Strategy (LMS). This document is meant to give an overview of mitigation activities.

9 Lee County’s mitigation program is centered on the Local Mitigation Strategy (LMS) planning
10 process. This process is managed by the Disaster Advisory Council/LMS Working Group and
11 supported by Lee County Emergency Management staff. The group meets on a regular basis to
12 discuss mitigation planning, determine the need for updates to the LMS and associated list of
13 mitigation projects. Hazard mitigation planning is based on the list of natural and manmade
14 hazards outlined within the LMS. Hazards are identified and a vulnerability and risk assessment
15 is conducted in addition to a consequence analysis. Information related to the Disaster Advisory
16 Council and all post-disaster recovery and mitigation activities can be found in Lee County
17 Ordinance 07-20. This Ordinance lays the foundation and structure for how these actions are
18 organized and carried out both prior to and after a disaster.

19 Once hazards are analyzed, specific mitigation actions or projects can be identified. These
20 projects are proposed by jurisdictions, discussed and ranked according to the formal process
21 outlined in the LMS. Projects are ranked based upon the greatest opportunity for loss reduction
22 and, once completed, contribute to overall risk reduction. Though the formal planning process,
23 the Disaster Advisory Council/LMS Working Group monitors the progress of these initiatives,
24 documents completed initiatives and their reduction or limitation of hazard impact in Lee County.
25 The Working Group also identifies any ongoing opportunities to include funding.

26 The mitigation program includes close coordination with county and municipal staff who
27 maintain the Community Rating System (CRS) program. Jurisdictions who participate in this
28 program pass along flood insurance discounts to their residents, based on their Class rating (1-
29 9).

30 In addition to CRS coordination, the mitigation program and those responsible work closely with
31 all jurisdictional points of contact to provide technical assistance for a wide range of mitigation

1 activities. Lee County Emergency Management staff work with Lee County Community
2 Development staff to ensure consistency between plans and to review and enforce relevant parts
3 of the Lee County Land Development Code and related codes and ordinances. Lee County also
4 works with the Florida Division of Emergency Management (FDEM) Mitigation Bureau to
5 maintain local plan consistency with the State of Florida’s Enhanced Mitigation Plan.

6 Updating and maintaining the Joint Unified Local Mitigation Strategy results in:

- 7 • Maintaining eligibility for certain funding sources, which require an updated LMS.
- 8 • Reducing the local government’s required cost sharing ratio necessary for obtaining
9 certain types of post-disaster grant funding.
- 10 • Streamlining the receipt process for post-disaster state and federal funding through the
11 pre-identification of mitigation initiatives.
- 12 • Supporting more effective pre- and post-disaster decision making efforts.
- 13 • Lessening each community’s vulnerability to disasters by focusing limited financial
14 resources to ranked initiatives.

15 **Authorities and References:**

- 16 • *2017 Lee County Joint Unified Local Mitigation Strategy (LMS)*
- 17 • *2013 State of Florida Enhanced Hazard Mitigation Plan*
- 18 • *Lee County Ordinance 07-20*

19 **Lee County Floodplain Management/Hazard Mitigation Plan**

20 The BoCC approved the Plan through resolution in July 2017. The Plan assesses the flooding
21 problem in unincorporated Lee County, inventories the flood hazard area, reviews possible
22 activities to remedy identified flooding problems, selects appropriate activities, and formulates
23 a schedule for activity implementation. It is part of the Unified Local Mitigation Strategy for Lee
24 County, Florida.

Lee County	Comprehensive Emergency Management Plan	Page 1 of 4
Approval Date: 12/14/2018	Administrative Organization Charts	Annex A-1

1 **Purpose**

2 The charts in Annex A-1 are representative of the organizational structure that manages the day-to-day operations of Lee County
3 government. The activation organizational charts for Unified/Incident Structure used at the EOC are also located in ANNEX A-2,
4 organized according to Section.

5 **Local Government Structure and County-Wide Organization Chart**

- 6
- Elected by the voters of Lee County to function as the governing body.
 - Responsible for the day-to-day enforcement of laws, codes, and ensuring the safety and well-being of the citizens of Lee
8 County.

9 **Public Safety**

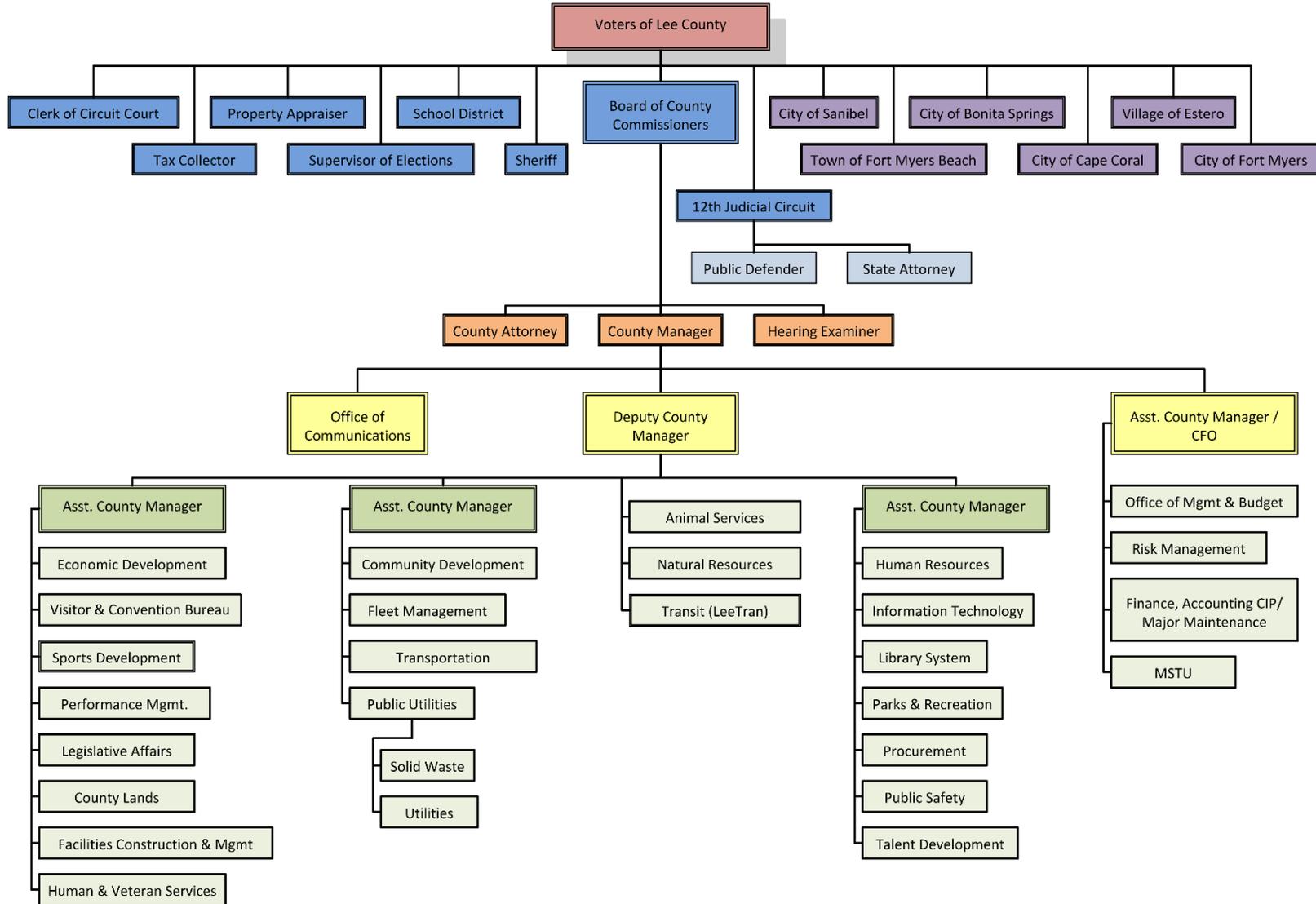
- 10
- Responsible for Emergency Medical Support, Emergency Management, Government Communications Network, and
11 Emergency-911 service.

12 **Emergency Management Program**

- 13
- Responsible for operation of the County EOC, coordinating preparedness, disaster response, recovery, mitigation, prevention,
14 and maintenance of the County CEMP.

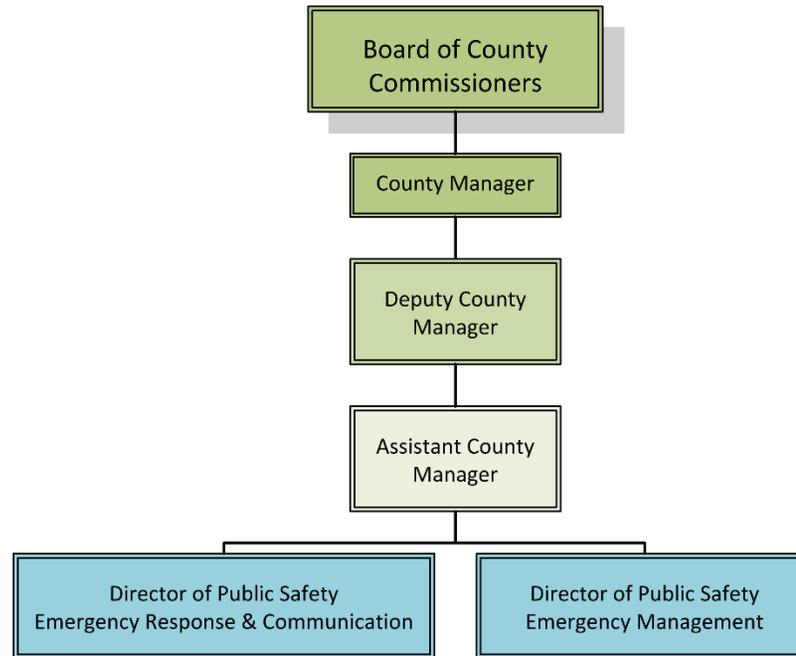
Lee County Government and County-Wide Structure

3/13/2019



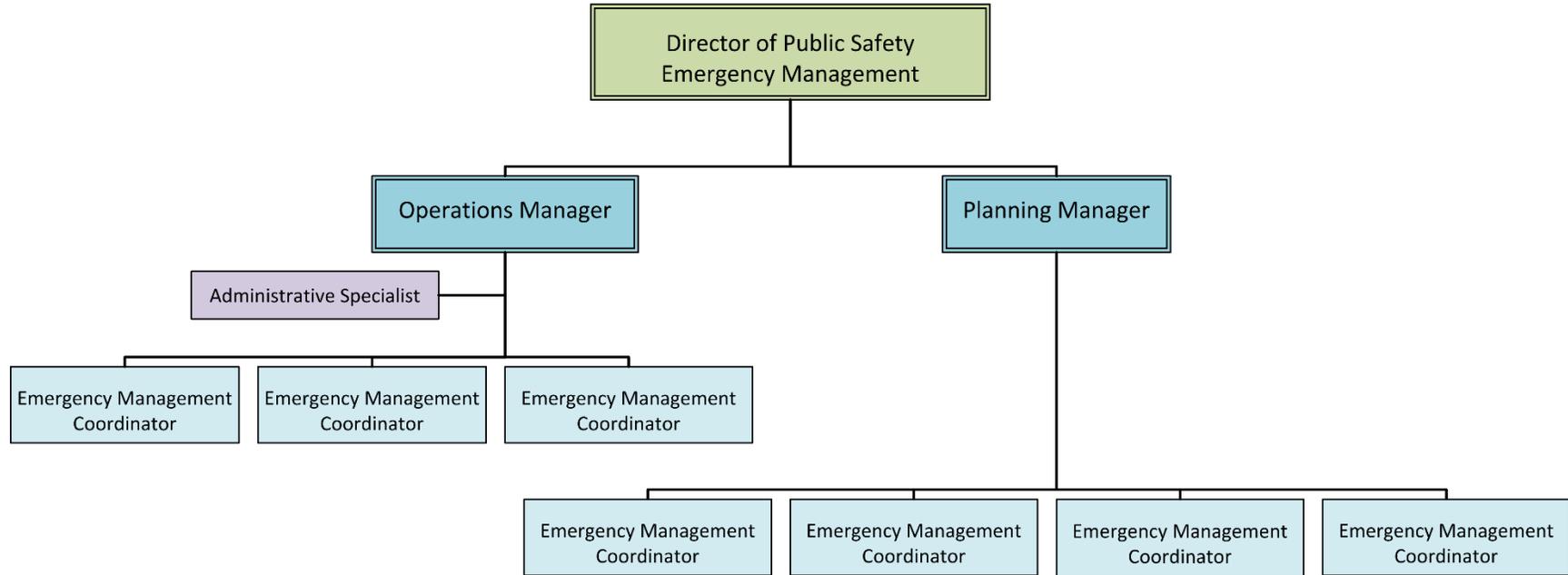
Lee County Public Safety

3/13/2019



Lee County Emergency Management

3/13/2019



Lee County	Comprehensive Emergency Management Plan	Page 1 of 10
Approval Date: 12/14/2018	Activation Organizational Charts	Annex A-2

1 **Purpose & Scope**

2 The charts in Annex A1 represent the organizational structure that manages any event or incident for which the Lee County Emergency
3 Operations Center is activated. The day-to-day organizational charts for Lee County government are located in ANNEX A-1.

4 **Special Considerations/Applicability**

5 Based on the Lee County EOC ICS Activation Organization Chart, the following agencies are considered essential program functions
6 and as such will have Continuity of Operations Plans (COOP):

- 7 • Law Enforcement Branch – Lee County Sheriff’s Office
- 8 • Fire Branch – Lee County Fire Chiefs' Association
- 9 • Infrastructure Branch – Lee County Utilities and Solid Waste
- 10 • Health and Medical Branch – Lee County Emergency Medical Services (EMS)
- 11 • Lee County Emergency Management
- 12 • Lee County Public Safety Logistics
- 13 • Lee County Public Safety Finance

14 **Incident Command Structure with ESF Conversions:**

- 15 • Lee County Emergency Management and the EOC operate under as close to pure ICS as will be found in an EOC, and does not
16 employ ESFs. The first activation org chart identifies our ICS positions and their ESF counterparts at the State EOC.

17 **Unified/Incident Command:**

- 18 • Command function may be conducted in one of two ways: Single Incident Command (IC), or Unified Command (UC);
- 19 • Responsible for incident management, incident objectives, resource availability and capabilities, limitations, as well as areas of
20 agreement and disagreement between agency officials.
- 21 • Job descriptions are found in Annex A-4 – COMD.

1 **Finance-Admin Section:**

- 2 • Responsible for recording personnel time, maintaining vendor contracts, administering compensation and claims, and
3 conducting an overall cost analysis of the incident.
4 • Job descriptions are found in Annex A-4 – FAS.

5 **Logistics Section:**

- 6 • Responsible for providing facilities, security (of the incident command facilities and personnel), transportation, supplies,
7 equipment maintenance and fuel, food services, communications and information technology support, and emergency
8 responder medical services, including inoculations, as required.
9 • Job descriptions are found in Annex A-4 – LOGS.

10 **Operations Section:**

- 11 • Responsible for all tactical activities focused on reducing the immediate hazard, saving lives and property, establishing situation
12 control, and restoring normal operations.
13 • Job descriptions are found in Annex A-4 – OPS.

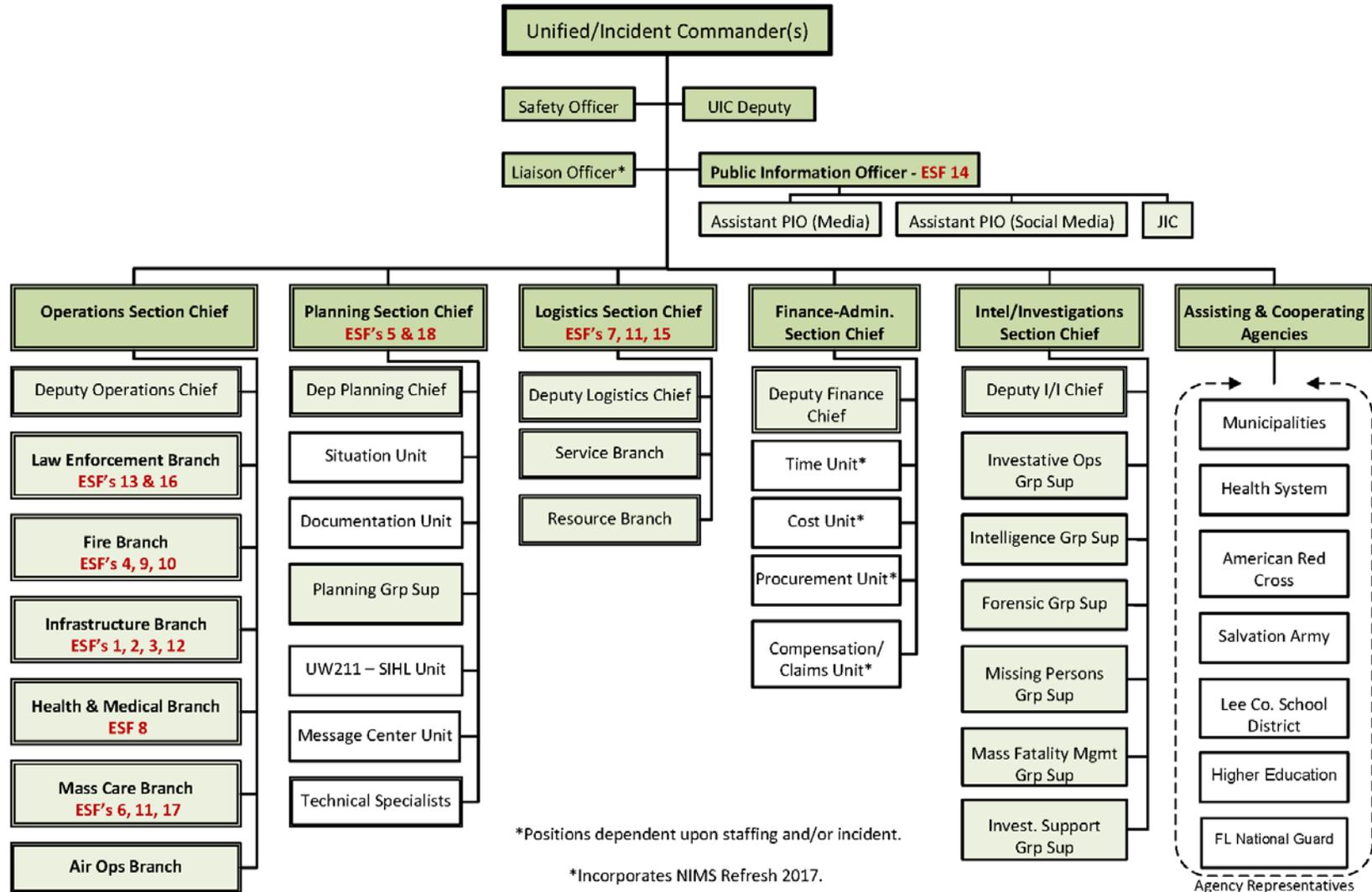
14 **Intelligence/Investigations Section**

- 15 • Responsible for gathering and collecting intelligence, and investigating as needed for missing persons, mass fatalities, and
16 forensics as relates to the incident.
17 • Job descriptions are found in Annex A-4-INTEL.

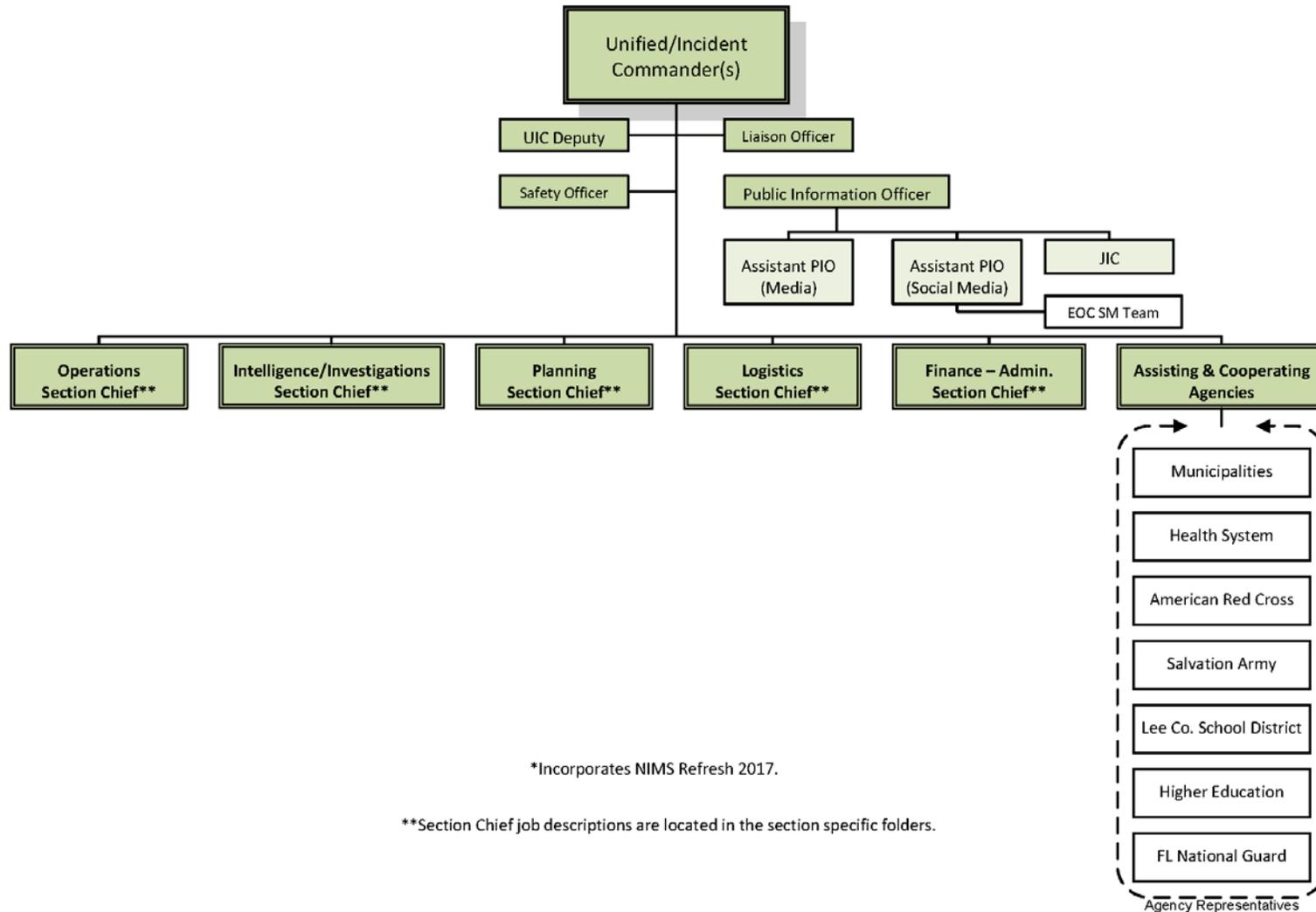
18 **Planning Section:**

- 19 • Responsible for collecting, evaluating, and disseminating incident situation information and intelligence to the IC/UC and
20 incident management personnel, prepares status reports, displays situation information, maintains the status of resources
21 assigned to the incident, and prepares/documents the IAP.
22 • Job descriptions are found in Annex A-4 – PLANS.

Lee County Emergency Operations Incident Command Structure with ESF Conversions
5/17/2017



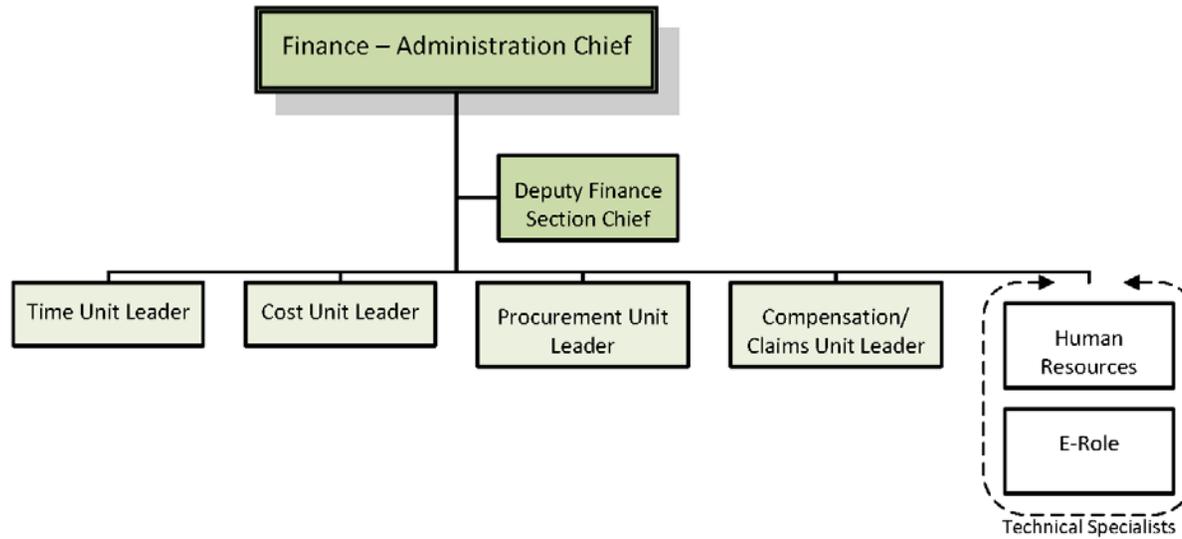
Lee County EOC Unified/Incident Command Section
5/25/2017



*Incorporates NIMS Refresh 2017.

**Section Chief job descriptions are located in the section specific folders.

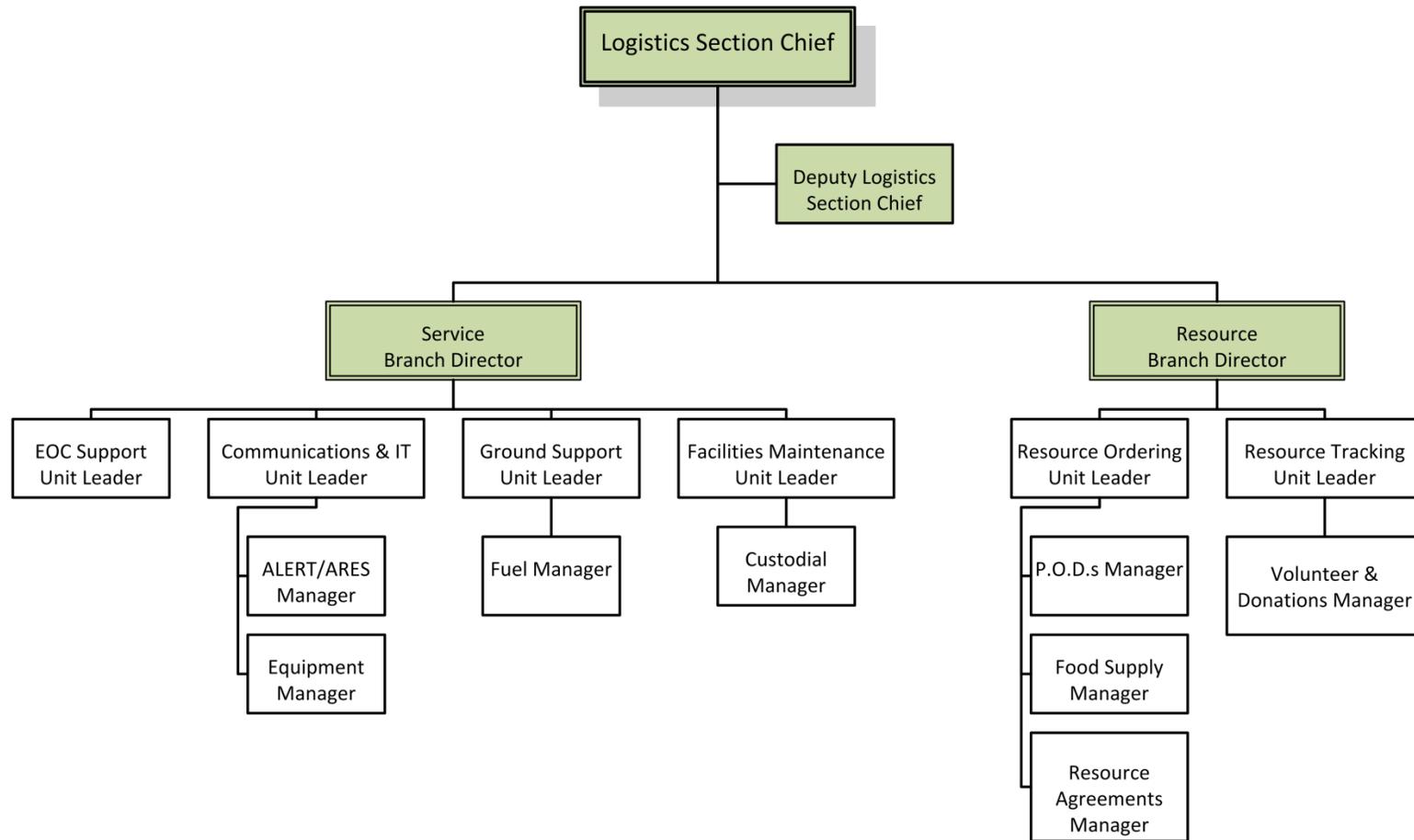
Lee County EOC Finance – Administration Section
5/17/2017



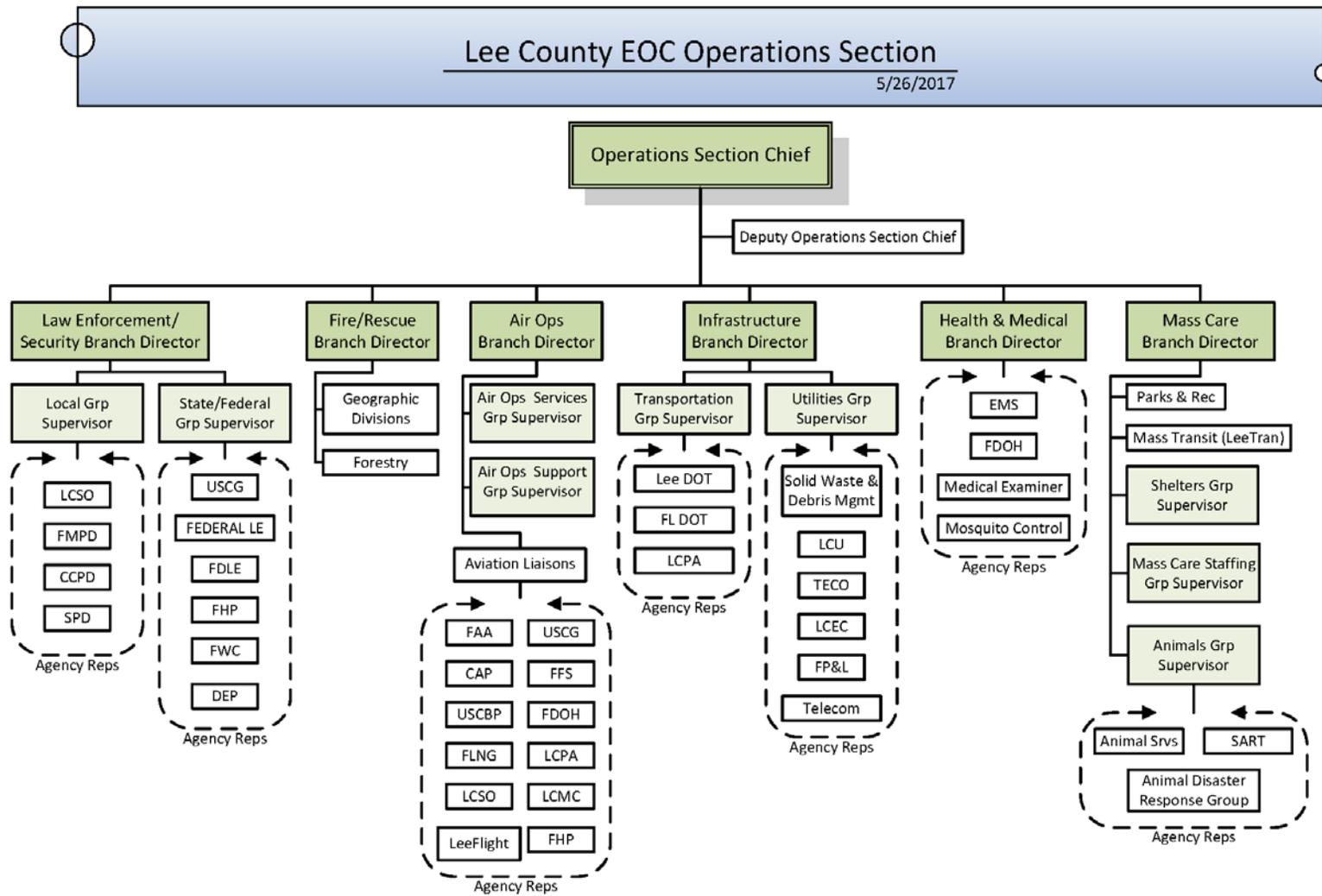
*Incorporates NIMS Refresh 2017.

Lee County EOC Logistics Section

7/27/2017



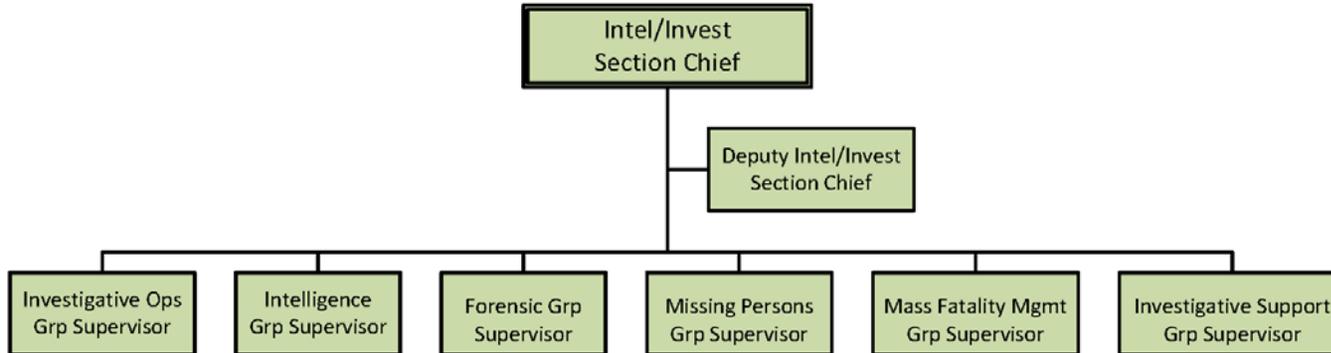
*Incorporates NIMS Refresh 2017.



*Incorporates NIMS Refresh 2017.

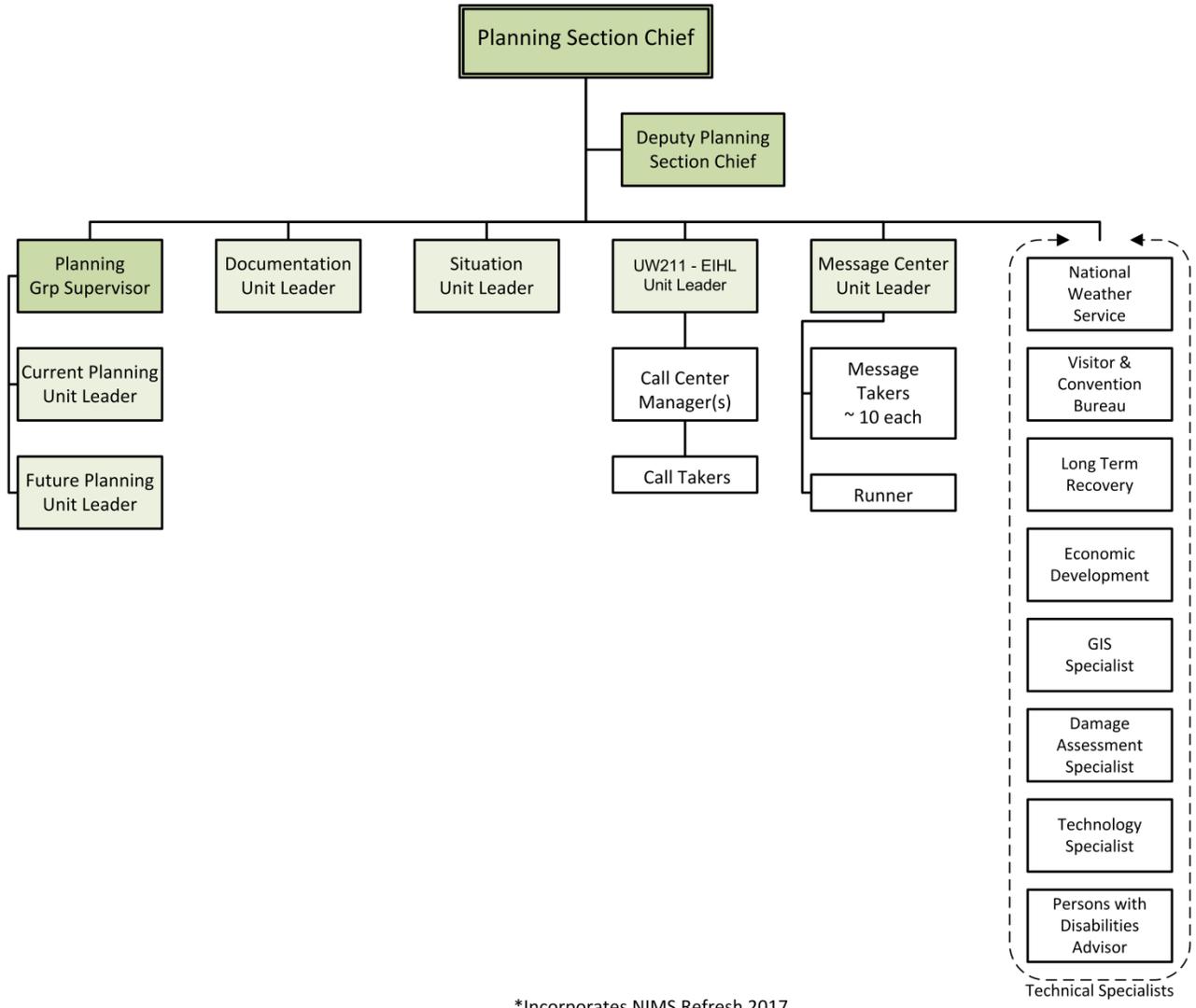
Lee County EOC Intelligence/Investigations Section

5/19/2017



*Incorporates NIMS Refresh 2017.

Lee County EOC Planning Section
7/27/2017



*Incorporates NIMS Refresh 2017.

Lee County	Comprehensive Emergency Management Plan	Page 1 of 1
Approval Date: 12/14/2018	Procurement Overview	Annex A-3

1 **Purpose**

2 This document provides general guidance for emergency purchasing operations in the event of a
3 natural or man-made disaster. Following these guidelines will help ensure that purchasing
4 operations continue during times of disaster.

5 **General Concept**

6 During disasters, the Logistics Section, county departments, and others involved in ordering
7 resources should coordinate closely with the Finance/Admin Section to include Procurement
8 staff throughout the ordering process.

9 Any emergency purchases under a declared State of Local Emergency (SOLE) by the BoCC shall
10 be processed in accordance with guidance provided by Lee County Procurement Management.

11 Proper documentation at the time of purchase is crucial and will serve as records authorizing
12 vendors to sell their goods or services to Lee County Government and to give Lee County's
13 requesting department, Lee County Procurement Management, and the Clerk of Courts Finance
14 Division proper documentation and backup for the procurement of goods and services.

15 *Disaster Purchase Order Process*

16 To prepare for a disaster situation, Chapter 252, Florida Statutes, states that under the County's
17 SoLE, political subdivisions are given the authority to waive certain procedures and formalities
18 otherwise required of them. During the declared emergency period, select procedures and
19 requirements may be suspended in accordance with this provision and with direction from Lee
20 County Procurement Management. Departments should work closely with Procurement
21 Management in the EOC to ensure proper protocols are followed.

22 *Disbursement of Disaster Purchase Orders (DPO)*

23 If Disaster Purchase Orders are needed, a log will be kept by the Procurement Management
24 showing the quantity of pre-numbered DPOs issued to each department/division director or
25 designee and the numbers of the DPOs issued. The department/division director or designee
26 must sign for the DPOs and should coordinate with Procurement on purchases.

Lee County	Comprehensive Emergency Management Plan	Page 1 of 20
Approval Date: 12/14/2018	Command Section Job Descriptions	Annex A-4

This annex contains all of the job descriptions for the Command Section during activation:

- Unified/Incident/Area Commander..... 2
- Deputy Unified/Incident/Area (UIA) Commander 5
- Liaison Officer 7
- Public Information Officer 9
- Assistant Public Information Officer – Media..... 11
- Assistant Public Information Officer – Social Media 13
- EOC Social Media Team 15
- JIC Public Information Officer (Lead) 17
- JIC Manager..... 19

Unified/Incident/Area Commander

Person You Report To

Primary Report Executive Policy Makers
Next Level Report NA

People Reporting to You

Public Information Officer
Liaison Officer
Operations Section Chief
Planning Section Chief
Logistics Section Chief
Finance/Administration Section Chief

Title of Your Assistant

Deputy UIA Commander

Responsibilities

1. Overall management of the incident
2. Assessment of the incident priorities
3. Assess resource needs and orders
4. Coordinate with outside agencies
5. Check-in and prepare your work area and supplies
6. Receive a briefing from the previous UIA Commander, or
7. Establish the Incident Command Post (ICP)
8. Name the incident
9. Establish the appropriate ICS structure & staff positions as needed
10. Establish incident objectives (strategy)
11. Ensure adequate safety measures and message is in place and communicated to all personnel/responders
12. Brief command and general staff and give initial assignments, including specific delegation of authority
13. Set the time for the first Planning Meeting
14. Coordinate activity of all command and general staff
15. Direct staff to develop plans and staffing requirements; approve requests for additional resources and funding
16. Prepare and participate in planning meetings
17. Assist in developing and approve the IAP
18. Identify and address any assignments from the current Incident Action Plan

Unified/Incident/Area Commander

19. Approve the release of information by the PIO
20. Determine if operational periods are necessary
21. Coordinate with outside entities as necessary
22. Evaluate and ensure that incident objectives are being accomplished
23. Maintain Unit Log and reports
24. Maintain and submit records as directed
25. Demobilize resources as appropriate
26. Ensure incident investigation as necessary
27. Demobilize as planned
28. Conduct Post-Incident Analysis

Meetings You Conduct

- Operations Briefing
- Command Staff Briefing
- Assessment Meeting
- Assessment/Tactical Objectives Meeting
- Assessment/Tactical Operations Planning Meeting
- Assessment/Planning Meeting
- General Plan Development Meeting
- General Plan Approval Meeting

Other Meetings You Attend

As Necessary

ICS or WebEOC Forms You Most Often Use

- Incident Action Plan (IAP)
- Situation Report(s)
- Section Folder
- ICS-214 Unit/Activity Log
- Incident Maps
- Org Charts
- Calendar
- Personnel Time Tracker
- UIA Commander Approvals
- Logistics Support Request
- Logistics Resource Tracking
- Shelter Tracking

Required Training

ICS-300 Intermediate ICS for Expanding Incidents

Unified/Incident/Area Commander

- IS-100 Introduction to ICS
- IS-200 Basic ICS
- IS-700 The National Incident Management System
- IS-701 NIMS Multiagency Coordination System (MACS)
- IS-706 NIMS Intrastate Mutual Aid, An Introduction
- IS-775 EOC Management and Operations
- IS-800 National Response Framework, An Introduction

Recommended Training

- ICS-400 Advanced ICS for Complex Incidents
- Position-Specific Training

Deputy Unified/Incident/Area (UIA) Commander

Person You Report To

Primary Report UIA Commander
Next Level Report NA

People Reporting to You As assigned by UIA Commander
See UIA Commander Job Description

Title of Your Assistant NA

- Responsibilities
1. Check-in and prepare your work area and supplies
 2. Identify and address any assignments from the current Incident Action Plan
 3. Obtain briefing from your Supervisor
 4. Maintain paperwork and/or communications with the Emergency Operations Center, Area Command or at a field Incident Command Post, per the request of the UIA Commander
 5. Provide administrative and operational assistance
 6. Assist in decision making process and issue directives as designated
 7. Provide technical support, research, advice and reference materials as requested
 8. Attend and/or conduct meetings as specified here or by your supervisor
 9. Maintain Unit Log and reports
 10. Maintain and submit records as directed
 11. See UIA Commander Job description
 12. As assigned by UIA Commander
 13. Demobilize as planned

Meetings You Conduct As assigned by UIA Commander
See UIA Commander Job Description

Other Meetings You Attend As assigned by UIA Commander
See UIA Commander Job Description

ICS or WebEOC Forms You Most Often Use	Incident Action Plan (IAP) Situation Report(s) Section Folder ICS-214 Unit/Activity Log Incident Maps Org Charts Calendar Personnel Time Tracker UIA Commander Approvals Logistics Support Request Logistics Resource Tracking Shelter Tracking
Required Training	ICS-300 Intermediate ICS for Expanding Incidents IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-701 NIMS Multiagency Coordination System (MACS) IS-706 NIMS Intrastate Mutual Aid, An Introduction IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	ICS-400 Advanced ICS for Complex Incidents Position-Specific Training

Liaison Officer

Person You Report To

Primary Report UIA Commander
Next Level Report NA

People Reporting to You NA

Title of Your Assistant Assistant Liaison Officer

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from your Supervisor
4. Communicate with the UIA Commander the representing agencies concerns and issues
5. Maintain contact of and with all involved agencies
6. Prepare and include necessary information about agencies in the IAP
7. Provide a point of contact for assisting and cooperating Agency Representatives
8. Identify all Agency Representatives from each agency and develop complete contact information
9. Keep agencies supporting incident aware of incident status
10. Monitor incident operations to identify current or potential inter-organizational issues and advise UIA Commander as appropriate
11. Appoint staff and assign duties as appropriate
12. Attend and/or conduct meetings as specified here or by your supervisor
13. Maintain Unit Log and reports
14. Maintain and submit records as directed
15. Demobilize as planned
16. Participate in the post incident analysis process

Meetings You Conduct

As assigned by UIA Commander
See UIA Commander Job Description

Other Meetings You Attend	As assigned by UIA Commander See UIA Commander Job Description
ICS or WebEOC Forms You Most Often Use	Incident Action Plan (IAP) Situation Report(s) Section Folder ICS-214 Unit/Activity Log Incident Maps Org Charts Calendar Personnel Time Tracker UIA Commander Approvals Logistics Support Request Logistics Resource Tracking Shelter Tracking
Required Training	ICS-300 Intermediate ICS for Expanding Incidents IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-701 NIMS Multiagency Coordination System (MACS) IS-706 NIMS Intrastate Mutual Aid, An Introduction IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	ICS-400 Advanced ICS for Complex Incidents Position-Specific Training

Public Information Officer

Person You Report To

Primary Report Unified – Incident Commander(s)
Next Level Report NA

People Reporting to You NA

Title of Your Assistant Assistant Public Information Officer

Responsibilities

1. Receive assignment, reporting location, reporting time and travel instructions as necessary
2. Check-in and prepare your work area and supplies
3. Identify and address any assignments from the current Incident Action Plan
4. Obtain briefing from your Supervisor
5. Appoint staff and assign duties as appropriate
6. Establish a JIC as necessary
7. Attend and/or conduct meetings as specified here or by your supervisor
8. Use clear text and ICS terminology
9. Determine from the UIA Commander limits on information release
10. Establish any restrictions for media access
11. Develop and release information to the media, incident personnel, and other agencies as appropriate
12. Coordinate and receive approval from the UIA Commander before the release of all incident-related information
13. Inform media and conduct briefings
14. Arrange for tours and other interviews
15. Obtain news media information that may be useful for incident planning
16. Maintain current information summaries and/or displays
17. Monitor the public's reaction to information
18. Maintain Unit Log and reports

Public Information Officer

	19. Maintain and submit records as directed 20. Demobilize as planned
Meetings You Conduct	Staff Briefings Media Briefings Press Conferences
Other Meetings You Attend	Operations Briefing Command Staff Meeting Assessment/Planning Meeting General Plan Approval Meeting
ICS or WebEOC Forms You Most Often Use	Incident Action Plan (IAP) Situation Report(s) Section Folder ICS-214 Unit/Activity Log Incident Maps Org Charts Calendar Personnel Time Tracker Shelter Tracking Logistics Support Request
Required Training	ICS-300 Intermediate ICS for Expanding Incidents IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-701 NIMS Multiagency Coordination System (MACS) IS-706 NIMS Intrastate Mutual Aid, An Introduction IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	ICS-400 Advanced ICS for Complex Incidents Position-Specific Training

Assistant Public Information Officer – Media

Person You Report To

Primary Report Public Information Officer
Next Level Report Incident Commander

People Reporting to You NA

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from your Supervisor
4. Appoint staff and assign duties as appropriate
5. Attend and/or conduct meetings as specified here or by your supervisor
6. Assists the Public Information Officer in implementing Public Information activities for all disaster response, recovery and mitigation programs
7. Assumes all duties and authorities of Public Information Officer in his/her absence
8. Coordinates activities and information dissemination with other local Public Information Officers, as well as Public Information Officers from federal, local and voluntary agencies
9. Researches, writes, reviews and edits news releases, Public Service Announcements, talking points and other documents
10. Verifies information with appropriate sources
11. Coordinates with other agency Public Information Officers if releases refer to their program(s)
12. Ensures that approved news releases are distributed to target news media by the most appropriate means (fax, telephone and/or posted in the Media Area, sent by e-mail or posted on the Lee County web page)

	13. Maintain Unit Log and reports 14. Maintain and submit records as directed 15. Demobilize as planned
Meetings You Conduct	As assigned by PIO or UIA Commander
Other Meetings You Attend	PIO Staff Briefings As assigned by PIO or UIA Commander
ICS or WebEOC Forms You Most Often Use	Incident Action Plan (IAP) Situation Report(s) Section Folder ICS-214 Unit/Activity Log Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	ICS-300 Intermediate ICS for Expanding Incidents ICS-400 Advanced ICS for Complex Incidents IS-701 NIMS Multiagency Coordination System (MACS) IS-706 NIMS Intrastate Mutual Aid, An Introduction Position-Specific Training

Assistant Public Information Officer – Social Media

Person You Report To

Primary Report Assistant Public Information Officer
Next Level Report Public Information Officer

People Reporting to You EOC Social Media Team

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from your Supervisor
4. Appoint staff and assign duties as appropriate
5. Attend and/or conduct meetings as specified here or by your supervisor
6. Assists the Public Information Officer in implementing Public Information activities for all disaster response, recovery and mitigation programs
7. Coordinates activities and information dissemination with Public Information Officers
8. Monitors and researches social media posts, trends, and hashtags. Writes, reviews and edits social media news releases, Public Service Announcements, talking points and other documents suitable for publishing on our various social media platforms
9. Collects and vets documented observations from the EOC Social Media Team members, reviews any critical changes with the PIO/Command Staff, and prepares approved information for publishing
10. Verifies information with appropriate sources
11. Coordinates with other agency Public Information Officers if releases refer to their program(s)
12. Ensures that approved social media news releases are distributed to target news media, etc., via

	appropriate social media platforms
	13. Maintain Unit Log and reports
	14. Maintain and submit records as directed
	15. Demobilize as planned
Meetings You Conduct	As assigned by PIO or UIA Commander
Other Meetings You Attend	PIO Staff Briefings As assigned by PIO or UIA Commander
ICS or WebEOC Forms You Most Often Use	Incident Action Plan (IAP) Situation Report(s) Section Folder ICS-214 Unit/Activity Log Incident Maps Org Charts Calendar Google Drive Personnel Time Tracker Logistics Support Request
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	ICS-300 Intermediate ICS for Expanding Incidents ICS-400 Advanced ICS for Complex Incidents IS-701 NIMS Multiagency Coordination System (MACS) IS-706 NIMS Intrastate Mutual Aid, An Introduction Position-Specific Training

EOC Social Media Team

Person You Report To

Primary Report Assistant Public Information Officer – Social Media
Next Level Report Public Information Officer

People Reporting to You NA

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from your Supervisor
4. Attend meetings as specified by your supervisor
5. Assists the Public Information Officer-Social Media in implementing Public Information activities for all disaster response, recovery and mitigation programs
6. Monitors and researches social media posts, trends, and hashtags, and shares points of interest with the Public Information Officers-Social Media
7. Verifies information sources
8. Maintain Unit Log and reports
9. Maintain and submit records as directed
10. Demobilize as planned

Meetings You Conduct As assigned by Assistant PIO – Social Media

Other Meetings You Attend As assigned by Assistant PIO – Social Media

ICS or WebEOC Forms You Most Often Use
Incident Action Plan (IAP)
Situation Report(s)
Section Folder
ICS-214 Unit/Activity Log
Incident Maps
Org Charts

Calendar

Google Drive – with leegov.com email address

Personnel Time Tracker

Logistics Support Request

Required Training

IS-100 Introduction to ICS

IS-200 Basic ICS

IS-700 The National Incident Management System

Recommended Training

ICS-300 Intermediate ICS for Expanding Incidents

ICS-400 Advanced ICS for Complex Incidents

IS-42 Social Media in Emergency Management

IS-755 EOC Management and Operations

Position-Specific Training

JIC Public Information Officer (Lead)

Person You Report To

Primary Report Public Information Officer
Next Level Report Incident Commander

People Reporting to You NA

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from your Supervisor
4. Appoint staff and assign duties as appropriate
5. Attend and/or conduct meetings as specified here or by your supervisor
6. Coordinates the operations of Information Officers from other local and/or state agencies within the JIC when they become involved in the disaster response and/or co-locate their operations
7. Ensures that all information concerning the disaster and local governmental response efforts comes from the (Incident/EOC) Public Information Officer
8. Ensure that all other agency Information Officers receive the administrative and technical support needed to perform effectively
9. Coordinates and supports the activities of the other agency Information Officers
10. Assures that all draft news releases and information messages are rapidly reviewed or acknowledged by the agency Information Officers
11. Advises the (Incident/EOC) Public Information Officer of pertinent developments or problems in other agencies, and supports the actions taken
12. Monitors media for any issues that the (Incident/EOC) Public Information Officer needs to be made aware

	13. Maintain Unit Log and reports 14. Maintain and submit records as directed 15. Demobilize as planned
Meetings You Conduct	As assigned by PIO or UIA Commander
Other Meetings You Attend	Staff Briefings Media Briefings Press Conferences As assigned by PIO or UIA Commander
ICS or WebEOC Forms You Most Often Use	Incident Action Plan (IAP) Situation Report(s) Section Folder ICS-214 Unit/Activity Log Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	ICS-300 Intermediate ICS for Expanding Incidents ICS-400 Advanced ICS for Complex Incidents IS-701 NIMS Multiagency Coordination System (MACS) IS-706 NIMS Intrastate Mutual Aid, An Introduction Position-Specific Training

JIC Manager

Person You Report To

Primary Report Public Information Officer
Next Level Report Incident Commander

People Reporting to You NA

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from your Supervisor
4. Appoint staff and assign duties as appropriate
5. Attend and/or conduct meetings as specified here or by your supervisor
6. Provides technical, logistical and office support to all JIC functions
7. Supports Public Information Officer by supervising all operations and administrative activities, including staffing and inter-office communications
8. Aids Public Information Officer in establishing the Joint Information Center
9. Obtains all supplies and equipment required in the Emergency Information Center from the Logistics Section
10. Manages the setup and maintenance of equipment
11. Arranges for security escorts, as needed, for all personnel traveling to and from the Media Briefing Area to other locations
12. Provides any clerical or equipment support needed for other agency Public Information Officers
13. Maintain Unit Log and reports
14. Maintain and submit records as directed
15. Demobilize as planned

Meetings You Conduct As assigned by PIO or UIA Commander

Other Meetings You Attend	Staff Briefings Media Briefings Press Conferences As assigned by PIO or UIA Commander
ICS or WebEOC Forms You Most Often Use	Incident Action Plan (IAP) Situation Report(s) Section Folder ICS-214 Unit/Activity Log Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	ICS-300 Intermediate ICS for Expanding Incidents ICS-400 Advanced ICS for Complex Incidents IS-701 NIMS Multiagency Coordination System (MACS) IS-706 NIMS Intrastate Mutual Aid, An Introduction Position-Specific Training

Lee County	Comprehensive Emergency Management Plan	Page 1 of 13
Approval Date: 12/14/2018	Finance Administrative Section Job Descriptions	Annex A-4

This annex contains all of the job descriptions for the Finance-Admin Section during activation:

Finance-Administration Section Chief 2

Deputy Finance Section Chief 4

Procurement Unit Leader 6

Cost Unit Leader..... 8

Compensation/Claims Unit Leader 10

Time Unit Leader..... 12

Finance-Administration Section Chief

Person You Report To

Primary Report UIA Commander
Next Level Report Executive Policy Maker

People Reporting to You

Deputy Finance Section Chief
Time Unit Leader
Cost Unit Leader
Procurement Unit Leader
Compensation/Claims Unit Leader

Title of Your Assistant

Deputy Finance Section Chief

Responsibilities

1. Check-in and prepare your work area and supplies
2. Obtain briefing from the Incident Commander
3. Identify and address any assignments from the current Incident Action Plan
4. Staff, organize, brief, supervise, and evaluate performance of the FA Section, to include relief and replacement of staff as appropriate
5. Identify and order supplies and support needs for FA Section
6. Activate FA Section units as needed
7. Estimate, track and approve all incident expenses
8. Comply with all fiscal policies/regulations
9. Monitor and coordinate funding from multiple sources
10. Ensure that all personnel time records are transmitted to home company/agency according to policy
11. Maintain and submit records as directed
12. Demobilize in accordance with the Demobilization Plan
13. Debrief UIA Commander and Command Staff on all incident related FA issues requiring follow-up prior to demobilization

Meetings You Conduct	Finance Section Meeting Briefings for subordinates
Other Meetings You Attend	Assessment Meeting Assessment/Tactical Objectives Meeting Assessment/Tactical Operations Briefing Assessment/Tactical Planning Meeting General Plan Development Meeting General Plan Approval Meeting
ICS or WebEOC Forms You Most Often Use	Incident Action Plan (IAP) Situation Report(s) Section Folder ICS-214 Unit/Activity Log Incident Maps Org Charts Calendar Personnel Time Tracker UIA Commander Approvals Logistics Support Request Logistics Resource Tracking
Required Training	ICS-300 Intermediate ICS for Expanding Incidents IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-701 NIMS Multiagency Coordination System (MACS) IS-706 NIMS Intrastate Mutual Aid, An Introduction IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	ICS-400 Advanced ICS for Complex Incidents Position-Specific Training

Deputy Finance Section Chief

Person You Report To

Primary Report Finance-Administration Section Chief
Next Level Report NA

People Reporting to You

As assigned by FA Section Chief
See FA Section Chief Job Description

Title of Your Assistant

NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from your Supervisor
4. Tasks as assigned by FA Section Chief
5. When necessary, responsibilities outlined in FA Section Chief Job Description
6. Demobilize as planned

Meetings You Conduct

As assigned by FA Section Chief
See FA Section Chief Job Description

Other Meetings You Attend

As assigned by FA Section Chief
See FA Section Chief Job Description

ICS or WebEOC Forms You Most Often Use

Incident Action Plan (IAP)
Situation Report(s)
Section Folder
ICS-214 Unit/Activity Log
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
UIA Commander Approvals
Logistics Support Request
Logistics Resource Tracking
Shelter Tracking

Required Training	ICS-300	Intermediate ICS for Expanding Incidents
	IS-100	Introduction to ICS
	IS-200	Basic ICS
	IS-700	The National Incident Management System
	IS-701	NIMS Multiagency Coordination System (MACS)
	IS-706	NIMS Intrastate Mutual Aid, An Introduction
	IS-775	EOC Management and Operations
	IS-800	National Response Framework, An Introduction
Recommended Training	ICS-400	Advanced ICS for Complex Incidents
		Position-Specific Training

Procurement Unit Leader

Person You Report To

Primary Report Finance-Administration Section Chief
Next Level Report UIA Commander

People Reporting to You As assigned

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Obtain briefing from FA Section Chief
3. Identify and address any assignments from the current Incident Action Plan
4. Determine need for Equipment Time Recorder
5. Organize, brief, and supervise the Procurement Unit
6. Coordinate with local jurisdictions on plans and supply sources
7. Coordinate with appropriate unit leaders on incident needs and special procedures
8. Obtain/Create Incident Procurement Plan
9. Prepare and sign contracts, and land use agreements, as needed
10. Draft memorandums of understanding
11. Establish contracts with supply vendors, and administer all financial matters pertaining to vendor contracts
12. Interpret contracts/agreements and resolve claims or disputes within delegated authority
13. Coordinate with Compensation/Claims Unit on handling of claims
14. Finalize all agreements/contracts
15. Complete final processing, send documents for payment
16. Coordinate cost data in contracts with Cost Unit Leader
17. Review all logs and forms produced by subordinates for compliance, timeliness, accuracy, and

Procurement Unit Leader

completion

18. Brief FA Section Chief on Unit status and activity
19. Attend and/or conduct meetings as specified here or by your supervisor
20. Maintain and submit records as directed
21. Demobilize as planned

Meetings You Conduct

Unit Briefings

Other Meetings You Attend

Finance-Administration Section Meetings
As assigned by FA Section Chief

ICS or WebEOC Forms You Most Often Use

Incident Action Plan (IAP)
Situation Report(s)
Section Folder
ICS-214 Unit/Activity Log
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
UIA Commander Approvals
Logistics Support Request
Logistics Resource Tracking

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

ICS-300 Intermediate ICS for Expanding Incidents
ICS-400 Advanced ICS for Complex Incidents
IS-701 NIMS Multiagency Coordination System (MACS)
IS-706 NIMS Intrastate Mutual Aid, An Introduction
Position-Specific Training

Cost Unit Leader

Person You Report To

Primary Report Finance-Administration Section Chief
Next Level Report UIA Commander

People Reporting to You NA

Title of Your Assistant NA

- Responsibilities
1. Check-in and prepare your work area and supplies
 2. Obtain briefing from FA Section Chief
 3. Identify and address any assignments from the current Incident Action Plan
 4. Coordinate with company/agency headquarters on cost-reporting procedures
 5. Obtain and record all cost data
 6. Prepare incident cost summaries
 7. Prepare resource-use cost estimates for Planning
 8. Make recommendations for cost-savings to FA Section Chief
 9. Maintain cumulative incident cost records
 10. Review all logs and forms produced for compliance, timeliness, accuracy, and completion
 11. Brief FA Section Chief on Unit status and activity
 12. Attend and/or conduct meetings as specified here or by your supervisor
 13. Maintain and submit records as directed
 14. Demobilize as planned

Meetings You Conduct Unit Briefings

Other Meetings You Attend Finance-Administration Section Meetings
As assigned by FA Section Chief

ICS or WebEOC Forms You Most Often Use Incident Action Plan (IAP)
Situation Report(s)
Section Folder

ICS-214 Unit/Activity Log
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
UIA Commander Approvals
Logistics Support Request

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

ICS-300 Intermediate ICS for Expanding Incidents
ICS-400 Advanced ICS for Complex Incidents
IS-701 NIMS Multiagency Coordination System (MACS)
IS-706 NIMS Intrastate Mutual Aid, An Introduction
Position-Specific Training

Compensation/Claims Unit Leader

Person You Report To

Primary Report Finance-Administration Section Chief
Next Level Report NA

People Reporting to You

Compensatory Injury Specialist
Claims Specialist

Title of Your Assistant

NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Obtain briefing from FA Section Chief
3. Identify and address any assignments from the current Incident Action Plan
4. Determine need for Compensation Injury Specialist and Claims Specialist
5. Organize, brief, and supervise the Compensation/Claims Unit
6. Establish contact with Safety Officer, Liaison Officer or Agency Representative if no Liaison Officer
7. Obtain copy of Incident Medical Plan
8. Coordinate with Procurement Unit on handling claims
9. Coordinate with Medical Unit on Compensation-for-Injury work areas, when feasible
10. Review all logs and forms produced by subordinates for compliance, timeliness, accuracy, and completion
11. Brief FA Section Chief on Unit status and activity
12. Attend and/or conduct meetings as specified here or by your supervisor
13. Maintain and submit records as directed
14. Demobilize as planned

Meetings You Conduct

Unit Briefings

Other Meetings You Attend	Finance-Administration Section Meetings As assigned by FA Section Chief
ICS or WebEOC Forms You Most Often Use	Incident Action Plan (IAP) Situation Report(s) Section Folder ICS-214 Unit/Activity Log Incident Maps Org Charts Calendar Personnel Time Tracker UIA Commander Approvals Logistics Support Request
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	ICS-300 Intermediate ICS for Expanding Incidents ICS-400 Advanced ICS for Complex Incidents IS-701 NIMS Multiagency Coordination System (MACS) IS-706 NIMS Intrastate Mutual Aid, An Introduction Position-Specific Training

Time Unit Leader

Person You Report To

Primary Report Deputy Finance Section Chief
Next Level Report Finance Administration Section Chief

People Reporting to You To be assigned

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Obtain briefing from FA Section Chief
3. Identify and address any assignments from the current Incident Action Plan
4. Determine need for Personnel Time Recorder and Commissary Manager
5. Organize, brief, and supervise the Time Unit
6. Establish and maintain a file for personnel time reports within the first operational period
7. Each operational period: initiate, gather, or update a time report from all applicable personnel assigned to the incident
8. Verify all personnel identification information is correct on the time report
9. Post personnel travel and work hours, transfers, promotions, specific pay provisions, and terminations to personnel time documents
10. Ensure that time reports are signed
11. Close out time documents prior to personnel leaving the incident
12. Distribute all time documents according to company/agency policy
13. Review all logs and forms produced by subordinates for compliance, timeliness, accuracy, and completion
14. Brief FA Section Chief on Unit status and activity
15. Attend and/or conduct meetings as specified here or by your supervisor

- 16. Maintain and submit records as directed
- 17. Demobilize as planned

Meetings You Conduct

Unit Briefings

Other Meetings You Attend

Finance-Administration Section Meetings
As assigned by FA Section Chief

ICS or WebEOC Forms You Most Often Use

Incident Action Plan (IAP)
Situation Report(s)
Section Folder
ICS-214 Unit/Activity Log
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
UIA Commander Approvals
Logistics Support Request

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

ICS-300 Intermediate ICS for Expanding Incidents
ICS-400 Advanced ICS for Complex Incidents
IS-701 NIMS Multiagency Coordination System (MACS)
IS-706 NIMS Intrastate Mutual Aid, An Introduction
Position-Specific Training

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Approval Date: 12/14/2018	Intel/Investigation Section Job Descriptions	Annex A-4

This annex contains all of the job descriptions for the Intelligence/Investigations Section during activation:

Intelligence/Investigations Section Chief 2

Deputy Intelligence/Investigations Section Chief..... 5

Investigative Ops Group Supervisor 7

Intelligence Group Supervisor 9

Forensic Group Supervisor 11

Time Unit Leader..... 13

Mass Fatality Management Group Supervisor 15

Investigative Support Group Supervisor 17

Intelligence/Investigations Section Chief

Person You Report To

Primary Report UIA Commander
Next Level Report NA

People Reporting to You

Deputy Intelligence/Investigation Section Chief
Investigate Ops Group Supervisor
Intelligence Group Supervisor
Forensic Group Supervisor
Missing Persons Group Supervisor
Mass Fatality Management Group Supervisor
Investigative Support Group Supervisor

Title of Your Assistant

Deputy Intelligence/Investigations Section Chief

Responsibilities

1. Check-in and prepare your work area and supplies, including appropriate PPE for yourself
2. Obtain briefing and special instructions from Incident Command
3. Identify and address any assignments from the current Incident Action Plan
4. Activate Intelligence/Investigations Section units as needed
5. Reassign available personnel on site to ICS organizational positions as appropriate
6. Collect, process, analyze, secure, and appropriately disseminate information and intelligence
7. Serve as conduit to provide situation awareness (local and national) pertaining to an incident
8. Support missing persons and mass fatality investigations
9. Inform and support life safety operations, including the safety and security of all response personnel
10. Provide appropriate intelligence to officials to assist in developing a depiction of evolving threats or hazards
11. Identify, document, process, collect, create a chain

of custody for, safeguard, examine and analyze, and store evidence, and

12. Determine the source or cause, and control the spread and impact, and the investigation of emerging incidents (e.g., fire, disease outbreak)
13. Maintain Section records
14. Maintain Activity Log (ICS 214)
15. Demobilize in accordance with the Demobilization Plan
16. Reassign available “not assigned” personnel demobilization.

Meetings You Conduct

Intelligence/Investigations Meeting
Briefings for subordinates

Other Meetings You Attend

Operations Section Meeting
General Plan Development Meeting
General Plan Approval Meeting

ICS or WebEOC Forms You Most Often Use

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Incident Commander Approvals
Logistics Support Request
Logistics Resource Tracking
Message Center
Volunteer Tracker
Shelter Tracking
PODs Tracker

Required Training

G-191 Incident Command System/EOC (CMS) Interface
G-300 Intermediate ICS for Expanding Incidents
IS-100 Introduction to ICS

	IS-200	Basic ICS
	IS-700	The National Incident Management System
	IS-706	NIMS Intrastate Mutual Aid, An Introduction
	IS-775	EOC Management and Operations
	IS-800	National Response Framework, An Introduction
Recommended Training	G-400	Advanced ICS for Complex Incidents
	IS-702	NIMS Public Information Systems
	IS-703	NIMS Resource Management
		Position-Specific Training

Deputy Intelligence/Investigations Section Chief

Person You Report To

Primary Report Intelligence/Investigations Section Chief
Next Level Report UIA Commander

People Reporting to You As assigned by Intelligence/Investigation Section Chief

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignment from the current Incident Action Plan
3. Obtain briefing from your Supervisor
4. As assigned by Intelligence/Investigations Section Chief
5. See Intelligent/Investigations Section Chief Job Description
6. Demobilize as planned

Meetings You Conduct As assigned by Intelligence/Investigations Section Chief
See Intelligence/Investigations Section Chief Job Description

Other Meetings You Attend As assigned by Intelligence/Investigations Section Chief
See Intelligence/Investigations Section Chief Job Description

ICS or WebEOC Forms You Most Often Use

- Section Folder
- ICS-214 Unit/Activity Log
- Incident Action Plan (IAP)
- Situation Report(s)
- Incident Maps
- Org Charts
- Calendar
- Personnel Time Tracker
- Incident Commander Approvals
- Logistics Support Request
- Logistics Resource Tracking
- Message Center

Volunteer Tracker
Shelter Tracking
PODs Tracker

Required Training

G-191 Incident Command System/EOC (CMS) Interface
G-300 Intermediate ICS for Expanding Incidents
IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-706 NIMS Intrastate Mutual Aid, An Introduction
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

G-400 Advanced ICS for Complex Incidents
IS-702 NIMS Public Information Systems
IS-703 NIMS Resource Management
Position-Specific Training

Investigative Ops Group Supervisor

Person You Report To

Primary Report Intelligence/Investigations Section Chief
Next Level Report

People Reporting to You NA

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from Intelligence/Investigations Section Chief
4. Manage the overall investigative effort
5. Use information from all other groups to support the goals and objectives
6. Maintain Unit Log and reports
7. Demobilize as planned

Meetings You Conduct Unit Briefings
As assigned by Intelligence/Investigations Section Chief

Other Meetings You Attend As assigned by the Intelligence/Investigations Section Chief

ICS or WebEOC Forms You Most Often Use

- Section Folder
- ICS-214 Unit/Activity Log
- Incident Action Plan (IAP)
- Situation Report(s)
- Incident Maps
- Org Charts
- Calendar
- Personnel Time Tracker
- Incident Commander Approvals
- Logistics Support Request
- Logistics Resource Tracking

Investigative Ops Group Supervisor

Message Center
Volunteer Tracker
Shelter Tracking
PODs Tracker

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

G-300 Intermediate ICS for Expanding Incidents
G-400 Advanced ICS for Complex Incidents
IS-706 NIMS Intrastate Mutual Aid, An Introduction
Position-Specific Training

Intelligence Group Supervisor

Person You Report To

Primary Report Intelligence/Investigation Section Chief
Next Level Report NA

People Reporting to You NA

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from Intelligence/Investigations Section Chief
4. Manage the overall intelligence gathering and investigations
5. Manage the intake and assessment of information gathered
6. Responsible for operations security, operational security, and information security
7. Use information from all other groups to support the goals and objectives
8. Responsible for information/intelligence management for the duration of the incident
9. Maintain Unit Log and reports
10. Demobilize as planned

Meetings You Conduct

Unit Briefings
As assigned by Intelligence/Investigations Section Chief

Other Meetings You Attend

As assigned by Intelligence/Investigations Section Chief

ICS or WebEOC Forms You Most Often Use

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)

Intelligence Group Supervisor

Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Incident Commander Approvals
Logistics Support Request
Logistics Resource Tracking
Message Center
Volunteer Tracker
Shelter Tracking
PODs Tracker

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

G-191 Incident Command System/EOC (CMS) Interface
G-300 Intermediate ICS for Expanding Incidents
IS-706 NIMS Intrastate Mutual Aid, An Introduction
Position-Specific Training

Forensic Group Supervisor

Person You Report To

Primary Report Intelligence/Investigation Section Chief
Next Level Report NA

People Reporting to You NA

Title of Your Assistant NA

- Responsibilities
1. Check-in and prepare your work area and supplies
 2. Identify and address any assignments from the current Incident Action Plan
 3. Obtain briefing from Intelligence/Investigations Section Chief
 4. Support the management of crime scenes
 5. Support the processing of forensic evidence, digital and multimedia evidence, and decedents.
 6. Coordinate with Mass Fatality Management Group and Medical Examiner/Coroner on matters related to examination, recovery, and movement of decedents
 7. Ensure appropriate laboratories, analytical service providers, and morgues perform proper types of examinations, analyses, comparisons, and enhancements in the proper order.
 8. Maintain Unit Log and reports
 9. Demobilize as planned

Meetings You Conduct As assigned by Intelligence/Investigations Section Chief

Other Meetings You Attend As assigned by Intelligence/Investigations Section Chief

ICS or WebEOC Forms You Most Often Use Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)

Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Incident Commander Approvals
Logistics Support Request
Logistics Resource Tracking
Message Center
Volunteer Tracker
Shelter Tracking
PODs Tracker

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

G-191 Incident Command System/EOC (CMS) Interface
G-300 Intermediate ICS for Expanding Incidents
IS-706 NIMS Intrastate Mutual Aid, An Introduction
Position-Specific Training

Time Unit Leader

Person You Report To

Primary Report Intelligence/Investigations Section Chief
Next Level Report NA

People Reporting to You NA

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from Intelligence/Investigations Section Chief
4. Coordinate missing persons operations and activities
5. Coordinate Family Assistance Center activities involving missing persons
6. Maintain Unit Log and reports
7. Demobilize as planned

Meetings You Conduct As assigned by Intelligence/Investigations Section Chief

Other Meetings You Attend As assigned by Intelligence/Investigations Section Chief

ICS or WebEOC Forms You Most Often Use

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Incident Commander Approvals
Logistics Support Request
Logistics Resource Tracking

Missing Persons Group Supervisor

Message Center
Volunteer Tracker
Shelter Tracking
PODs Tracker

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

G-191 Incident Command System/EOC (CMS) Interface
G-300 Intermediate ICS for Expanding Incidents
IS-706 NIMS Intrastate Mutual Aid, An Introduction
Position-Specific Training

Mass Fatality Management Group Supervisor

Person You Report To

Primary Report Intelligence/Investigations Section Chief
Next Level Report NA

People Reporting to You NA

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from Intelligence/Investigations Section Chief
4. Coordinate intelligence/investigations activities involving mass fatality management operations
5. Coordinate intelligence/investigations-related Family Assistance Center activities involving decedents and unidentified persons
6. Maintain Unit Log and reports
7. Demobilize as planned

Meetings You Conduct As assigned by Intelligence/Investigations Section Chief

Other Meetings You Attend As assigned by Intelligence/Investigations Section Chief

ICS or WebEOC Forms You Most Often Use

- Section Folder
- ICS-214 Unit/Activity Log
- Incident Action Plan (IAP)
- Situation Report(s)
- Incident Maps
- Org Charts
- Calendar
- Personnel Time Tracker
- Incident Commander Approvals
- Logistics Support Request

Logistics Resource Tracking
Message Center
Volunteer Tracker
Shelter Tracking
PODs Tracker

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

G-191 Incident Command System/EOC (CMS) Interface
G-300 Intermediate ICS for Expanding Incidents
IS-706 NIMS Intrastate Mutual Aid, An Introduction
Position-Specific Training

Investigative Support Group Supervisor

Person You Report To

Primary Report Intelligence/Investigations Section Chief
Next Level Report NA

People Reporting to You NA

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from Intelligence/Investigations Section Chief
4. Ensure needed investigative personnel are deployed expeditiously
5. Ensure necessary resources are properly distributed, maintained, safeguarded, stored, and returned when appropriate.
6. Collaborate with Logistics and Planning Sections to obtain necessary resources, services, and support.
7. Maintain Unit Log and reports
8. Demobilize as planned

Meetings You Conduct As assigned by Intelligence/Investigations Section Chief

Other Meetings You Attend As assigned by Intelligence/Investigations Section Chief

ICS or WebEOC Forms You Most Often Use

- Section Folder
- ICS-214 Unit/Activity Log
- Incident Action Plan (IAP)
- Situation Report(s)
- Incident Maps
- Org Charts
- Calendar
- Personnel Time Tracker

Incident Commander Approvals
Logistics Support Request
Logistics Resource Tracking
Message Center
Volunteer Tracker
Shelter Tracking
PODs Tracker

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

G-191 Incident Command System/EOC (CMS) Interface
G-300 Intermediate ICS for Expanding Incidents
IS-706 NIMS Intrastate Mutual Aid, An Introduction
Position-Specific Training

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Approval Date: 12/14/2018	Logistics Section Job Descriptions	Annex A-4

This annex contains all of the job descriptions for the Logistics Section during activation:

- Logistics Section Chief..... 2
- Deputy Logistics Section Chief 5
- Services Branch Director 7
- Resource Branch Director 9
- EOC Support Unit Leader 11
- Communications & IT Unit Leader 13
- Ground Support Unit Leader 16
- Resource Ordering Unit Leader 18
- Resource Tracking Unit Leader 21
- All Lee Emergency Response Team / Amateur Radio Emergency Services (ARES) Manager..... 24
- Equipment Manager 26
- Fuel Manager 28
- Custodial Manager 30
- Points of Distribution (POD) Manager 32
- Food Supply Manager 34
- Resource Agreements Manager 37
- Volunteer & Donations Manager..... 39

Logistics Section Chief

Person You Report To

Primary Report UIA Commander
Next Level Report Executive Policy Maker

People Reporting to You

Deputy Logistics Chief
Service Branch Director
Resource Branch Director

Title of Your Assistant

Deputy Logistics Chief

Responsibilities

1. Ensure that EOC Logistics Section support agencies are notified and report to the EOC as necessary
2. Receive assignment, reporting location, reporting time, and travel instructions as necessary
3. Check-in and prepare your work area and supplies to include PPE
4. Obtain briefing from your Supervisor
5. Identify and address assignments from the current IAP
6. Attend and/or conduct meetings as specified by your supervisor
7. Appoint staff and assign duties as appropriate
8. Plan for relief and replacement of staff as appropriate
9. Evaluate resource requests from all agencies represented in the EOC and GeoDivisions through their Supervisors
10. Oversee the procurement of all supplies and equipment
11. Determine the most appropriate method for obtaining the required items, internally, through mutual aid, from a vendor, or through a request to the state
12. Provide support to open County Staging Area(s)
13. Provide support to open commodity distribution points, donations warehouses, bases and camps as

- necessary
14. Oversee the operations of the volunteer reception centers
 15. Be the primary communications link with State Logistical Staging Areas
 16. Provide the FDEM with situation status, including status of affected populations, shelters, available resources and commodities, and transportation systems
 17. Maintain Unit Log and reports; submit records as directed
 18. Ensure the statuses of resources are incorporated into the Common Operating Picture
 19. Participate in the Incident Action Plan preparation; provide service and support elements
 20. Provide input to, and review, Communications Plan, Medical Plan, and Transportation Plan
 21. Provide input to Demobilization Plan as required by Planning Section
 22. Recommend release of unit resources in conformance with Demobilization Plan, and demobilize as planned
 23. Recommend release of unit resources in conformance with Demobilization Plan, and demobilize as planned
 24. Reassign available “not assigned” personnel demobilization

Meetings You Conduct

Section Meeting
Briefings for Subordinates

Other Meetings You Attend

Assessment Meeting
Assessment/Tactical Objectives Meeting
Assessment/Tactical Operations Briefing
Assessment/Tactical Planning Meeting
General Plan Development Meeting
General Plan Approval Meeting

ICS or WebEOC Forms You Most Often Use	EM Constellation (FDEM Resource Requests) ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Incident Commander Approvals Operations Support Request Logistics Resource Tracking Message Center Logistics Support Request Volunteer Tracker PODs Tracker Shelter Tracker
Required Training	G-191 Incident Command System/EOC (CMS) Interface ICS-300 Intermediate ICS for Expanding Incidents IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-706 NIMS Intrastate Mutual Aid, An Introduction IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	ICS-400 Advanced ICS for Complex Incidents IS-702 NIMS Public Information Systems IS-703 NIMS Resource Management Position-Specific Training

Deputy Logistics Section Chief

Person You Report To

Primary Report Logistics Section Chief
Next Level Report UIA Commander

People Reporting to You As assigned by Logistics Section Chief

Title of Your Assistant NA

Responsibilities

1. Check-in and prepare your work area and supplies to include PPE
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from your Logistics Section Chief, provide support
4. Demobilize as planned
5. Function as Section Chief during overnight shift
6. Function as back-up to Section Chief during day shift

Meetings You Conduct As assigned by Logistics Section Chief

Other Meetings You Attend As assigned by Logistics Section Chief

ICS or WebEOC Forms You Most Often Use

- EM Constellation (FDEM Resource Requests)
- ICS-214 Unit/Activity Log
- Incident Action Plan (IAP)
- Situation Report(s)
- Incident Maps
- Org Charts
- Calendar
- Personnel Time Tracker
- Incident Commander Approvals
- Operations Support Request
- Logistics Resource Tracking
- Message Center
- Logistics Support Request

Deputy Logistics Section Chief

Volunteer Tracker
PODs Tracker
Shelter Tracker

Required Training

G-191 Incident Command System/EOC (CMS) Interface
ICS-300 Intermediate ICS for Expanding Incidents
IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-706 NIMS Intrastate Mutual Aid, An Introduction
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

ICS-400 Advanced ICS for Complex Incidents
IS-702 NIMS Public Information Systems
IS-703 NIMS Resource Management
Position-Specific Training

Services Branch Director

Person You Report To

Primary Report Logistics Section Chief
Next Level Report UIA Commander

People Reporting to You

EOC Support Unit Leader
Communications & IT Unit Leader
Ground Support Unity Leader
Facilities Maintenance Unit Leader

Title of Your Assistant

NA

Responsibilities

1. Check-in and prepare your work area and supplies
2. Identify and address any assignments from the current Incident Action Plan
3. Obtain briefing from Intelligence/Investigations Section Chief
4. Manage the overall investigative effort
5. Use information from all other groups to support the goals and objectives
6. Maintain Unit Log and reports
7. Demobilize as planned

Meetings You Conduct

As assigned by Logistics Section Chief
Branch Briefings

Other Meetings You Attend

As assigned by Logistics Section Chief
Section Meetings

ICS or WebEOC Forms You Most Often Use

EM Constellation (FDEM Resource Requests)
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker

Logistics Resource Tracking
Logistics Support Requests
Volunteer Tracker

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

G-191 Incident Command System/EOC (CMS) Interface
G-300 Intermediate ICS for Expanding Incidents
IS-706 NIMS Intrastate Mutual Aid, An Introduction
Position-Specific Training

Resource Branch Director

Person You Report To

Primary Report Logistics Section Chief
Next Level Report UIA Commander

People Reporting to You

Resource Ordering Unit Leader
Resource Tracking Unit Leader

Title of Your Assistant

NA

Responsibilities

1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
2. Check-in and prepare your work area and supplies
3. Identify and address any assignments from the current Incident Action Plan
4. Obtain briefing from your Supervisor
5. Appoint staff and assign duties as appropriate
6. Attend and/or conduct meetings as specified here or by your supervisor
7. Maintain Unit Log and reports
8. Maintain and submit records as directed
9. Obtain work materials from Logistics Kit
10. Identify Support Branch personnel dispatched to the incident
11. Determine initial support operations in coordination with Logistics Section Chief and Service Branch Director
12. Prepare initial organization and assignments for support operations
13. Determine resource needs
14. Maintain surveillance of assigned unit work progress and inform Logistics Section Chief of activities
15. Resolve problems associated with requests from Operations Section
16. Demobilize as planned

Resource Branch Director

Meetings You Conduct	Branch Briefings As assigned by Section Chief
Other Meetings You Attend	Logistics Section Meetings As assigned by Section Chief
ICS or WebEOC Forms You Most Often Use	Incident Action Plan EM Constellation (Web Based Resource Requests) Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request Logistics Resource Tracking Volunteer Tracker PODs Tracker
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	G-191 Incident Command System/EOC (CMS) Interface G-300 Intermediate ICS for Expanding Incidents IS-706 NIMS Intrastate Mutual Aid, An Introduction Position-Specific Training

EOC Support Unit Leader

Person You Report To

Primary Report Services Branch Director
Next Level Report Logistics Section Chief

People Reporting to You As assigned by Service Branch Director

Title of Your Assistant NA

- Responsibilities
1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
 2. Check-in and prepare your work area and supplies to include PPE
 3. Identify and address any assignments from the current Incident Action Plan
 4. Obtain briefing from Services Branch Director
 5. Appoint staff and assign duties, and supervise personnel as appropriate
 6. Attend and/or conduct meetings as specified by Services Branch Director
 7. Maintain Unit Log and reports
 8. Maintain and submit records as directed
 9. Coordinate with EOC Responders to ensure logistics needs are met within the EOC, to include sleeping arrangements, parking, lockers, medical requirements, etc.
 10. Coordinate with Facilities Maintenance Unit Leader to manage any facility system issues, or janitorial needs that may occur
 11. Coordinate with Communications & IT Unit Leader to ensure all facility technology is functioning properly, and address any technology issues of EOC Responders
 12. Coordinate with food supply manager to ensure that food service provider is meeting feeding requirements
 13. Inform Service Branch Director of activities

14. Demobilize as planned

Meetings You Conduct	As assigned by Service Branch Director or Logistics Section Chief Units Briefs
Other Meetings You Attend	As assigned by Service Branch Director or Logistics Section Chief Branch Meetings
ICS or WebEOC Forms You Most Often Use	EM Constellation (FDEM Resource Requests) ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Resource Tracking Logistics Support Request Volunteer Tracker
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	G-191 Incident Command System/EOC (CMS) Interface G-300 Intermediate ICS for Expanding Incidents IS-706 NIMS Intrastate Mutual Aid, An Introduction Position-Specific Training

Communications & IT Unit Leader

Person You Report To

Primary Report Service Branch Director
Next Level Report Logistics Section Chief

People Reporting to You

ALERT/ARES Manager
Equipment Manager

Title of Your Assistant

NA

Responsibilities

1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
2. Check-in and prepare your work area and supplies to include PPE
3. Identify and address any assignments from the current Incident Action Plan
4. Obtain briefing from Support Branch Director
5. Appoint staff, assign duties, and supervise personnel as appropriate
6. Attend and/or conduct meetings as specified by Support Branch Director
7. Maintain Unit Log and reports
8. Maintain and submit records as directed
9. Advise on communications capabilities/limitations
10. Prepare and implement the incident Radio Communications Plan
11. Ensure the Incident Communications Center and Message Center are established
12. Ensure communications systems are installed and tested
13. Review Unit Leader responsibilities
14. Provide technical information as required on adequacy of communications systems currently in operation, geographic limitation on communications systems, equipment capabilities, amount and types of equipment available, and anticipated problems in the use of communications

- equipment
15. Supervise inventory management system to track receipt, distribution and return of communication supplies
 16. Supervise ARES radio communication operations
 17. Maintain records on all communications equipment, as appropriate
 18. Ensure equipment is tested and repaired
 19. Establish frequency or “talk group” assignments to promote efficient use of communication resources
 20. Ensure the Incident Communications and Message Centers are established
 21. Set up telephone and public address systems
 22. Ensure communications systems are installed, tested and repaired
 23. Establish appropriate communications equipment distribution/ maintenance locations, maintain records on all communications equipment, as appropriate
 24. Supervise inventory management system to track receipt, distribution and return of communication supplies
 25. Provide technical information, as required on adequacy of communications systems currently in operation, geographic limitation on communications systems, equipment capabilities, amount and types of equipment available, and anticipated problems in the use of communications equipment
 26. Advise on communications capabilities/limitations
 27. Provide Support Branch Director with status updates to enhance Common Operating Picture
 28. Demobilize as planned

Meetings You Conduct

As assigned by Support Branch Director or Logistics Section Chief
Unit Briefings

Communications & IT Unit Leader

Other Meetings You Attend As assigned by Support Branch Director or Logistics Section Chief
Branch Meetings

ICS or WebEOC Forms You Most Often Use EM Constellation (FDEM Resource Requests)
ARES Communication Plan
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Resource Tracking
Logistics Support Request
Volunteer Tracker
PODs Tracker
Shelter Tracker

Required Training IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training G-191 Incident Command System/EOC (CMS) Interface
G-300 Intermediate ICS for Expanding Incidents
IS-706 NIMS Intrastate Mutual Aid, An Introduction
Position-Specific Training

Ground Support Unit Leader

Person You Report To

Primary Report Service Branch Director
Next Level Report Logistics Section Chief

People Reporting to You Fuel Manager

Title of Your Assistant NA

Responsibilities

1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
2. Check-in and prepare your work area and supplies to include PPE
3. Identify and address any assignments from the current Incident Action Plan
4. Obtain briefing from Support Branch Director;
5. Establish an inventory management system to track receipt, distribution, and return of transportation supplies
6. Appoint staff, assign duties, and supervise personnel as appropriate
7. Attend and/or conduct meetings as specified by Support Branch Director
8. Coordinate repair of equipment and vehicles
9. Maintain Unit Log and reports
10. Maintain and submit records as directed
11. Coordinate a transportation plan with the Planning and Operations Sections
12. Support out-of-service resources
13. Notify Resource Tracking Unit of all status changes on support and transportation vehicles
14. Arrange for and activate fueling, maintenance, and repair of ground transportation resources
15. Coordinate transportation services with Operations Section
16. Maintain usage information on rented equipment
17. Requisition maintenance and repair supplies (e.g.

	fuel, spare parts)
	18. Provide Support Branch Director with status updates to enhance Common Operating Picture
	19. Demobilize as planned
Meetings You Conduct	As assigned by Service Branch Director or Logistics Section Chief Unit Briefings
Other Meetings You Attend	As assigned by Service Branch Director or Logistics Section Chief Branch Meetings
ICS or WebEOC Forms You Most Often Use	EM Constellation (FDEM Resource Requests) ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Resource Tracking Logistics Support Request Volunteer Tracker PODs Tracker
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction
Recommended Training	G-191 Incident Command System/EOC (CMS) Interface G-300 Intermediate ICS for Expanding Incidents IS-706 NIMS Intrastate Mutual Aid, An Introduction Position-Specific Training

Resource Ordering Unit Leader

Person You Report To

Primary Report Resource Branch Director
Next Level Report Logistics Section Chief

People Reporting to You

PODs Manager
Food Supply Manager
Resource Agreements Manager

Title of Your Assistant

NA

Responsibilities

1. Ensure proper execution of the resource request process as detailed in the Logistics Resource Annex.
2. Receive assignment, reporting location, reporting time, and travel instructions as necessary.
3. Check-in and prepare your work area and supplies to include PPE.
4. Obtain necessary log-in and web address for EM Constellation.
5. Identify and address any assignments from the current IAP.
6. Obtain briefing from Resource Branch Director.
7. Appoint staff, assign duties, and supervise personnel as appropriate.
8. Attend and/or conduct meetings as specified by Resource Branch Director.
9. Maintain Unit Log and reports; submit records as directed.
10. Ensure proper execution of all Mutual Aid Agreements, and obtain resources through mutual aid if possible.
11. Ensure resource requests are filled out correctly.
12. Place orders in a timely manner.
13. Consolidate orders when possible.
14. Identify times and locations for delivery of supplies and equipment.
15. Coordinate with Resource Tracking Unit regarding

delivery instructions and specifications of supplies in-route to arrange for tracking and receiving.

16. Coordinate contracts and resource orders with the Finance/ Administration Section.
17. Provide Resource Branch Director with resource status updates to enhance Common Operating Picture.
18. Submit all ordering documents to Documentation Control Unit and Finance/Admin Section before demobilization.
19. Demobilize as planned

Meetings You Conduct

As assigned by Resource Branch Director or Logistics Section Chief
Unit Briefings

Other Meetings You Attend

As assigned by Resource Branch Director or Logistics Section Chief
Branch Meetings

ICS or WebEOC Forms You Most Often Use

EM Constellation (FDEM Resource Requests)
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Resource Tracking
Logistics Support Request
PODs Tracker

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System
IS-775 EOC Management and Operations
IS-800 National Response Framework, An Introduction

Recommended Training

- G-191 Incident Command System/EOC (CMS) Interface
- G-300 Intermediate ICS for Expanding Incidents
- IS-706 NIMS Intrastate Mutual Aid, An Introduction
- Position-Specific Training

Resource Tracking Unit Leader

Person You Report To

Primary Report Resource Branch Director
Next Level Report Logistics Section Chief

People Reporting to You Volunteer & Donations Manager

Title of Your Assistant NA

Responsibilities

1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
2. Check-in and prepare your work area and supplies to include PPE
3. Obtain necessary log-in and web address for EM Constellation
4. Identify and address any assignments from the current IAP
5. Obtain briefing from Resource Branch Director
6. Ensure proper execution of the resource request process as detailed in the Logistics Resource Annex
7. Review and track what has already been ordered, noting Mission Numbers
8. Track and communicate with and recall/reallocate as needed
9. Establishment of resource management systems for receiving, staging, and distributing commodities to include reusable equipment
10. Appoint staff, assign duties, and supervise personnel as appropriate
11. Attend and/or conduct meetings as specified by Resource Branch Director
12. Maintain Unit Log and reports; submit records as directed
13. Ensure proper execution of all Mutual Aid Agreements, and obtain resources through mutual aid if possible
14. Ensure resource requests are filled out correctly

Resource Tracking Unit Leader

15. Place orders in a timely manner
16. Consolidate orders when possible
17. Identify times and locations for delivery of supplies and equipment
18. Coordinate with Resource Tracking Unit regarding delivery instructions and specifications of supplies in-route to arrange for tracking and receiving
19. Coordinate contracts and resource orders with the Finance/ Administration Section
20. Provide Resource Branch Director with resource status updates to enhance Common Operating Picture
21. Submit all ordering documents to Documentation Control Unit and Finance/Admin Section before demobilization
22. Demobilize as planned

Meetings You Conduct As assigned by Resource Branch Director or Logistics Section Chief
Unit Briefings

Other Meetings You Attend As assigned by Resource Branch Director or Logistics Section Chief
Branch Meetings

ICS or WebEOC Forms You Most Often Use EM Constellation (FDEM Resource Requests)
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Resource Tracking
Logistics Support Request
PODs Tracker

Required Training IS-100 Introduction to ICS

Resource Tracking Unit Leader

- IS-200 Basic ICS
- IS-700 The National Incident Management System
- IS-775 EOC Management and Operations
- IS-800 National Response Framework, An Introduction

Recommended Training

- G-191 Incident Command System/EOC (CMS) Interface
- G-300 Intermediate ICS for Expanding Incidents
- IS-706 NIMS Intrastate Mutual Aid, An Introduction
- Position-Specific Training

All Lee Emergency Response Team / Amateur Radio Emergency Services (ARES) Manager

Person You Report To

Primary Report Resource Branch Director
Next Level Report Logistics Section Chief

People Reporting to You Volunteer & Donations Manager

Title of Your Assistant NA

Responsibilities

1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
2. Check-in and prepare your work area and supplies to include PPE
3. Identify and address any assignments from the current Incident Action Plan
4. Obtain briefing from Communications & IT Unit Leader
5. Appoint staff and assign duties as appropriate
6. Brief deployment team members prior to assignment of corresponding Point of Contact in EOC (i.e. Shelter Teams to report to Shelter Group Supervisor, GeoDivisions to report to Fire Desk, etc.)
7. Attend and/or conduct meetings as specified by Communications Unit Leader
8. Maintain Position Log and reports
9. Maintain and submit records as directed
10. Establish and maintain alternate communication with key facilities throughout county
11. Verify equipment functionality and request service on any inoperable or marginal equipment
12. Receive and transmit messages within and external to incident
13. Maintain a record of unusual incident occurrences
14. Provide briefing to relief staff on current activities, equipment status, and any unusual communications situations
15. Provide Communications & IT Unit Leader with

	status updates to enhance Common Operating Picture
	16. Demobilize as planned
Meetings You Conduct	As assigned by Communications & IT Unit Leader Subordinate Briefings
Other Meetings You Attend	As assigned by Communications & IT Unit Leader Unit Meetings
ICS or WebEOC Forms You Most Often Use	EM Constellation (FDEM Resource Requests) A.R.E.S. Communication Plan ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request Logistics Resource Tracking Volunteer Tracker
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System American Radio Relay League (ARRL) EC-001 Introduction to Emergency Communications
Recommended Training	IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction Position-Specific Training

Equipment Manager

Person You Report To

Primary Report Communications & IT Unit Leader
Next Level Report Support Branch Director

People Reporting to You As assigned by Communications & IT Unit Leader

Title of Your Assistant NA

- Responsibilities
1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
 2. Check-in and prepare your work area and supplies to include PPE
 3. Identify and address any assignments from the current Incident Action Plan
 4. Obtain briefing from Communications & IT Unit Leader
 5. Appoint staff and assign duties as appropriate
 6. Attend and/or conduct meetings as specified by Communications & IT Unit Leader
 7. Maintain Position Log and reports
 8. Maintain and submit records as directed
 9. Establish, oversee, and maintain an inventory management system to track receipt and distribution of communication supplies
 10. Provide briefing to Communications & IT Unit Leader on current activities, equipment status, and any unusual communications situations
 11. Verify equipment functionality and request service on any inoperable or marginal equipment
 12. Receive and transmit messages within and external to incident
 13. Maintain a record of unusual incident occurrences
 14. Provide Communications Unit Leader with status updates to enhance Common Operating Picture
 15. Demobilize as planned

Meetings You Conduct	As assigned by Communications & IT Unit Leader Subordinate Briefings
Other Meetings You Attend	As assigned by Communications & IT Unit Leader Unit Meetings
ICS or WebEOC Forms You Most Often Use	EM Constellation (FDEM Resource Requests) A.R.E.S. Communication Plan ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request Logistics Resource Tracking
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System
Recommended Training	IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction Position-Specific Training

Fuel Manager

Person You Report To

Primary Report Ground Support Unit Leader
Next Level Report Service Branch Director

People Reporting to You As assigned by Ground Support Unit Leader

Title of Your Assistant NA

- Responsibilities
1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
 2. Check-in and prepare your work area and supplies to include PPE
 3. Identify and address any assignments from the current Incident Action Plan
 4. Obtain briefing from Ground Support Unit Leader
 5. Appoint staff, assign duties, and supervise personnel as appropriate
 6. Attend and/or conduct meetings as specified by Ground Support Unit Leader
 7. Maintain Position Log and reports
 8. Maintain and submit records as directed
 9. Participate in planning meetings of Support Branch
 10. Obtain necessary log-in and web address for EM Constellation
 11. Determine the type and amount of fuel supplies required to support Operations
 12. Implement inventory management system to track receipt, distribution and return of fuel supplies
 13. Coordinate with Resource Tracking Unit Leader to ensure all necessary information is complete for the effective tracking of non-consumable resources
 14. Submit all ordering documents to Documentation Unit and Finance/Admin Section before demobilization
 15. Demobilize as planned

Meetings You Conduct	As assigned by Communications & IT Unit Leader Subordinate Briefings
Other Meetings You Attend	As assigned by Ground Support Unit Leader or Service Branch Director Unit Briefings
ICS or WebEOC Forms You Most Often Use	EM Constellation (FDEM Resource Requests) ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Resource Tracking Logistics Support Request Volunteer Tracker PODs Tracker
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System
Recommended Training	IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction Position-Specific Training

Custodial Manager

Person You Report To

Primary Report Facilities Maintenance Unit Leader
Next Level Report Service Branch Director

People Reporting to You As assigned by Facilities Maintenance Unit Leader

Title of Your Assistant NA

- Responsibilities
1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
 2. Check-in and prepare your work area and supplies to include PPE
 3. Identify and address any assignments from the current Incident Action Plan
 4. Obtain briefing from Facilities Maintenance Unit Leader
 5. Appoint staff and assign duties as appropriate
 6. Attend and/or conduct meetings as specified by Facilities Maintenance Unit Leader
 7. Maintain Unit Log and reports
 8. Maintain and submit records as directed
 9. Ensure cleanliness and sanitation of incident facilities to include the EOC, Staging Areas, Bases, Camps, Disaster Recovery Centers, Comfort Stations, Shelters, PODs and Bulk Distribution Centers
 10. Coordinate with Lee County Schools' janitorial staff, Lee County Solid Waste & vendors to ensure sanitation resources are available as needed
 11. Confirm dispatch of Unit personnel
 12. Implement inventory management system to track receipt, distribution, and return of custodial supplies
 13. Coordinate with Resource Ordering Unit Leader when additional resources are required
 14. Inform Facilities Maintenance Unit Leader of

	activities
	15. Demobilize as planned
Meetings You Conduct	As assigned by Facilities Maintenance Unit Leader Subordinate Briefings
Other Meetings You Attend	As assigned by Facilities Maintenance Unit Leader Unit Meetings
ICS or WebEOC Forms You Most Often Use	EM Constellation (FDEM Resource Requests) ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request Logistics Resource Tracking PODs Tracker Shelter Tracker
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System
Recommended Training	IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction Position-Specific Training

Points of Distribution (POD) Manager

Person You Report To

Primary Report Resource Ordering Unit Leader
Next Level Report Resource Branch Director

People Reporting to You As assigned by Resource Ordering Unit Leader

Title of Your Assistant NA

- Responsibilities
1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
 2. Check-in and prepare your work area and supplies to include PPE
 3. Identify and address any assignments from the current Incident Action Plan
 4. Obtain briefing from Resource Ordering Unit Leader
 5. Obtain necessary log-in and web address for EM Constellation
 6. Coordinate with Operations Section PODs Manager to ensure all PODs have necessary resources
 7. Coordinate with Operations Section PODs Manager to gather daily burn rates, and assess need for replenishment
 8. Establish, oversee, and maintain an inventory management system to track receipt and distribution of supplies
 9. Notify Resource Ordering Unit Leader when critical resources are running low and resupply is required
 10. Inform Supply Unit Leader of activities
 11. Attend and/or conduct meetings as specified by Supply Unit Leader
 12. Maintain Position Log and reports
 13. Maintain and submit records as directed
 14. Submit all ordering documents to Documentation Control Unit and Finance/Admin Section before demobilization
 15. Demobilize as planned

Custodial Manager

Meetings You Conduct	As assigned by Resource Ordering Unit Leader Subordinate Briefings
Other Meetings You Attend	As assigned by Resource Ordering Unit Leader Unit Meetings
ICS or WebEOC Forms You Most Often Use	EM Constellation (FDEM Resource Requests) ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request Logistics Resource Tracking PODs Tracker
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System
Recommended Training	IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction Position-Specific Training

Food Supply Manager

Person You Report To

Primary Report Resource Ordering Unit Leader
Next Level Report Resource Branch Director

People Reporting to You As assigned by Resource Ordering Unit Leader

Title of Your Assistant NA

Responsibilities

1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
2. Check-in and prepare your work area and supplies to include PPE
3. Obtain briefing from Resource Ordering Unit Leader
4. Identify and address any assignments from the current Incident Action Plan
5. Appoint staff, assign duties, and supervise staff as appropriate
6. Properly adhere to and execute relevant mutual aid agreements, and vendor contracts with coordination from the Resource Agreements Manager and the Finance/Admin Section as needed
7. Obtain necessary log-in and web address for EM Constellation
8. Attend and/or conduct meetings as specified by Resource Ordering Unit Leader
9. Maintain Position Log and reports
10. Maintain and submit records as directed
11. Determine number and location of personnel requiring meals
12. Determine any medical needs of personnel prior to ordering food
13. Ensure menus for personnel reflect balanced nutrition over a period of multiple days
14. Determine best feeding method and serving location based on situation requirements
15. Ensure sufficient potable water is available to meet

incident needs

16. Ensure all appropriate health and safety measures are followed
17. Coordinate with American Red Cross, Southern Baptist Convention, Salvation Army representatives for food support to locations supporting emergency operations
18. Coordinate with Resource Tracking Unit to ensure all necessary information is complete for the effective tracking of non-consumable resources
19. Report shortfalls to Resource Ordering Unit Leader
20. Inform Resource Ordering Unit Leader of activities
21. Submit all ordering documents to Documentation Control Unit and Finance/Admin Section before demobilization
22. Demobilize as planned

Meetings You Conduct

As assigned by Resource Ordering Unit Leader
Subordinate Briefings

Other Meetings You Attend

As assigned by Resource Ordering Unit Leader
Unit Meetings

ICS or WebEOC Forms You Most Often Use

EM Constellation (FDEM Resource Requests)
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Support Request
Logistics Resource Tracking

Required Training

IS-100 Introduction to ICS
IS-200 Basic ICS
IS-700 The National Incident Management System

Recommended Training

IS-775 EOC Management and Operations

IS-800 National Response Framework, An Introduction

Position-Specific Training

Resource Agreements Manager

Person You Report To

Primary Report Resource Ordering Unit Leader
Next Level Report Resource Branch Director

People Reporting to You As assigned by Resource Ordering Unit Leader

Title of Your Assistant NA

Responsibilities

1. Receive assignment, reporting location, reporting time, and travel instructions as necessary
2. Check-in and prepare your work area and supplies to include PPE
3. Identify and address any assignments from the current Incident Action Plan
4. Obtain briefing from Resource Ordering Unit Leader
5. Appoint staff and assign duties as appropriate
6. Attend and/or conduct meetings as specified by Resource Ordering Unit Leader
7. Maintain Position Log and reports
8. Maintain and submit records as directed
9. Comply with the resource request process as detailed in the Logistics Resource Annex
10. Obtain necessary agency(s) order forms
11. Obtain necessary log-in and web address for EM Constellation
12. Ensure all executed agreements comply with FEMA procurement standards to receive federal reimbursement
13. Coordinate with Resource Tracking Unit to ensure all necessary information is complete for the effective tracking of equipment ordered
14. Submit all ordering documents to Documentation Control Unit and Finance/Admin Section before demobilization
15. Demobilize as planned

Meetings You Conduct	As assigned by Resource Ordering Unit Leader Subordinate Briefings
Other Meetings You Attend	As assigned by Resource Ordering Unit Leader Unit Meetings
ICS or WebEOC Forms You Most Often Use	EM Constellation (FDEM Resource Requests) ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistic Support Requests Logistics Resource Tracking
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System
Recommended Training	IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction Position-Specific Training

Volunteer & Donations Manager

Person You Report To

Primary Report Resource Tracking Unit Leader
Next Level Report Resource Branch Director

People Reporting to You As assigned by Resource Tracking Unit Leader

Title of Your Assistant NA

Responsibilities

1. Ensure proper execution of the Bulk Distribution Plan as detailed in the Logistics Resource Annex
2. Ensure proper execution of all Mutual Aid Agreements
3. Receive assignment, reporting location, reporting time, and travel instructions as necessary
4. Check-in and prepare your work area and supplies to include PPE
5. Identify and address any assignments from the current Incident Action Plan
6. Obtain briefing from Resource Tracking Unit Leader
7. Appoint staff and assign duties as appropriate
8. Attend and/or conduct meetings as specified by Resource Tracking Unit Leader
9. Maintain Position Log and reports
10. Maintain and submit records as directed
11. Establish, oversee, and maintain an inventory management system to track receipt and distribution of supplies
12. Organize layout of supply area to maximize efficiency
13. Keep Resource Branch current on inventory levels to ensure donated items are assigned prior to external ordering
14. Notify Resource Branch Unit when critical resources are running low and resupply is required
15. Coordinate with Operations Volunteer Manager to staff locations, ensure all health and safety

	regulations are followed
	16. Confirm dispatch of Unit personnel
	17. Coordinate with Operations Law Enforcement to ensure safety of resources
	18. Inform Resource Tracking Unit Leader of activities
	19. Demobilize as planned
Meetings You Conduct	As assigned by Resource Tracking Unit Leader Subordinate Briefings
Other Meetings You Attend	As assigned by Resource Tracking Unit Leader Unit Meetings
ICS or WebEOC Forms You Most Often Use	EM Constellation (FDEM Resource Requests) ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request Logistics Resource Tracking Volunteer Tracker
Required Training	IS-100 Introduction to ICS IS-200 Basic ICS IS-700 The National Incident Management System
Recommended Training	IS-775 EOC Management and Operations IS-800 National Response Framework, An Introduction Position-Specific Training

Lee County	Comprehensive Emergency Management Plan	Page 1 of 38
Approval Date: 12/14/2018	Operations Section Job Descriptions	Annex A-4

This annex contains all of the job descriptions for the Operations Section during activation:

Operations Section Chief **Error! Bookmark not defined.**
Deputy Operations Section Chief..... **Error! Bookmark not defined.**
Law Enforcement & Security Branch Director **Error! Bookmark not defined.**
Fire/Rescue Branch Director **Error! Bookmark not defined.**
Air Ops Branch Director 11
Infrastructure Branch Director **Error! Bookmark not defined.**
Health & Medical Branch Director..... **Error! Bookmark not defined.**
Mass Care Branch Director 17
Local Group Supervisor 19
State/Federal Group Supervisor 21
Fire Desk – Geographic Divisions **Error! Bookmark not defined.**
Transportation Group Supervisor **Error! Bookmark not defined.**
Utilities Group Supervisor 27
Air Ops Services Group Supervisor 29
Air Ops Support Group Supervisor..... 31
Shelter Group Supervisor 33
Mass Care Staffing Group Supervisor 35
Animals Group Supervisor 37

Your Position Title	Operations Section Chief
Person You Report To	
Primary Support	Unified/Incident/Area Commander
Next Level Support	N/A
People Reporting To You	Deputy Operations Section Chief Law Enforcement & Security Branch Director Fire/Rescue/Geographic Division Branch Director Infrastructure Branch Director Health & Medical Branch Director Mass Care Branch Director Air Ops Branch Director
Title of Your Assistant	Deputy Operations Section Chief
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies, including appropriate PPE for yourself; 2. Identify, address, and direct the execution of any assignments from the current Incident Action Plan; 3. Obtain briefing from your Supervisor; 4. Appoint staff and assign duties as appropriate; 5. Attend and/or conduct meetings as specified here or by your supervisor; 6. Maintain Unit Log and reports; 7. Maintain and submit records as directed; 8. Activate and execute the Site Safety and Health Plan; 9. Direct the preparation of unit operational plans; 10. Request or Release resources as needed; 11. Make expedient changes to the IAP during the operational period, as necessary; 12. Recon the incident visually; 13. Develop operations portion of IAP; 14. Brief and assign operations personnel in accordance with the IAP; 15. Ensure safe tactical operations; 16. Assemble and disassemble teams/task forces assigned to operations section; 17. Report information about changes in the implementation of the IAP, special activities, events, and occurrences to U/I/A Commander, as well as the Planning Section Chief and Public Information Officer;

18. Demobilize as planned.

Meetings You Conduct

Operations Section Meeting.
Geographic Divisions Meeting.
Briefings for subordinates.

Other Meetings You Attend

Assessment Meeting
Assessment/Tactical Objectives Meeting
Assessment/Tactical Operations Briefing
Assessment/Tactical Planning Meeting
General Plan Development Meeting
General Plan Approval Meeting

ICS or WebEOC Equivalent Forms

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Incident Commander Approvals
Logistics Support Request
Logistics Resource Tracking
Volunteer Tracker
Shelter Tracking
PODs Tracker
Message Center

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations
IS – 706 NIMS Intrastate Mutual Aid, An Introduction
IS – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents

Recommended Training

ICS – 400 Advanced ICS for Complex Incidents
IS – 702 NIMS Public Information Systems
IS – 703 NIMS Resource Management
Position Specific Training

Your Position Title	Deputy Operations Section Chief
Person You Report To	
Primary Report	Operation Section Chief
Next Level Report	Unified/Incident/Area Commander (UIA Commander)
People Reporting To You	As Assigned by Operations Section Chief See Operations Section Chief Job Description
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none">1. Check-in and prepare your work area and supplies;2. Identify and address any assignments from the current Incident Action Plan;3. Obtain briefing from your Supervisor;4. As assigned by Operations Section Chief.5. See Operations Section Chief Job Description.6. Demobilize as planned.
Meetings You Conduct	As Assigned by Operations Section Chief See Operations Section Chief Job Description
Other Meetings You Attend	As Assigned by Operations Section Chief See Operations Section Chief Job Description
ICS or WebEOC Equivalent Forms	Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Incident Commander Approvals Logistics Support Request Logistics Resource Tracking Message Center Volunteer Tracker Shelter Tracking PODs Tracker

Required Training	IS – 100 Introduction to ICS IS – 200 Basic ICS IS – 700 The National Incident Management System IS – 800 National Response Framework, An Introduction IS – 775 EOC Management and Operations IS – 706 NIMS Intrastate Mutual Aid, An Introduction IS – 191 Incident Command System/EOC (CMS) Interface ICS – 300 Intermediate ICS for Expanding Incidents
Recommended Training	ICS – 400 Advanced ICS for Complex Incidents IS – 702 NIMS Public Information Systems IS – 703 NIMS Resource Management Position Specific Training

Your Position Title	Law Enforcement & Security Branch Director
Person You Report To	
Primary Report	Operations Section Chief
Next Level Report	Unified/Incident/Area Commander (UIA Commander)
People Reporting To You	State/Local Group Supervisor Federal Group Supervisor
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none">1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;2. Check-in and prepare your work area and supplies, including appropriate PPE;3. Identify and address any assignments from the current Incident Action Plan;4. Obtain briefing from your Supervisor;5. Appoint staff and assign duties as appropriate;6. Attend and/or conduct meetings as specified here or by your supervisor;7. Maintain Unit Log and reports;8. Maintain and submit records as directed ;9. Implement pertinent sections of the Incident Action Plan related to Law Enforcement and Security;10. Develop, with subordinates, alternatives for Branch control operations;11. Attend planning meetings at the request of the Operations Section Chief;12. Review Division/Group Assignments Lists for Divisions/Groups within Branch; modify lists based on effectiveness of current operations;13. Assign specific work tasks to Division/Group Supervisors;14. Supervise Branch operations;15. Resolve logistics problems reported by subordinates;16. Report to Operations Section Chief when: Incident Action Plan is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur;17. Approve accident and medical reports (home agency forms) originating within the Branch;

18. Demobilize as planned.

Meetings You Conduct

Branch Briefings

Other Meetings You Attend

Assessment Meeting
Assessment/Tactical Objectives Meeting
Assessment/Tactical Operations Briefing
Assessment/Tactical Planning Meeting

ICS or WebEOC Equivalent Forms

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
IS – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Fire/Rescue Branch Director
Person You Report To	
Primary Report	Operations Section Chief
Next Level Report	Deputy Operations Section Chief
People Reporting To You	Fire Desk – Geographic Divisions Forestry
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none">1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;2. Check-in and prepare your work area and supplies, including appropriate PPE;3. Identify and address any assignments from the current Incident Action Plan;4. Obtain briefing from your Supervisor;5. Appoint staff and assign duties as appropriate;6. Attend and/or conduct meetings as specified here or by your supervisor;7. Maintain Unit Log and reports;8. Maintain and submit records as directed;9. Implement pertinent sections of the Incident Action Plan related to Fire/Rescue/Geographic Divisions;10. Develop, with subordinates, alternatives for Branch control operations;11. Attend planning meetings at the request of the Operations Section Chief;12. Review Division/Group Assignments Lists for Divisions/Groups within Branch; modify lists based on effectiveness of current operations;13. Assign specific work tasks to Division/Group Supervisors;14. Supervise Branch operations;15. Resolve logistics problems reported by subordinates;16. Report to Operations Section Chief when: Incident Action Plan is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur;17. Approve accident and medical reports (home agency forms) originating within the Branch;

18. Demobilize as planned.

Meetings You Conduct

Branch Briefings

Other Meetings You Attend

Assessment Meeting
Assessment/Tactical Objectives Meeting
Assessment/Tactical Operations Briefing
Assessment/Tactical Planning Meeting

ICS or WebEOC Equivalent Forms

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Support Request
Logistics Resource Tracking

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
IS – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title **Air Ops Branch Director**

Person You Report To

 Primary Report Operations Section Chief

 Next Level Report Deputy Operations Section Chief

People Reporting To You

 Air Ops Services Group Supervisor

 Air Ops Support Group Supervisor

 Aviation Liaisons

Title of Your Assistant

 None

Responsibilities

1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;
2. Check-in and prepare your work area and supplies, including appropriate PPE;
3. Identify and address any assignments from the current Incident Action Plan;
4. Obtain briefing from your Supervisor;
5. Appoint staff and assign duties as appropriate;
6. Attend and/or conduct meetings as specified here or by your supervisor;
7. Maintain Unit Log and reports;
8. Maintain and submit records as directed;
9. Implement pertinent sections of the Incident Action Plan related to Air Ops Branch;
10. Develop, with subordinates, alternatives for Branch control operations;
11. Attend planning meetings at the request of the Operations Section Chief;
12. Review Division/Group Assignments Lists for Divisions/Groups within Branch; modify lists based on effectiveness of current operations;
13. Assign specific work tasks to Division/Group Supervisors;
14. Supervise Branch operations;
15. Resolve logistics problems reported by subordinates;
16. Report to Operations Section Chief when: Incident Action Plan is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur;

- 17. Approve accident and medical reports (home agency forms) originating within the Branch;
- 18. Demobilize as planned.

Meetings You Conduct

Branch Briefings

Other Meetings You Attend

Assessment Meeting
Assessment/Tactical Objectives Meeting
Assessment/Tactical Operations Briefing
Assessment/Tactical Planning Meeting

ICS or WebEOC Equivalent Forms

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Support Request
Logistics Resource Tracking

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
IS – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Infrastructure Branch Director
Person You Report To	
Primary Report	Operations Section Chief
Next Level Report	Unified/Incident/Area Commander (UIA Commander)
People Reporting To You	Transportation Group Supervisor Utilities Group Supervisor
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none">1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;2. Check-in and prepare your work area and supplies, including appropriate PPE;3. Identify and address any assignments from the current Incident Action Plan;4. Obtain briefing from your Supervisor;5. Appoint staff and assign duties as appropriate;6. Attend and/or conduct meetings as specified here or by your supervisor;7. Maintain Unit Log and reports;8. Maintain and submit records as directed;9. Implement pertinent sections of the Incident Action Plan related to Infrastructure;10. Develop, with subordinates, alternatives for Branch control operations;11. Attend planning meetings at the request of the Operations Section Chief;12. Review Division/Group Assignments Lists for Divisions/Groups within Branch; modify lists based on effectiveness of current operations;13. Assign specific work tasks to Division/Group Supervisors;14. Supervise Branch operations;15. Resolve logistics problems reported by subordinates;16. Report to Operations Section Chief when: Incident Action Plan is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur;17. Approve accident and medical reports (home agency forms) originating within the Branch;

18. Demobilize as planned.

Meetings You Conduct

Branch Briefings

Other Meetings You Attend

Assessment Meeting
Assessment/Tactical Objectives Meeting
Assessment/Tactical Operations Briefing
Assessment/Tactical Planning Meeting

ICS or WebEOC Equivalent Forms

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Support Request
Logistics Resource Tracking

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Health & Medical Branch Director
Person You Report To	
Primary Report	Operations Section Chief
Next Level Report	Unified/Incident/Area Commander (UIA Commander)
People Reporting To You	EMS FDOH Medical Examiner Mosquito Control
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none">1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;2. Check-in and prepare your work area and supplies, including appropriate PPE;3. Identify and address any assignments from the current Incident Action Plan;4. Obtain briefing from your Supervisor;5. Appoint staff and assign duties as appropriate;6. Attend and/or conduct meetings as specified here or by your supervisor;7. Maintain Unit Log and reports;8. Maintain and submit records as directed;9. Implement pertinent sections of the Incident Action Plan related to Health and Medical;10. Develop, with subordinates, alternatives for Branch control operations;11. Attend planning meetings at the request of the Operations Section Chief;12. Review Division/Group Assignments Lists for Divisions/Groups within Branch; modify lists based on effectiveness of current operations;13. Assign specific work tasks to Division/Group Supervisors;14. Supervise Branch operations;15. Resolve logistics problems reported by subordinates;16. Report to Operations Section Chief when: Incident Action Plan is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur;

- 17. Approve accident and medical reports (home agency forms) originating within the Branch;
- 18. Demobilize as planned.

Meetings You Conduct

Branch Briefings

Other Meetings You Attend

Assessment Meeting
Assessment/Tactical Objectives Meeting
Assessment/Tactical Operations Briefing
Assessment/Tactical Planning Meeting

ICS or WebEOC Equivalent Forms

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Support Request
Logistics Resource Tracking

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Mass Care Branch Director
Person You Report To	
Primary Report	Operations Section Chief
Next Level Report	Unified/Incident/Area Commander (UIA Commander)
People Reporting To You	Shelter Group Supervisor Animals Group Supervisor Mass Care Staffing Group Supervisor Mass Transit Parks & Recreation
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none">1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;2. Check-in and prepare your work area and supplies, including appropriate PPE;3. Identify and address any assignments from the current Incident Action Plan;4. Obtain briefing from your Supervisor;5. Appoint staff and assign duties as appropriate;6. Attend and/or conduct meetings as specified here or by your supervisor;7. Maintain Unit Log and reports;8. Maintain and submit records as directed;9. Implement pertinent sections of the Incident Action Plan related to Mass Care;10. Develop, with subordinates, alternatives for Branch control operations;11. Attend planning meetings at the request of the Operations Section Chief;12. Review Division/Group Assignments Lists for Divisions/Groups within Branch; modify lists based on effectiveness of current operations;13. Assign specific work tasks to Division/Group Supervisors;14. Supervise Branch operations;15. Resolve logistics problems reported by subordinates;16. Report to Operations Section Chief when: Incident Action Plan is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur;

- 17. Approve accident and medical reports (home agency forms) originating within the Branch;
- 18. Demobilize as planned.

Meetings You Conduct

Branch Briefings

Other Meetings You Attend

Assessment Meeting
Assessment/Tactical Objectives Meeting
Assessment/Tactical Operations Briefing
Assessment/Tactical Planning Meeting

ICS or WebEOC Equivalent Forms

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Support Request
Logistics Resource Tracking

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Local Group Supervisor
Person You Report To	
Primary Report	Law Enforcement & Security Branch Director
Next Level Report	Operations Section Chief
People Reporting To You	LCSO, FMPD, CCPD, SPD
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none"> 1. Receive assignment, reporting location, reporting time, and travel instructions as necessary; 2. Check-in and prepare your work area and supplies, including appropriate PPE; 3. Identify and address any assignments from the current Incident Action Plan; 4. Obtain briefing from your Supervisor; 5. Appoint staff and assign duties as appropriate; 6. Attend and/or conduct meetings as specified here or by your supervisor; 7. Maintain Unit Log and reports; 8. Maintain and submit records as directed; 9. Implement Incident Action Plan for division/group; 10. Provide available Incident Action Plan to team/task force leaders; 11. Identify geographic areas or functions assigned to the divisions and groups; 12. Review division/group assignments and incident activities with subordinates and assign tasks; 13. Keep Incident Communications and/or Resources Unit advised of all changes in status of resources assigned to the division and/or group; 14. Coordinate activities with other divisions; 15. Determine need for assistance on assigned tasks; 16. Submit situation and resources status information to Branch Director or Operations Section Chief; 17. Report special occurrences or events such as accidents or sickness to the immediate supervisor; 18. Resolve logistics problems within the division/group; 19. Participate in developing Branch plans for the next operational period;

20. Demobilize as planned.

Meetings You Conduct

Group/Division Briefings

Other Meetings You Attend

Branch Meeting
Operations Section Meeting
Other Meetings As Assigned

ICS or WebEOC Forms You Use Most Often

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Support Request
Logistics Resource Tracking

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Federal Group Supervisor
Person You Report To	
Primary Report	Law Enforcement & Security Branch Director
Next Level Report	Operations Section Chief
People Reporting To You	USCG, FDLE, FHP, FWC, DEP Federal Law Enforcement Agencies
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none"> 1. Receive assignment, reporting location, reporting time, and travel instructions as necessary; 2. Check-in and prepare your work area and supplies, including appropriate PPE; 3. Identify and address any assignments from the current Incident Action Plan; 4. Obtain briefing from your Supervisor; 5. Appoint staff and assign duties as appropriate; 6. Attend and/or conduct meetings as specified here or by your supervisor; 7. Maintain Unit Log and reports; 8. Maintain and submit records as directed; 9. Implement Incident Action Plan for division/group; 10. Provide available Incident Action Plan to team/task force leaders; 11. Identify geographic areas or functions assigned to the divisions and groups; 12. Review division/group assignments and incident activities with subordinates and assign tasks; 13. Keep Incident Communications and/or Resources Unit advised of all changes in status of resources assigned to the division and/or group; 14. Coordinate activities with other divisions; 15. Determine need for assistance on assigned tasks; 16. Submit situation and resources status information to Branch Director or Operations Section Chief; 17. Report special occurrences or events such as accidents or sickness to the immediate supervisor; 18. Resolve logistics problems within the division/group;

- 19. Participate in developing Branch plans for the next operational period;
- 20. Demobilize as planned.

Meetings You Conduct

Group/Division Briefings

Other Meetings You Attend

Branch Meeting
Operations Section Meeting
Other Meetings As Assigned

ICS or WebEOC Forms You Use Most Often

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Support Request
Logistics Resource Tracking

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Fire Desk – Geographic Divisions
Person You Report To	
Primary Report	Fire/Rescue Branch Director
Next Level Report	Operations Section Chief
People Reporting To You	Geographic Divisions
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none"> 1. Receive assignment, reporting location, reporting time, and travel instructions as necessary; 2. Check-in and prepare your work area and supplies, including appropriate PPE; 3. Identify and address any assignments from the current Incident Action Plan; 4. Obtain briefing from your Supervisor; 5. Appoint staff and assign duties as appropriate; 6. Attend and/or conduct meetings as specified here or by your supervisor; 7. Maintain Unit Log and reports; 8. Maintain and submit records as directed; 9. Implement Incident Action Plan for division/group; 10. Provide available Incident Action Plan to team/task force leaders; 11. Identify geographic areas or functions assigned to the divisions and groups; 12. Review division/group assignments and incident activities with subordinates and assign tasks; 13. Keep Incident Communications and/or Resources Unit advised of all changes in status of resources assigned to the division and/or group; 14. Coordinate activities with other divisions; 15. Determine need for assistance on assigned tasks; 16. Submit situation and resources status information to Branch Director or Operations Section Chief; 17. Report special occurrences or events such as accidents or sickness to the immediate supervisor; 18. Resolve logistics problems within the division/group; 19. Participate in developing Branch plans for the next operational period; 20. Demobilize as planned.

Meetings You Conduct	Group/Division Briefings
Other Meetings You Attend	Branch Meeting Operations Section Meeting Geographic Division Meeting Other Meetings As Assigned
ICS or WebEOC Forms You Use Most Often	Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request Logistics Resource Tracking
Required Training	IS – 100 Introduction to ICS IS – 200 Basic ICS IS – 700 The National Incident Management System IS – 800 National Response Framework, An Introduction IS – 775 EOC Management and Operations
Recommended Training	IS – 706 NIMS Intrastate Mutual Aid, An Introduction G – 191 Incident Command System/EOC (CMS) Interface ICS – 300 Intermediate ICS for Expanding Incidents Position Specific Training

Your Position Title **Transportation Group Supervisor**

Person You Report To
 Primary Report Infrastructure Branch Director
 Next Level Report Operations Section Chief

People Reporting To You Lee DOT
 FL DOT
 LCPA

Title of Your Assistant None

- Responsibilities
1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;
 2. Check-in and prepare your work area and supplies, including appropriate PPE;
 3. Identify and address any assignments from the current Incident Action Plan;
 4. Obtain briefing from your Supervisor;
 5. Appoint staff and assign duties as appropriate;
 6. Attend and/or conduct meetings as specified here or by your supervisor;
 7. Maintain Unit Log and reports;
 8. Maintain and submit records as directed;
 9. Implement Incident Action Plan for division/group;
 10. Provide available Incident Action Plan to team/task force leaders;
 11. Identify geographic areas or functions assigned to the divisions and groups;
 12. Review division/group assignments and incident activities with subordinates and assign tasks;
 13. Keep Incident Communications and/or Resources Unit advised of all changes in status of resources assigned to the division and/or group;
 14. Coordinate activities with other divisions;
 15. Determine need for assistance on assigned tasks;
 16. Submit situation and resources status information to Branch Director or Operations Section Chief;
 17. Report special occurrences or events such as accidents or sickness to the immediate supervisor;
 18. Resolve logistics problems within the division/group;

- 19. Participate in developing Branch plans for the next operational period;
- 20. Demobilize as planned.

Meetings You Conduct Group/Division Briefings

Other Meetings You Attend Branch Meeting
Operations Section Meeting
Other Meetings As Assigned

ICS or WebEOC Equivalent Forms Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Support Request
Logistics Resource Tracking

Required Training IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Air Ops Services Group Supervisor
Person You Report To	
Primary Report	Air Ops Branch Director
Next Level Report	Operations Section Chief
People Reporting To You	Aviation Liaisons
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none">1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;2. Check-in and prepare your work area and supplies, including appropriate PPE;3. Identify and address any assignments from the current Incident Action Plan;4. Obtain briefing from your Supervisor;5. Appoint staff and assign duties as appropriate;6. Attend and/or conduct meetings as specified here or by your supervisor;7. Maintain Unit Log and reports;8. Maintain and submit records as directed;9. Implement pertinent sections of the Incident Action Plan related to Air Ops;10. Develop, with subordinates, alternatives for Branch control operations;11. Attend planning meetings at the request of the Air Ops Branch Director or Operations Section Chief;12. Review Division/Group Assignments Lists for Divisions/Groups within Branch;13. Supervise Group operations;14. Resolve logistics problems reported by subordinates;15. Report to Air Ops Branch Director when: Incident Action Plan is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur;16. Demobilize as planned.
Meetings You Conduct	As directed by Air Ops Branch Director or Operations Section Chief

Other Meetings You Attend	<ul style="list-style-type: none"> Assessment Meeting Assessment/Tactical Objectives Meeting Assessment/Tactical Operations Briefing Assessment/Tactical Planning Meeting
ICS or WebEOC Equivalent Forms	<ul style="list-style-type: none"> Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request Logistics Resource Tracking
Required Training	<ul style="list-style-type: none"> IS – 100 Introduction to ICS IS – 200 Basic ICS IS – 700 The National Incident Management System IS – 800 National Response Framework, An Introduction IS – 775 EOC Management and Operations
Recommended Training	<ul style="list-style-type: none"> IS – 706 NIMS Intrastate Mutual Aid, An Introduction IS – 191 Incident Command System/EOC (CMS) Interface ICS – 300 Intermediate ICS for Expanding Incidents Position Specific Training

Your Position Title **Air Ops Support Group Supervisor**

Person You Report To

Primary Report Air Ops Branch Director
Next Level Report Operations Section Chief

People Reporting To You Aviation Liaisons

Title of Your Assistant None

Responsibilities

1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;
2. Check-in and prepare your work area and supplies, including appropriate PPE;
3. Identify and address any assignments from the current Incident Action Plan;
4. Obtain briefing from your Supervisor;
5. Appoint staff and assign duties as appropriate;
6. Attend and/or conduct meetings as specified here or by your supervisor;
7. Maintain Unit Log and reports;
8. Maintain and submit records as directed;
9. Implement pertinent sections of the Incident Action Plan related to Air Ops;
10. Develop, with subordinates, alternatives for Branch control operations;
11. Attend planning meetings at the request of the Air Ops Branch Director or Operations Section Chief;
12. Review Division/Group Assignments Lists for Divisions/Groups within Branch;
13. Supervise Group operations;
14. Resolve logistics problems reported by subordinates;
15. Report to Air Ops Branch Director when: Incident Action Plan is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur;
16. Demobilize as planned.

Meetings You Conduct As directed by Air Ops Branch Director or Operations Section Chief

Other Meetings You Attend	<ul style="list-style-type: none"> Assessment Meeting Assessment/Tactical Objectives Meeting Assessment/Tactical Operations Briefing Assessment/Tactical Planning Meeting
ICS or WebEOC Equivalent Forms	<ul style="list-style-type: none"> Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request Logistics Resource Tracking
Required Training	<ul style="list-style-type: none"> IS – 100 Introduction to ICS IS – 200 Basic ICS IS – 700 The National Incident Management System IS – 800 National Response Framework, An Introduction IS – 775 EOC Management and Operations
Recommended Training	<ul style="list-style-type: none"> IS – 706 NIMS Intrastate Mutual Aid, An Introduction IS – 191 Incident Command System/EOC (CMS) Interface ICS – 300 Intermediate ICS for Expanding Incidents Position Specific Training

Your Position Title **Utilities Group Supervisor**

Person You Report To

 Primary Report Infrastructure Branch Director

 Next Level Report Operations Section Chief

People Reporting To You

Solid Waste and Debris Mgmt

LCU

TECO

LCEC

FP&L

Telecom

Title of Your Assistant

None

Responsibilities

1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;
2. Check-in and prepare your work area and supplies, including appropriate PPE;
3. Identify and address any assignments from the current Incident Action Plan;
4. Obtain briefing from your Supervisor;
5. Appoint staff and assign duties as appropriate;
6. Attend and/or conduct meetings as specified here or by your supervisor;
7. Maintain Unit Log and reports;
8. Maintain and submit records as directed;
9. Implement Incident Action Plan for division/group;
10. Provide available Incident Action Plan to team/task force leaders;
11. Identify geographic areas or functions assigned to the divisions and groups;
12. Review division/group assignments and incident activities with subordinates and assign tasks;
13. Keep Incident Communications and/or Resources Unit advised of all changes in status of resources assigned to the division and/or group;
14. Coordinate activities with other divisions;
15. Determine need for assistance on assigned tasks;
16. Submit situation and resources status information to Branch Director or Operations Section Chief;

- 17. Report special occurrences or events such as accidents or sickness to the immediate supervisor;
- 18. Resolve logistics problems within the division/group;
- 19. Participate in developing Branch plans for the next operational period;
- 20. Demobilize as planned.

Meetings You Conduct

Group/Division Briefings

Other Meetings You Attend

Branch Meeting
 Operations Section Meeting
 Other Meetings As Assigned

ICS or WebEOC Equivalent Forms

Section Folder
 ICS-214 Unit/Activity Log
 Incident Action Plan (IAP)
 Situation Report(s)
 Incident Maps
 Org Charts
 Calendar
 Personnel Time Tracker
 Logistics Support Request
 Logistics Resource Tracking

Required Training

IS – 100 Introduction to ICS
 IS – 200 Basic ICS
 IS – 700 The National Incident Management System
 IS – 800 National Response Framework, An Introduction
 IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
 G – 191 Incident Command System/EOC (CMS) Interface
 ICS – 300 Intermediate ICS for Expanding Incidents
 Position Specific Training

Your Position Title	Shelter Group Supervisor
Person You Report To	
Primary Report	Mass Care Branch Director
Next Level Report	Operations Section Chief
People Reporting To You	Shelter Managers
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none"> 1. Receive assignment, reporting location, reporting time, and travel instructions as necessary; 2. Check-in and prepare your work area and supplies; 3. Identify and address any assignments from the current Incident Action Plan; 4. Obtain briefing from your Supervisor; 5. Appoint staff and assign duties as appropriate; 6. Attend and/or conduct meetings as specified here or by your supervisor; 7. Maintain Unit Log and reports; 8. Maintain and submit records as directed; 9. Establish and maintain communications with shelters; 10. Direct shelter managers/staff as required; 11. Provide statistical information to the Planning Section, as required; Facilitate unmet needs at shelters; 12. Demobilize as planned.
Meetings You Conduct	Subordinate Briefings As Assigned by Branch Director or Section Chief
Other Meetings You Attend	Branch Briefings As Assigned by Branch Director or Section Chief
ICS or WebEOC Equivalent Forms	Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Logistics Support Request Logistics Resource Tracking Shelter Tracking Volunteer Tracker

Required Training

IS – 100 Introduction to ICS

IS – 200 Basic ICS

IS – 700 The National Incident Management System

IS – 800 National Response Framework, An Introduction

IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction

G – 191 Incident Command System/EOC (CMS) Interface

ICS – 300 Intermediate ICS for Expanding Incidents

Position Specific Training

Your Position Title	Mass Care Staffing Group Supervisor
Person You Report To	
Primary Report	Mass Care Branch Director
Next Level Report	Operations Section Chief
People Reporting To You	Emergency Management Volunteers E-Role Personnel
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none">1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;2. Check-in and prepare your work area and supplies, including appropriate PPE;3. Identify and address any assignments from the current Incident Action Plan;4. Obtain briefing from your Supervisor;5. Appoint staff and assign duties as appropriate;6. Attend and/or conduct meetings as specified here or by your supervisor;7. Maintain Unit Log and reports;8. Maintain and submit records as directed;9. Attend planning meetings at the request of the Operations Section Chief;10. Coordinate assignment to specific work tasks of Emergency Management Volunteers and E-Role Personnel;11. Resolve logistics problems reported by subordinates;12. Report to Mass Care Branch Director when: additional resources are needed; surplus resources are available; hazardous situations or significant events occur;13. Demobilize as planned.
Meetings You Conduct	Branch Briefings
Other Meetings You Attend	As directed by Mass Care Branch Director or Operations Section Chief

**ICS or WebEOC
Equivalent Forms**

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Logistics Support Request
Logistics Resource Tracking

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
IS – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Animals Group Supervisor
Person You Report To	
Primary Report	Mass Care Branch Director
Next Level Report	Operations Section Chief
People Reporting To You	Pet Shelter Manager Animal Services SART – State Animal Response Team
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none">1. Receive assignment, reporting location, reporting time, and travel instructions as necessary;2. Check-in and prepare your work area and supplies;3. Identify and address any assignments from the current Incident Action Plan;4. Obtain briefing from your Supervisor;5. Appoint staff and assign duties as appropriate;6. Attend and/or conduct meetings as specified here or by your supervisor;7. Maintain Unit Log and reports;8. Maintain and submit records as directed;9. Establish and maintain communications with shelters;10. Direct pet shelter managers/staff as required;11. Provide statistical information to the Planning Section Chief, as required;12. Facilitate unmet needs at pet shelters;13. Facilitate unmet needs for large animals, abandoned animals, rescue pets, and stray animals;14. Demobilize as planned.
Meetings You Conduct	Subordinate Briefings As Assigned by Branch Director or Section Chief
Other Meetings You Attend	Branch Briefings As Assigned by Branch Director or Section Chief
ICS or WebEOC Equivalent Forms	Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts

Calendar
Personnel Time Tracker
Logistics Support Request
Logistics Resource Tracking
Shelter Tracking
Volunteer Tracker

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
ICS – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Lee County	Comprehensive Emergency Management Plan	Page 1 of 23
Approval Date: 12/14/2018	Planning Section Job Descriptions	Annex A-4

This annex contains all of the job descriptions for the Planning Section during activation:

Planning Section Chief **Error! Bookmark not defined.**

Deputy Planning Section Chief..... **Error! Bookmark not defined.**

Planning Group Supervisor.....7

Current Planning Unit Leader.....9

Future Planning Unit Leader.....11

Documentation Unit Leader 13

Situation Unit Leader 15

Emergency Information Hotline Unit Leader..... **Error! Bookmark not defined.**7

Emergency Information Hotline Manager 19

Emergency Information Hotline Call Taker..... 21

Runner..... 23

Your Position Title	Planning Section Chief
Person You Report To	
Primary Report	Unified/Incident/Area Commander
Next Level Report	N/A
People Reporting To You	Deputy Planning Section Chief Cyber Unit Leader Situation Unit Leader Documentation Unit Leader Technical Specialists (not otherwise assigned)
Title of Your Assistant	Deputy Planning Section Chief
Responsibilities	<ol style="list-style-type: none"> 1. Obtain briefing and special instructions from Incident Command. 2. Identify and address any assignments from the current Incident Action Plan 3. Activate Planning Section units as needed. 4. Reassign available personnel on site to ICS organizational positions as appropriate. 5. Collect and process situation information about the incident and ensure that the Information Center is maintained. 6. Supervise preparation of the Incident Action Plan. 7. Solicit input from Incident Command and Operations Section Chief in preparing the Incident Action Plan. 8. Participate in planning and other meetings as required. 9. Establish information requirements and reporting schedules for all ICS elements for use in preparing the Incident Action Plan. 10. Determine need for specialized resources in support of the incident. 11. Provide the organizational structure (names and locations of assigned personnel) to the Resources Unit of the Planning Section 12. Assign Technical Specialists where needed. 13. Assemble information on alternative strategies. 14. Assemble and disassemble strike teams or task forces as necessary. 15. Identify need for use of specialized resource(s).

16. Provide periodic predictions on incident potential.
17. Compile and display incident status summary information.
18. Provide status reports to appropriate requesters.
19. Advise General Staff of any significant changes in incident status.
20. Incorporate the incident traffic plan (from Ground Support Unit) and other supporting plans into the Incident Action Plan.
21. Prepare and distributes orders from Incident Command.
22. Instruct Planning Section in distribution of incident information.
23. Ensure that normal agency information collection and reporting requirements are being met.
24. Prepare recommendations for release of resources for submission to members of Incident Command.
25. Maintain Section records.
26. Maintain Activity Log (*ICS 214*).
27. Demobilize in accordance with the Demobilization Plan.
28. Reassign available “not assigned” personnel.

Meetings You Conduct

Briefings for subordinates.

Other Meetings You Attend

Assessment Meeting
Assessment/Tactical Objectives Meeting
Assessment/Tactical Operations Planning Meeting
Assessment/Planning Meeting
General Plan Development Meeting
General Plan Approval Meeting

ICS or WebEOC Equivalent

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Incident Commander Approvals
Logistics Support Request
Logistics Resource Tracking
Message Center

Volunteer Tracker
Shelter Tracking
PODs Tracker

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations
IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
G – 300 Intermediate ICS for Expanding Incidents

Recommended Training

G – 400 Advanced ICS for Complex Incidents
IS – 702 NIMS Public Information Systems
IS – 703 NIMS Resource Management
Position Specific Training

Your Position Title	Deputy Planning Section Chief
Person You Report To	
Primary Report	Planning Section Chief
Next Level Report	UIA Commander
People Reporting To You	As Assigned by Planning Section Chief or See Planning Section Chief Job Description
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies; 2. Identify and address any assignments from the current Incident Action Plan; 3. Obtain briefing from your Supervisor; 4. As assigned by Planning Section Chief. 5. See Planning Section Chief Job Description. 6. Demobilize as planned.
Meetings You Conduct	As Assigned by Planning Section Chief or See Planning Section Chief Job Description
Other Meetings You Attend	As Assigned by Planning Section Chief or See Planning Section Chief Job Description
ICS or WebEOC Equivalent Forms	Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Incident Commander Approvals Logistics Support Request Logistics Resource Tracking Message Center Volunteer Tracker

Shelter Tracking
PODs Tracker

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations
IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
G – 300 Intermediate ICS for Expanding Incidents

Recommended Training

G-400 Advanced ICS for Complex Incidents
IS-702 NIMS Public Information Systems
IS-703 NIMS Resource Management
Position Specific Training

Your Position Title	Planning Group Supervisor
Person You Report To	Planning Section Chief
People Reporting To You	Current Planning Unit Leader Future Planning Unit Leader
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Identify and address any assignments from the current Incident Action Plan 3. Obtain briefing from Planning Section Chief 4. Determine need for Current and /or Future Unit Leader; assign and brief staff 5. Facilitate strategic planning process for incident. 6. Oversee data gathering and analysis, and produce reports, incident maps, and displays. 7. Supervise production of incident-related contingency, recovery, COOP, and demobilization plans. 8. Attend and/or conduct meetings as specified here or by the Planning Section Chief 9. Maintain Unit Log and reports 10. Demobilize as planned
Meetings You Conduct	Unit Briefings As assigned by Planning Section Chief
Other Meetings You Attend	As assigned by the Planning Section Chief
ICS or WebEOC Forms You Use Most Often	Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar

Personnel Time Tracker
Incident Commander Approvals
Logistics Support Request
Logistics Resource Tracking
Message Center
Volunteer Tracker
Shelter Tracking
PODs Tracker

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
G – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Current Planning Unit Leader
Person You Report To	Planning Group Supervisor
People Reporting To You	Not Applicable
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Identify and address any assignments from the current Incident Action Plan 3. Obtain briefing from Planning Group Supervisor 4. Facilitate the ongoing planning process 5. Develop actionable incident-related plan to support objectives 6. Assist in developing and distributing the Incident Action Plan (IAP). 7. Maintain Unit Log and reports 8. Demobilize as planned
Meetings You Conduct	Unit Briefings As assigned by Planning Group Supervisor
Other Meetings You Attend	As assigned by the Planning Group Supervisor
ICS or WebEOC Forms You Use Most Often	Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Incident Commander Approvals Logistics Support Request Logistics Resource Tracking Message Center Volunteer Tracker

Shelter Tracking
PODs Tracker

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
G – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Future Planning Unit Leader
Person You Report To	Planning Group Supervisor
People Reporting To You	Not Applicable
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Identify and address any assignments from the current Incident Action Plan 3. Obtain briefing from Planning Group Supervisor 4. Anticipate operational needs for duration of incident 5. Develop future plans for response and recovery activities 6. Develop long term recovery strategies and plans 7. Develop incident-specific contingency plans 8. Maintain Unit Log and reports 9. Demobilize as planned
Meetings You Conduct	Unit Briefings As assigned by Planning Group Supervisor
Other Meetings You Attend	As assigned by the Planning Group Supervisor
ICS or WebEOC Forms You Use Most Often	Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Incident Commander Approvals Logistics Support Request Logistics Resource Tracking Message Center Volunteer Tracker

Shelter Tracking
PODs Tracker

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
G – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Documentation Unit Leader
Person You Report To	Planning Section Chief
People Reporting To You	Computer Data Entry Clerk Fax Machine Operator Photocopy Machine Operator Runners
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Identify and address any assignments from the current Incident Action Plan 3. Obtain briefing from Planning Section Chief 4. Assign and brief staff 5. Attend and/or conduct meetings as specified here or by the Planning Section Chief 6. Maintain Unit Log and reports 7. Demobilize as planned 8. Ensure all required office equipment is operating and adequate expendables (paper, ink, etc) are available 9. Copy and distribute the approved Incident Action Plan 10. Prepare and maintain all incident documentation 11. Create and maintain the official incident files 12. Maintain and transcribe meeting minutes 13. Provide duplication services for the event 14. Establish communication with appropriate ICS elements 15. Establish mechanism to obtain copies of incident documents 16. Retain duplicate copies of official forms and reports 17. Create, maintain, retain and store incident files for legal, analytical and historical purposes 18. Validate accuracy and completeness of information for files. 19. Correct errors or omissions detected in documents
Meetings You Conduct	Staff Briefings

Other Meetings You Attend	As assigned by the Planning Section Chief
ICS or WebEOC Forms You Use Most Often	<ul style="list-style-type: none"> Section Folder ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps Org Charts Calendar Personnel Time Tracker Incident Commander Approvals Logistics Support Request Logistics Resource Tracking Message Center Volunteer Tracker Shelter Tracking PODs Tracker
Required Training	<ul style="list-style-type: none"> IS – 100 Introduction to ICS IS – 200 Basic ICS IS – 700 The National Incident Management System IS – 800 National Response Framework, An Introduction IS – 775 EOC Management and Operations
Recommended Training	<ul style="list-style-type: none"> IS – 706 NIMS Intrastate Mutual Aid, An Introduction G – 191 Incident Command System/EOC (CMS) Interface G – 300 Intermediate ICS for Expanding Incidents Position Specific Training

Your Position Title	Situation Unit Leader
Person You Report To	
Primary Report	Planning Section Chief
Next Level Report	Unified/Incident/Area Commander (UIA Commander)
People Reporting To You	Not Applicable
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain briefing from the Planning Section Chief 3. Identify and address any assignments from the current Incident Action Plan 4. Appoint staff and assign duties as appropriate 5. Attend and/or conduct meetings as specified here or by the Planning Section Chief 6. Maintain Situation Unit Log and reports 7. Prepare and maintain any situation status boards 8. Collect, analyze, verify and display appropriate map data 9. Collect, analyze, verify and display appropriate weather data 10. Collect, analyze, verify and display appropriate resource data 11. Collect, analyze, verify and display appropriate situation status data 12. Collect, analyze, verify and display appropriate staffing and organizational data 13. Collect, analyze, verify and display appropriate damage assessment data 14. Collect, analyze, verify and display other information as assigned by the Planning Section Chief 15. Inform Planning Section Chief of significant changes in incident status 16. Prepare Situation Reports (SITREP) and update to appropriate agencies including the State 17. Prepare the incident status summary section of the Incident Action Plan 18. Write the Incident Action Plan document, with oversight from the Planning Section Chief 19. Assist the Public Information Officer (PIO) by providing data to be included in media releases

- 20. Inventory supplies and maintain stock for subsequent shifts
- 21. Assist in demobilization planning as requested
- 22. Dismantle and store all displays when ordered to demobilize
- 23. Maintain and submit appropriate records to the Documentation Unit

Meetings You Conduct

Unit Briefings
As Assigned by Section Chief

Other Meetings You Attend

Section Briefings
As Assigned by Section Chief

ICS and or WebEOC Equivalent Forms

Section Folder
ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Situation Report(s)
Incident Maps
Org Charts
Calendar
Personnel Time Tracker
Incident Commander Approvals
Logistics Support Request
Logistics Resource Tracking
Message Center
Volunteer Tracker
Shelter Tracking
PODs Tracker

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System
IS – 800 National Response Framework, An Introduction
IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction
G – 191 Incident Command System/EOC (CMS) Interface
G – 300 Intermediate ICS for Expanding Incidents
Position Specific Training

Your Position Title	Emergency Information Hotline Unit Leader
Person You Report To	
Primary Report	Planning Section Chief
Next Level Report	Unified/Incident/Area Commander (UIA Commander)
People Reporting To You	Emergency Information Hotline Manager
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain briefing from Planning Section Chief 3. Identify and address any assignments from the current Incident Action Plan 4. Appoint staff and assign duties as appropriate 5. Attend and/or conduct meetings as specified here or by your supervisor 6. Maintain Unit Log and reports 7. Maintain and submit records as directed 8. Demobilize as planned
Meetings You Conduct	Staff Briefings
Other Meetings You Attend	As directed by the Planning Section Chief
ICS or WebEOC Forms You Use Most Often	ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Logistics Support Request
Required Training	IS – 100 Introduction to ICS IS – 200 Basic ICS IS – 700 The National Incident Management System IS – 800 National Response Framework, An Introduction IS – 775 EOC Management and Operations

Recommended Training

IS – 706 NIMS Intrastate Mutual Aid, An Introduction

G – 191 Incident Command System/EOC (CMS) Interface

G – 300 Intermediate ICS for Expanding Incidents

Position Specific Training

Your Position Title	Emergency Information Hotline Manager
Person You Report To	
Primary Report	Emergency Information Hotline Unit Leader
Next Level Report	Planning Section Chief
People Reporting To You	Emergency Information Hotline Call Takers
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain briefing from Emergency Information Hotline Unit Leader 3. Identify and address any assignments from the current Incident Action Plan 4. Appoint staff and assign duties as appropriate 5. Attend and/or conduct meetings as specified here or by Emergency Information Hotline Unit Leader 6. Maintain Unit Log and reports 7. Maintain and submit records as directed 8. Demobilize as planned
Meetings You Conduct	Staff Briefings
Other Meetings You Attend	As directed by the Emergency Information Hotline Unit Leader
ICS or WebEOC Forms You Use Most Often	ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Logistics Support Request
Required Training	IS – 100 Introduction to ICS IS – 200 Basic ICS IS – 700 The National Incident Management System
Recommended Training	IS – 800 National Response Framework, An Introduction IS – 775 EOC Management and Operations

Position Specific Training

Your Position Title	Emergency Information Call Taker
Person You Report To	
Primary Report	Emergency Information Hotline Manager
Next Level Report	Emergency Information Hotline Unit Leader
People Reporting To You	Not Applicable
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain briefing from Emergency Information Hotline Supervisor 3. Attend meetings as specified here or by your supervisor 4. Maintain personal log and reports 5. Maintain and submit records as directed 6. Demobilize as planned
Meetings You Conduct	Not Applicable
Other Meetings You Attend	As directed by the Emergency Information Hotline Supervisor
ICS or WebEOC Forms You Use Most Often	ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Logistics Support Request
Required Training	IS – 100 Introduction to ICS IS – 200 Basic ICS IS – 700 The National Incident Management System
Recommended Training	IS – 775 EOC Management and Operations IS – 800 National Response Framework, An Introduction Position Specific Training

Your Position Title	Runner
Person You Report To	
Primary Report	Message Center Unit Leader (Chief)
Next Level Report	Planning Section Chief
People Reporting To You	Not Applicable
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain briefing from your Supervisor 3. Attend meetings as specified here or by your supervisor 4. Maintain and submit records as directed 5. Retrieves and distributes documents as directed by Supervisor 6. Demobilize as planned
Meetings You Conduct	Not Applicable
Other Meetings You Attend	Staff Briefings
ICS or WebEOC Equivalent Forms	ICS-214 Unit/Activity Log Logistics Support Request
Required Training	IS – 100 Introduction to ICS IS – 200 Basic ICS IS – 700 The National Incident Management System
Recommended Training	IS – 800 National Response Framework, An Introduction IS – 775 EOC Management and Operations Position Specific Training

Lee County	Comprehensive Emergency Management Plan	Page 1 of 19
Approval Date: 12/14/2018	Technical Specialists Job Descriptions	Annex A-4

This annex contains all of the job descriptions for the Technical Specialist during activation:

- National Weather Service Specialist **Error! Bookmark not defined.**
- Visitor & Convention Bureau Specialist **Error! Bookmark not defined.**
- Long Term Recovery Specialist **Error! Bookmark not defined.**
- Economic Development Specialist..... **Error! Bookmark not defined.**
- GIS Specialist **Error! Bookmark not defined.**
- Damage Assessment Specialist **Error! Bookmark not defined.**
- Technology Specialist..... **Error! Bookmark not defined.**
- Persons with Disabilities Specialist **Error! Bookmark not defined.**
- Field Observer **Error! Bookmark not defined.**

Your Position Title	National Weather Service Specialist
Person You Report To	
Primary Report	Planning Section Chief
Next Level Report	Incident/Unified/Area Commander(s)
People Reporting To You	Not Applicable
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain any specialized supplies required by your technical function 3. Identify and address any assignments in the Incident Action Plan 4. Obtain briefing from your Supervisor 5. Attend and provide input at meetings as specified here or by your supervisor 6. Maintain and submit records as directed 7. Demobilize as planned 8. Coordinate requests for weather related information 9. Obtain current weather and forecast weather conditions that may impact the response effort 10. Provide weather information at briefings and meetings as requested 11. Coordinate any media request with the Public Information Officer, Planning Section Chief and/or Incident Commander 12. Develop appropriate graphics to be included in briefings and documents 13. Coordinate with the National Weather Service and or National Hurricane Center as requested 14. Run specific computer models as requested (i.e. SLOSH)
Meetings You Conduct	Not Applicable
Other Meetings You Attend	As directed by your supervisor

ICS or WebEOC
Equivalent Forms

ICS-214 Unit/Activity Log
Logistics Support Request

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System

Recommended Training

IS – 775 EOC Management and Operations
ICS – 300 Intermediate ICS for Expanding Incidents
ICS – 400 Advanced ICS for Complex Incidents
Position Specific Training

Your Position Title	Visitor and Convention Bureau Specialist
Person You Report To	
Primary Report	Planning Section Chief
Next Level Report	Unified/Incident/Area Commander (UIA Commander)
People Reporting To You	Not Applicable
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain any specialized supplies required by your technical function 3. Identify and address any assignments in the Incident Action Plan 4. Obtain briefing from your Supervisor 5. Attend and provide input at meetings as specified here or by your supervisor 6. Maintain and submit records as directed 7. Demobilize as planned 8. Coordinate information for the hospitality industry 9. Coordinate Emergency Operations Center and County Department functions and information 10. Maintain local hotel and motel status 11. Assist in securing lodging for response personnel as requested 12. Provide input as requested into the Incident Action Plan
Meetings You Conduct	Not Applicable
Other Meetings You Attend	As directed by your supervisor
ICS or WebEOC Equivalent Forms	ICS-214 Unit/Activity Log Logistics Support Request
Required Training	IS – 100 Introduction to ICS IS – 200 Basic ICS

IS – 700 The National Incident Management System

Recommended Training

IS – 775 EOC Management and Operations

ICS – 300 Intermediate ICS for Expanding Incidents

ICS – 400 Advanced ICS for Complex Incidents

Position Specific Training

Your Position Title	Long Term Recovery Specialist
Person You Report To	
Primary Report	Planning Section Chief
Next Level Report	Incident/Unified/Area Commander (UIA Commander)
People Reporting To You	Not Applicable
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain any specialized supplies required by your technical function 3. Identify and address any assignments in the Incident Action Plan 4. Obtain briefing from your Supervisor 5. Attend and provide input at meetings as specified here or by your supervisor 6. Maintain and submit records as directed 7. Demobilize as planned 8. Coordinate Emergency Operations Center and County Department functions and information 9. Integrate Long Term Recovery issues at early points in the response as appropriate 10. Provide input into the Incident Action Plan as requested 11. Monitor the progress of the response effort t and coordinate information with the Long Term Recover Committee 12. Complete initial preparation to transition from response to recovery in a seamless manner
Meetings You Conduct	Not Applicable
Other Meetings You Attend	As directed by your supervisor
ICS or WebEOC Equivalent Forms	ICS-214 Unit/Activity Log Incident Action Plan (IAP) Logistics Support Request

Your Position Title	Economic Development Specialist
Person You Report To	
Primary Report	Planning Section Chief
Next Level Report	Deputy Planning Section Chief
People Reporting To You	Not Applicable
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain any specialized supplies required by your technical function 3. Identify and address any assignments in the Incident Action Plan 4. Obtain briefing from your Supervisor 5. Attend and provide input at meetings as specified here or by your supervisor 6. Maintain and submit records as directed 7. Demobilize as planned 8. Coordinate Emergency Operations Center and County Department functions and information 9. Coordinate information between business community and County 10. Integrate Economic Development issues early in the response as appropriate 11. Obtain and record any business damage assessment information or business interruption issues 12. Coordinate initial Small Business Administration (SBA) issues if applicable 13. Coordinate with Public Information Officer to make business aware of any available assistance (i.e. bridge loans) 14. Provide input into the Incident Action Plan as requested
Meetings You Conduct	Not Applicable
Other Meetings You Attend	As directed by your supervisor

ICS or WebEOC
Equivalent Forms

ICS-214 Unit/Activity Log
Incident Action Plan (IAP)
Logistics Support Request

Required Training

IS – 100 Introduction to ICS
IS – 200 Basic ICS
IS – 700 The National Incident Management System

Recommended Training

IS – 775 EOC Management and Operations
ICS – 300 Intermediate ICS for Expanding Incidents
ICS – 400 Advanced ICS for Complex Incidents
Position Specific Training

Your Position Title	Geographic Information Systems (GIS) Specialist
Person You Report To	
Primary Report	Planning Section Chief
Next Level Report	Deputy Planning Section Chief
People Reporting To You	Not Applicable
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain any specialized supplies required by your technical function 3. Identify and address any assignments in the Incident Action Plan 4. Obtain briefing from your Supervisor 5. Attend and provide input at meetings as specified by your supervisor 6. Maintain Unit Log and reports 7. Maintain and submit records as directed 8. Demobilize as planned 9. Produces graphic displays of incident status information obtained from various sources 10. Determines the numbers, types and locations of displays or maps and establishes priorities and time lines 11. Ensure that the GIS computer and plotting system are functional. 12. Assist in analyzing and evaluation field reports. 13. Provides GIS maps and data for the Incident Action Planning meetings as requested
Meetings You Conduct	Not Applicable
Other Meetings You Attend	As directed by your Supervisor
ICS or WebEOC Equivalent Forms	ICS-214 Unit/Activity Log Incident Action Plan (IAP)

Logistics Support Request

Required Training

IS – 100 Introduction to ICS

IS – 200 Basic ICS

IS – 700 The National Incident Management System

Recommended Training

IS – 775 EOC Management and Operations

ICS – 300 Intermediate ICS for Expanding Incidents

ICS – 400 Advanced ICS for Complex Incidents

Position Specific Training

Your Position Title	Damage Assessment Specialist
Person You Report To	
Primary Report	Planning Section Chief
Next Level Report	Unified/Incident/Area Commander (UIA Commander)
People Reporting To You	Not Applicable
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none">1. Check-in and prepare your work area and supplies2. Obtain any specialized supplies required by your technical function3. Identify and address any assignments in the Incident Action Plan4. Obtain briefing from your Supervisor5. Attend and provide input at meetings as specified here or by your supervisor6. Maintain and submit records as directed7. Demobilize as planned8. Coordinate with damage assessment teams to collect and process assessment information9. Ensures that assessment teams furnish:<ul style="list-style-type: none">• notes on damage sites including photographs,• damage percentage values to groups of structures and infrastructures using street blocks as identifiers• maps to show areas where further response and recovery are needed.10. Maintain damage assessment team notes, maps, photographs and/or other documentation as it is developed11. Develop and disseminate damage assessment summary information as appropriate12.13. Establish assessment process to determine incident impact on critical facilities.14. Establish assessment process to determine damages to residential and commercial properties.

15. Establish contact with personnel who will conduct assessments, and arrange where and when they will assemble.
16. Obtain maps and any other recording materials needed to support the assessment mission.
17. Obtain needed support such as vehicles, food, water, insect repellent, first aid supplies and communications.
18. Meet with assessment team members and review forms and maps
19. Review communication procedures, safety considerations, and cite specific area to assess.

Meetings You Conduct Not Applicable

Other Meetings You Attend As directed by your supervisor

ICS or WebEOC Equivalent Forms ICS-214 Unit/Activity Log
 Incident Action Plan (IAP)
 Logistics Support Request

Required Training IS – 100 Introduction to ICS
 IS – 200 Basic ICS
 IS – 700 The National Incident Management System

Recommended Training IS – 775 EOC Management and Operations
 ICS – 300 Intermediate ICS for Expanding Incidents
 ICS – 400 Advanced ICS for Complex Incidents
 Position Specific Training

Your Position Title	Technology Specialist
Person You Report To	
Primary Report	Planning Section Chief
Next Level Report	Unified/Incident/Area Commander (UIA Commander)
People Reporting To You	None
Title of Your Assistant	None
Responsibilities	<ol style="list-style-type: none"> 1. Receive assignment, reporting location, reporting time, and travel instructions as necessary; 2. Check-in and prepare your work area and supplies; 3. Identify and address any assignments from the current Incident Action Plan; 4. Obtain briefing from your Supervisor; 5. Appoint staff and assign duties as appropriate; 6. Attend and/or conduct meetings as specified here or by your supervisor; 7. Maintain Unit Log and reports; 8. Maintain and submit records as directed; 9. Log-in to WebEOC; 10. Coordinate and respond to all technology needs for EOC; 11. Demobilize as planned.
Meetings You Conduct	Position Briefings As Assigned by Unit Leader or Branch Director
Other Meetings You Attend	Unit Briefings Branch Briefings As Assigned by Planning Section Chief
ICS or WebEOC Forms You Use Most Often	Incident Action Plan ICS-214 Unit/Activity Log Logistics Support Request

Required Training

IS – 100 Introduction to ICS

IS – 200 Basic ICS

IS – 700 The National Incident Management System

Recommended Training

IS – 775 EOC Management and Operations

ICS – 300 Intermediate ICS for Expanding Incidents

ICS – 400 Advanced ICS for Complex Incidents

Position Specific Training

Your Position Title	Persons with Disabilities Specialist
Person You Report To	
Primary Report	Planning Section Chief
Next Level Report	Unified/Incident/Area Commander (UIA Commander)
People Reporting To You	Not Applicable
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain any specialized supplies required by your technical function 3. Identify and address any assignments in the Incident Action Plan 4. Obtain briefing from your Supervisor 5. Attend and provide input at meetings as specified here or by your supervisor 6. Maintain and submit records as directed 7. Demobilize as planned 8. Coordinate communication between your home agency/department and the County Emergency Operations Center as appropriate 9. Provide information to the Logistics and Planning regarding any reasonable accommodations require to perform your duties safely and efficiently 10. Provide input to the Planning Section regarding the general needs of persons with disabilities 11. Review plans and procedures from the perspective of a person with disabilities and provide appropriate feedback to assist improvement 12. Provide feedback to the response organization regarding potential issues of persons with disabilities
Meetings You Conduct	Not Applicable
Other Meetings You Attend	As directed by the Planning Section Chief

ICS or WebEOC Equivalent Used Most Often	ICS-214 Unit/Activity Log Incident Action Plan (IAP) Logistics Support Request
Required Training	IS – 100 Introduction to ICS IS – 200 Basic ICS IS – 700 The National Incident Management System
Recommended Training	IS – 775 EOC Management and Operations ICS – 300 Intermediate ICS for Expanding Incidents ICS – 400 Advanced ICS for Complex Incidents Position Specific Training
Specific Technical Expertise	There is no “one size fits all” for the disability community. Even so, when possible a person with a disability should fill this position. Additionally the incumbent should be well versed in emergency planning and active in groups such as the ADA Advisory Board, the EOC Disability Working Group or similar organization.

Your Position Title	Field Observer
Person You Report To	
Primary Report	Situation Unit Leader
Next Level Report	Planning Section Chief
Person You Report To	Situation Unit Leader
People Reporting To You	Not Applicable
Title of Your Assistant	Not Applicable
Responsibilities	<ol style="list-style-type: none"> 1. Check-in and prepare your work area and supplies 2. Obtain briefing from your Supervisor 3. Attend meetings as specified here or by your supervisor 4. Maintain and submit records as directed 5. Demobilize as planned 6. Collect information through personal observation 7. Provide observed information to Situation Unit Leader 8. Determine: Location of assignment, type or nature of information to collect, priorities, time limits for completion, method of communication, means of transportation. 9. Obtain any necessary equipment and supplies. 10. Perform field observations according to mission assignment. 11. Report information to Situation Unit Leader or Display Processor according to guidelines 12. Gather intelligence information to allow accurate prediction of incident conditions. 13. Immediately report any conditions that may cause danger and safety hazards
Meetings You Conduct	Not Applicable
Other Meetings You Attend	Staff Briefings
ICS or WebEOC Forms You Use Most Often	ICS-214 Unit/Activity Log Incident Action Plan (IAP) Situation Report(s) Incident Maps

Lee County	Comprehensive Emergency Management Plan	Page 1 of 12
Approval Date: 12/14/2018	Communication, Alert, Warning and Notification	Annex B-1

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PURPOSE

Lee County maintains a robust communications framework with regards to preparing for, responding to, and recovering from all types of hazards. This document describes the methods for communications, notifications, and alert and warning before, during, and after disasters and is applicable across all potential operating environments. This annex describes all the systems within this framework and is supported by Standard Operating Procedures (SOP) which provides instructions for the operations of these systems along with a testing schedule, results documentation, and corrective actions process.

SCOPE

The ability to communicate efficiently to stakeholders, emergency personnel, key decision makers, and the public allows for effective response and recovery operations to protect lives, property, and the environment. This annex applies to all hazards identified in Lee County as and these systems can be used in any situation. While specific applications are utilized depending on the audience, whether it is the emergency personnel, key decision makers, or the public, many of these systems are able to be used for all audiences. By having several systems, this framework includes redundancy to provide alternative means of communications, notifications, and alert and warnings in the event of failure in the primary system (s). The programs in place to disseminate information are as follows:

1. Communications: utilized to communicate internally and externally with stakeholders (higher, laterally, and subordinate) and emergency personnel. Interoperability across communications systems is addressed by having backup systems for use when primary systems fail.
2. Notifications: utilized to initiate, receive, and relay notifications to alert key decision makers and emergency personnel.
3. Alerts and Warnings: utilized to disseminate information to the public potentially impacted by an actual or impending emergency and to communicate with the population within Lee County. This system also takes into account any vulnerable populations.

1 **ROLES AND RESPONSIBILITIES**

2 Lee County Dispatch (Lee Control) is the County’s initial Warning Point for all-hazard warnings
3 and notifications. When an incident is elevated and Lee Control needs further assistance,
4 dispatchers page on-call emergency management personnel based on the Emergency Support
5 Assistance Team (ESAT) protocol [Reference ESAT Standard Operating Procedure (SOP)].

6 Lee Control is staffed 24/7/365 and is responsible for the initial notification of county personnel
7 with a primary emergency response and/or recovery tasking. Information flow comes from a
8 variety of sources to include emergency management officials, municipal law enforcement,
9 Southwest Florida Fusion Center, private citizens, the National Weather Service, utility
10 providers, and private industry, amongst others.

11
12 Florida Statute Chapter 252 requires the State Division of Emergency Management to establish
13 a system of communications and warning to ensure that the state’s population and emergency
14 management agencies are warned of developing emergency situations and can communicate
15 emergency response decisions. To meet this requirement, the Division operates the State
16 Watch Office (SWO), a 24-hour emergency communications center and situational awareness
17 hub within the State Emergency Operations Center. The SWO provides the state with a single
18 point to disseminate information and warnings to governmental officials (federal, state and/or
19 local) that a hazardous situation could threaten or has threatened the general welfare, health,
20 safety, and/or property of the state’s population. The SWO maintains continuous situational
21 awareness of hazards during non-emergency periods as well as in times of emergencies and
22 disasters. Daily actions include monitoring open source media outlets, syndicated news data
23 feeds, and social media sources. Continuous information flow also comes from a variety of
24 sources such as emergency management officials, regional coordinators, county warning points,
25 fusion centers, private citizens, the National Weather Service, nuclear power plants, private
26 industry and others. The collected information is analyzed by Operations staff in the SWO for
27 state, regional, national, and international threats, and then entered into an Incident Tracking
28 system. A Situation Report is generated, matched to a matrix of warnings and notifications for
29 the associated hazards, and then communicated to governmental officials, local responders,
30 and various other stakeholders.

31
32 Lee County coordinates and communicates closely with the SWO in Tallahassee.

33 34 **a. Lee County Emergency Management (LCEM)**

35 Lee County Emergency Management maintains Level 3 activation at all times, monitoring all
36 hazards that may impact the safety and well being of Lee County residents and visitors,
37 property, and the environment. LCEM also maintains and regularly updates the ESAT SOP

1 this describes the formal incident notification process from Lee Control/Dispatch to the
2 designated on-call EM staff person. During EOC activations, LCEM also coordinates directly
3 with Geographic Divisions (Geo Divisions) spread throughout Lee County. These Geo
4 Divisions coordinate response efforts in their own geographic areas.

5
6 LCEM and Lee Control monitor the National Alert and Warning System (NAWAS), EMnet and
7 also maintain an emergency contact lists for the Incident Commander, Command Staff,
8 General Staff, Assisting/Cooperating Agencies, City Emergency Management Coordinators,
9 Fire Chiefs, Sheriff/Police Chiefs, and other key officials. LCEM also monitors email
10 notifications from the National Oceanic and Atmospheric Administration's National
11 Weather Service Office, Southwest Florida Fusion Center, and the State Watch Office.
12 As a hazard becomes more imminent, LCEM may issue advisories or forward information
13 through the notification program in order to raise awareness of the potential event among
14 the local response community, and/or partially activate to bring in additional support to
15 establish information flow through the alert and warning program to the public through
16 additional organizations or Public Information Officer.

17
18 LCEM, in partnership with other public safety agencies maintains contracted services for
19 Satellite Phones and the emergency notification system Code Red. LCEM also maintains a
20 Memorandum of Understanding with the Amateur Radio Emergency Services (ARES) group.

21
22 Staff keeps a contact database that contains information for all partner agencies and points
23 of contact that would assist during an emergency or disaster. Each agency provides a
24 primary contact and alternates to reach during an emergency event. The contact database
25 and the wide variety of email groups allow us the capability to communicate with all
26 Emergency Management stakeholders, personnel, and elected officials. Testing and
27 correction of failures in the email groups occurs regularly with email correspondence to
28 training, exercises, advisory committee meetings, plan and/or procedure review, etc.

29
30 **b. Lee County Sheriff's Communications Center**

31 The Lee County Sheriff's Office (LCSO) Communications Center is the first point of contact
32 for all 911 calls in Lee County. LCSO handles all calls that are Law Enforcement related and
33 immediately transfers all non-law enforcement to Lee Control.

34
35 **c. Lee Control/Dispatch**

36 Lee Control (under Lee County Public Safety) handles all Fire and EMS related calls in Lee
37 County and also initiates contact with Lee County Emergency Management on-call staff

1 when an incident requires additional support. When an incident escalates to a level above
2 normal thresholds, LCEM’s ESAT procedures are implemented with notification and warning
3 procedures potentially initiated to both responders and the public.
4

5 **d. State of Florida Division of Emergency Management (FDEM)**

6 The State Division of Emergency Management operates the State Emergency Operations
7 Center, which houses the State Watch Office (SWO). The SWO is a 24/7 operation and
8 serves to provide a single point of information and warning dissemination to Federal, State,
9 and/or Local governmental officials. The Division also provides, utilizes and monitors the
10 EMnet Voice Manager and Message Manager, NAWAS, and is the State entry point for the
11 Emergency Alert System (EAS) messages.
12

13 **e. FEMA**

14 FEMA, the FCC and NOAA/NWS jointly coordinate the Integrated Public Alert and Warning
15 System (IPAWS) to allow the dissemination of local emergency messages via this system.
16 IPAWS send messages through the Emergency Alert System (EAS), Wireless Emergency Alert
17 System (EAS) and NOAA Weather Radios. Lee County Public Safety can also initiate
18 messages through this system.
19

20 **f. National Weather Service NOAA Weather Radio System**

21 NOAA’s Storm Prediction Center and the National Weather Service are responsible for the
22 preparation and issuance of severe weather forecasts and warnings designed for the
23 protection of life and property of the general public. They are responsible for the operation
24 and maintenance of the NOAA Weather Radio All Hazards (NWR) and regularly initiate
25 warnings via this system.
26

27 **COMMUNICATION:**

28 Information regarding the testing of Communication Systems can be found in Attachment A
29 Communication, Alert, Warning, and Notification (CAWN) Testing Schedule.
30

31 **a. 800 MHz County-Wide**

32 Lee County currently uses an 800 MHz Simulcast trunked Analog Radio System as its
33 primary radio communication network for emergency response and recovery. The
34 Simulcast radio network consists of 9-tower sites. A three tower site stand alone Motorola
35 Smartnet 806 MHz, Analog, trunked radio system, two Very High Frequency (VHF) paging
36 base stations provide backup capacity. These systems serve Lee County government,
37 municipal governments, Lee County Sheriff's Office, fire service agencies and state and
38 federal offices located within Lee County. Lee County and the resident municipalities use six

1 dispatch centers, five Public Safety Answering Points (PSAPs) (i.e., Lee County Sheriff's
2 Office, City of Ft Myers Police Department, City of Cape Coral Police and Fire Department,
3 Sanibel Police and Fire Department) and one secondary dispatch center (i.e., Lee County
4 Public Safety for EMS and Fire, herein referred to as Lee Control).

5 County wide radio talk groups have been established to allow interoperability between
6 disparate agencies.

- 7
- 8 • Lee Control, Sheriff's Office Dispatch, and City of Ft Myers Dispatch will use ICOM on
9 800 MHz as their initial open channel radio talk group.
- 10 • The county wide HAIL talk groups are monitored by dispatch centers to assist users in
11 establishing contact or to coordinate operational requirements. The associated "TAC"
12 talk groups may not be monitored by dispatch centers.
- 13 • In major or catastrophic disaster incidents, an Emergency Communications Plan is
14 developed that identifies communication talk groups. The Lee County Government
15 Communications Network (GCN) develops and implements this plan based on a need or
16 mission assessment from the Operations Section.
- 17

18 **Application**

19 This system is utilized by public safety agencies in Lee County and is applicable across all
20 hazards.

21 **b. Land-Line Telephone Systems**

22 In addition to the public safety radio system, communication by land-line telephone occurs
23 on a daily basis. Example: Land-line call from Lee Control to Emergency Management. This
24 phone system is maintained by Lee County. The telephone system can be used for day to
25 day communication as well as for relaying notifications to key decision makers and
26 emergency personnel.

27 **Application**

28 Land-line telephones are used county-wide and are applicable across all hazards.

29 **c. Cellular Telephones**

30 Lee County provides essential staff with cellular telephones. These phones are used on a
31 daily basis similar to land-line telephones. Contact numbers are kept by Emergency
32 Management staff. Cell phones can be used for day to day communication as well as for
33 relaying notifications to key decision makers and emergency personnel. Key staff members
34 also have access to the Government Emergency Telecommunications Service (GETS)
35

1 through the Department of Homeland Security (DHS). This system allows for priority calling
2 during emergencies or disasters.

3
4 **Application**

5 Communication via cell phones are applicable across all hazards.
6

7 **d. Computer Systems (Email)**

8 Lee County and all partners regularly use email to communicate. Email is also available on
9 laptop computers and cellular telephones when staff is not in the office. EM staff utilize a
10 number of email databases to communicate with stakeholders if larger distribution is
11 needed. Email notifications can also be made from the State Watch Office (SWO) to EM
12 staff in Lee County. Email can be used for day to day communication as well as for relaying
13 notifications to key decision makers and emergency personnel.
14

15 **Application**

16 Email use is applicable across all hazards.
17

18 **e. Amateur Radio Communications (ALERT)**

19 The Lee County Amateur Radio Emergency Service® (ARES® / All Lee Emergency Response
20 Team) is a public service organization sponsored by the American Radio Relay League. Its
21 members are licensed Amateur Radio Operators who have voluntarily registered their
22 qualifications and equipment to provide emergency communications as needed, and
23 communications support to public service events.
24

25 Amateur radio operators may be used for communications between the EOC and public
26 shelters and other critical facilities during activations. They may also be used as backup
27 communications in the event of a complete communications infrastructure failure.

28 Capabilities include local VHF/UHF, long-haul HF and digital communications services.
29

30 **Application**

31 This system is applicable across all hazards.
32

33 **f. Satellite Telephones**

34 Lee County Emergency Management maintains a limited cache of satellite phones for use
35 during phone outages during disasters. Some of these phones are distributed to
36 Geographic Divisions when needed.
37

38 **Application**

39 These phones are applicable across all hazards.

INTERNAL NOTIFICATIONS AND PUBLIC ALERT & WARNING

Information regarding the testing of Internal Notifications and Public Alert & Warning can be found in Attachment A Communication, Alert, Warning, and Notification (CAWN) Testing Schedule.

a. AlertLee

AlertLee is Lee County’s mass notification platform and has a number of possible uses. First, it can be used internally to notify employees. Lee County Emergency Management would use this system to notify staff and EOC responders of an EOC activation. These internal notifications are also utilized by a number of different departments for day to day use.

The system is also outward facing and can alert the public in the event of a life safety emergency. Staff can send voice call notifications to home and business landlines and can notify the public via cell phone and text should they choose to sign up for alerts.

Municipalities can also opt into the system and choose to utilize the service to notify both internally and externally within their borders. All communications sent during EOC activations should be coordinated with the EOC.

Application

This system is capable of conducting emergency notifications to emergency personnel and alerts and warnings to the public across all hazards. It is also capable of targeting vulnerable populations and geographic areas of Lee County by drawing map polygons.

b. National Warning System (NAWAS)

The National Warning System (NAWAS) is a 24-hour continuous private line telephone system used to convey warnings to Federal, State and local governments. A NAWAS telephone set is monitored 24/7/365 by Lee Control. NAWAS is also monitored at the EOC during standard business hours and 24 hours during full activation.

The NAWAS is a comprehensive party line network of telephone circuits connecting state and Federal warning points throughout the United States. It is funded by the Federal Emergency Management Agency (FEMA). Although NAWAS is a national system, the day-to-day operation is under the control of individual states. The State of Florida has its own plan for the use of NAWAS during weather emergencies. This system is used primarily as a communications system and a notification system between the State Watch Office (SWO) and county warning points.

Application

1 This system provides a notification method between the SWO and Lee Control. Historically,
2 the NAWAS systems has been used as a redundant system to pass emergency messages
3 between local, state and Federal governments
4

5 **c. EMnet**

6 EMnet is the State Watch Office's (SWO) backup communications system for voice and data
7 communication to the counties and other state agency emergency management facilities.
8 The EMnet receives weather bulletins from the local NWS office as well as other Emergency
9 Alert System (EAS) bulletins. The EMnet provides communications between County Warning
10 Points, the County EOCs, NWS Offices, and the State Watch Office. This system is used
11 primarily as a communications system and a notification system between the State Watch
12 Office (SWO) and counties.
13

14 **Application**

15 This system is applicable for backup communication with the SWO, County Emergency
16 Management Offices, and NWS Offices.
17

18 **d. 211 Emergency Information Hotline**

19 Lee County's non-emergency citizen Information line provides a one-stop information and
20 assistance center that takes non-life threatening calls during EOC activations. When
21 activated, the 211 Emergency Information Hotline can be operated 24/7 and is supported
22 by staff from the United Way by way of a Memorandum of Understanding (MOU). The 211
23 Storm Information Hotline is located in the County EOC and is served by EOC telephone
24 lines. (Ref: CEMP Annex C-10 Emergency Information Hotline).
25

26 **Application**

27 This system is useful for receiving and passing on disaster related information to the public.
28 EIHL staff has access to the latest EOC Situation Reports and other information so that
29 accurate and timely information can be communicated to callers.
30

31 **e. All Hazards NOAA Weather Radio (NWR)**

32 NOAA Weather Radio (NWR) broadcasts National Weather Service (NWS) warnings,
33 watches, forecasts and other hazard information 24 hours a day. During an emergency,
34 NWS forecasters interrupt routine broadcasts and send a special tone activating local
35 weather radios. Weather radios equipped with a special alarm tone feature sound an alert
36 to give you immediate information about a life-threatening situation. NOAA broadcasts
37 warnings and post-event information for all hazards to include: Natural (tornadoes, floods,
38 wildfires, etc), Human caused (terrorist activity, etc.) and technological (chemical releases,

1 oil spills, etc.), in coordination with local Emergency Management. Working with other
2 Federal agencies and the Federal Communications Commission's (FCC), EAS, NWR is an all-
3 hazards radio network, making it one of the most comprehensive alert and warning tools
4 available.

5
6 **Application**

7 This system is used to automatically alert and warn with regards to high winds, severe
8 weather, wildland/urban wildfire conditions, and other weather related events. Non-
9 weather related hazard information can also be disseminated via the Weather Radios in
10 coordination with local Emergency Management.

11
12 **f. Integrated Public Alert and Warning System (IPAWS)**

13 FEMA's Integrated Public Alert and Warning System (IPAWS) is an internet-based capability
14 that Federal, State, territorial, tribal, and local authorities can use to issue critical public
15 alerts and warnings.

16
17 IPAWS is a modernization and integration of the nation's alert and warning infrastructure.
18 Federal, state, territorial, tribal and local alerting authorities may choose to use IPAWS and
19 may also integrate local systems that use Common Alerting Protocol standards with the
20 IPAWS infrastructure. IPAWS gives public safety officials an effective way to alert and warn
21 the public about serious emergencies using the Emergency Alert System, Wireless
22 Emergency Alerts, NOAA Weather Radio and other public alerting systems from a single
23 interface.

24
25 Lee County Public Safety has been approved by FEMA to distribute IPAWS messages. Staffs
26 from both Lee Control and LCEM have the ability to send messages for life-threatening
27 events meeting certain thresholds.

28
29 **Application**

30 This system integrates many of the commonly used communication components including
31 cell phones and television. The primary focus of this system is to allow federal officials to
32 communicate over large geographical areas in large-scale disasters. However, local
33 authorities can access this system to alert or warn residents and visitors of Lee County. It is
34 applicable across all hazards.

35
36 **g. Commercial Broadcast Media**

37 Lee County is served by several broadcast television stations representing all the major
38 networks and a multitude of AM/FM radio stations. All stations maintain equipment

1 capable of receiving alerts broadcast through the EAS system. Lee County can also hold
2 press conferences and conduct media interviews as the event dictates to warn the public
3 and notify stakeholders.

4
5 **Application**

6 Use of this system is applicable across all hazards to alert and warn the public of impending
7 or occurring emergency events or to disseminate emergency information.

8
9 **h. Person-to-Person Contact**

10 Person-to-person or door-to-door contacts can be made with field personnel such as
11 Firefighters and Law Enforcement Officers. Typically methods employed would be by use of
12 PA systems on Fire Apparatus and/or Patrol Cars.

13
14 **Application**

15 This system is especially useful to notify neighborhoods and large groups of people in the
16 events of high winds, hazardous materials incidents, flooding, wildland/urban wildfires,
17 droughts and terrorism.

18
19 **i. LeePrepares Application**

20 The LeePrepares App provides users the ability to find their evacuation zone and all active
21 evacuations along with shelter information, local weather, preparedness tools, local EM
22 division contact information, and if the EOC is activated. Users of the LeePrepares app can
23 link to sign ups for alerts through the LeeAlert system and breaking news SMS text
24 notifications from LCEM.

25
26 **Application**

27 This system is suitable for alerts and warnings across all hazards to those individuals utilizing
28 the application.

29
30 **j. Social Media**

31 LCEM communicates with the public via social media outlets to relay certain events and
32 notifications.

33
34 **Facebook** – Facebook is an online social networking tool where registered users may create
35 a personal profile, add other users as friends, and exchange messages, including automatic
36 notifications when they update their profile. Additionally, users may join common-interest
37 user groups, organized by workplace, school or college, or other characteristics. Lee

1 County's Emergency Management page provides preparedness information on a daily basis
2 and official information during emergency activations: <https://www.facebook.com/LCEMFL>.

3
4 **Twitter** – Twitter is an online social networking service and micro blogging service that
5 enables its users to send and read text-based messages of up to 140 characters, known as
6 "tweets". Lee County uses Twitter to quickly disseminate information to residents who have
7 signed up to follow "@LCEMFL" for day to day preparedness information and "@LeeEOC"
8 for official information during EOC activations.

9 10 **Application**

11 These systems are suitable as an additional means of alerts and warnings, but never as the
12 primary form. The social media applications are also used to disseminate preparedness
13 guidance across all hazards to those individuals utilizing the application.

14 15 **Effective Warning Messages**

16 Effective warnings are those that result in members of the public taking recommended actions
17 to protect themselves. To help ensure that warning messages are effective, they must be issued
18 in a timely manner and the following components should be included:

19
20 • **Specific Hazard**

- 21 ○ What is/are the hazards that are threatening? What are the potential risks for the
22 community?

23 • **Location**

- 24 ○ Where will the impacts occur? Is the location described so those without local
25 knowledge can understand their risk?

26 • **Timeframes**

- 27 ○ When will it arrive at various locations? How long will the impacts last?

28 • **Source of Warnings**

- 29 ○ Who is issuing the warning? Is it an official source with public credibility?

30 • **Magnitude**

- 31 ○ A description of the expected impact. How bad is it likely to get?

32 • **Likelihood**

- 33 ○ The probability of occurrence of the impact.

34 • **Protective Behavior**

- 35 ○ What protective actions should people take and when? If evacuation is called for,
36 where should people go and what should they take with them?

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Attachments

Attachment A – Communication, Alert, Warning, and Notification (CAWN) Testing Schedule

Attachment A

Communication, Alert, Warning, and Notification (CAWN) Testing Schedule

C.A.W.N. System	Testing Frequency	Responsible Position
V.O.I.P. Phones	Weekly	All Staff
Cell Phones (Staff)	Weekly	All Staff
Computers/E-Mail	Daily	All Staff
AlertLee	Quarterly	OSC/EMC-O
Satellite Phones	Annually	EMC-O
A.R.E.S.	Quarterly	ARES Group
NAWAS	Monthly	SWO/Lee Control
EMNet	Weekly/Monthly	SWO/LCEM
211 EIHL	Annually	SPNPS - P
IPAWS	Quarterly	LCEM
LeePrepares	Annually	EMC-P
800 MHz Radios	Daily	All Users
NWR	Weekly	NWS
Social Media	Weekly	SPNPS - P
Commercial Broadcast Media/EAS	Weekly	TV Stations

10

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Purpose:

This procedure identifies tools and procedures to allow employees to be better prepared to survive and recover from disasters in their home and/or workplace.

Applicability:

This procedure is applicable to all Lee County employees.

Background:

When employees are better prepared to safeguard themselves and their families, they are able to focus on job responsibilities. This document provides some resources to help employees be better prepared. Various federal, state and local regulations require employee emergency action plans. The specifics of these plans are beyond the scope of the County Comprehensive Emergency Management Plan and are incorporated by reference.

Special Safety Considerations:

This procedure requires no special safety procedures.

Terms and Definitions:

This procedure uses no special term and requires no special definitions.

Information:

1. **Emergency Preparedness Plans** are part of the Occupational Health and Safety Administration’s (OSHA) basic principles and function as best practices for Lee County. **Administrative Code 7-2** outlines the basic requirements for Employee Emergency Preparedness Plans.
2. **The Family Emergency Plan** (and other information) is available at www.LeeEOC.com. This comprehensive tool allows individuals to use an “all hazards” approach to create a personalized safety plan that helps them prepare for incidents outside the workplace.

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Purpose

This Emergency Role (E-Role) Annex establishes guidelines to identify, assign, train, and mobilize/demobilize County employees during times of emergency or disaster.

Authorities and References

- Lee County Administrative Code 7-6: Administrative Policy for Closing Down County Operations and Responsibilities of County Personnel
- Lee County Comprehensive Emergency Management Plan (CEMP)
- Lee County Policy 504 "Pay for Work During Emergencies or Disasters"
- Robert T. Stafford Disaster and Emergency Relief Act
- Sandy Recovery Improvement Act of 2013
- Katrina Recovery Act of 2006
- Lee County E-Role Employee Assignment Standard Operating Procedure 2018

Scope

Whenever a disaster has or is likely to affect Lee County, or the Florida Division of Emergency Management (FDEM) requests the County to become a host to support evacuees from other parts of the State, Lee County must accomplish a multitude of response activities. As mandated by the County Manager and Lee County Administrative Code 7-6, all employees who are full-time or part-time and serve in regular Board-approved positions are required to assist in the county's disaster response efforts.

To help protect Lee County citizens and guests in times of disaster and get the County back to normal operations as quickly as possible, employees may be called upon to perform their normal County functions or act as disaster service workers in roles different from their normal job functions (E-Role assignments). E-Roles may be pre-assigned or assigned as the situation dictates. To coordinate and facilitate these assignments, Lee County has instituted an E-Role program.

As directed by County Administrative Code 7-6, County employees will function under the direction of National Incident Management System (NIMS) and Incident Command System (ICS) in their E-Role assignments. County supervisors will use span of control guidelines as directed by NIMS. All disaster work assignments will fall under the command and control of the Lee County Emergency Operations Center (EOC) during activations. County Administration will make decisions to implement and cease programs based upon the needs of the community.

Employee Categories

Every County employee will fit into one of two categories: **Department Essential** or **EOC**

1 Essential.

- 2 • **Department Essential Employees** are employees that have been identified by their
3 department as having critical roles within their own department during an emergency.
4 They may be released to assist with EOC disaster operations after completing their
5 Department's critical disaster activities.
- 6 • **EOC Essential Employees** are employees that do not have an assigned disaster role
7 within their own department. These employees are assigned by Human Resources and
8 Emergency Management to assist the County in carrying out its responsibilities during
9 times of disaster.

10 By the start of hurricane season (June 1) every year, departments will update and provide their
11 list of Department Essential Employees to the Director of Public Safety. Human Resources and
12 Emergency Management will coordinate with County Departments to assign disaster roles to
13 EOC Essential employees based on knowledge, skills, and abilities. Emergency roles (E-Roles)
14 may be different from the person's normal County position.
15

16 When possible, County employees will be provided their disaster assignment and training to
17 complete their assigned tasks prior to a disaster affecting the county. Some E-Roles may
18 change based upon the needs of the community at the time of the incident or event. Not all
19 employees will be utilized for every disaster. The E-Role needs will be selected depending on
20 needs presented in the community.

21 During their disaster assignment, all employees must keep their county ID in their possession at
22 all times, and be prepared to display it to pass through security checkpoints or gain access to
23 county facilities.
24

25 E-Role Registration

26 E-Role procedures must be provided to all employees to ensure that all employees are aware
27 of their emergency assignment and reporting procedures.
28

29 County Departments will identify a liaison to serve as the main E-Role point-of-contact for
30 their department to assist employees with E-Role registration questions, ensure they meet
31 the annual and probation deadline for submission, and serve as the main E-Role department
32 representative to Human Resources and Emergency Management. Human Resources will
33 assist with identifying which employees have or have not completed their E-Role forms.
34

35 E-Role Exemption

36 Some employees may have a special circumstance that is identified in advance of an
37 emergency, which may require them to be excused from emergency response and recovery
38 duties. These employees are required to submit an E-Role Exemption Form, located in the E-
39 Role system, for approval by an E-Role Exemption Panel. If approved, these employees will not
40 be required to report during disaster conditions. The Exemption Panel will stop accepting
41 Exemption Requests when Lee County falls in the five-day cone of an approaching tropical

1 storm or hurricane, or when the EOC is activated. Employees who are off work due to
2 continuous FML or LOA will have a temporary waiver from their E-Role assignments through the
3 duration of their leave.

4 **Mobilization/Timekeeping**

5 Employees may be activated prior to the disaster such as a hurricane or known threat to Lee
6 County or immediately after a disaster such as a tornado, man-made, or technological event.
7 The County will not mobility all employees for every disaster. The E-Roles assignments will be
8 selected depending on needs presented in the community.

9
10
11 Upon mobilization, employees must track and document their time worked during mobilization.
12 Employees should have a designated area to clock in through Kronos to comply with Fair Labor
13 Standards Act (FLSA). Upon direction from County Administration, HR will provide timekeeping
14 instructions for EOC and Department Essential employees.

15 16 17 **Communications/Return to Normal Operations**

18 Supervisors are responsible for notifying their employees to report back to normal work duties.
19 Employees unable to report back to work when notified, due to extenuating circumstances
20 beyond their control, may use accrued and available sick or vacation leave time with the
21 approval of their Department Director or designee.

22
23 Lee County Public Safety may ask employees to provide written feedback/areas for
24 improvement and/or asked to attend an in-person after action review meeting to discuss
25 operations that were successful and opportunities for improvements.

26 27 **Emergency Duty Pay and Workers' Compensation Claims:**

28 County employees acting in E-Role assignments will be paid under the County's emergency
29 pay policy.

30
31 Employees injured while performing disaster services in their E-Role assignments shall
32 immediately inform their E-Role supervisor/manager. Failure to immediately notify the E-Role
33 supervisor/manager may affect benefits under the Workers' Compensation Law.

34
35 Risk Management or Employee Health Services will send authorization to authorized treating
36 facilities for employees needing medical attention.

37 38 **Responsibilities:**

39 This section includes information on E-Role Program implementation responsibilities.

40 41 **County Administration**

- 42 • Approval and implementation of this policy and updates to this policy.
- 43 • Activate the Emergency Employee Hotline.

1 **Human Resources**

- 2 • Maintain NIMS/ICS training records (ICS 100 and 700) for county employees.
- 3 • Coordinate with Emergency Management to match employees with their emergency
- 4 duty assignments.
- 5 • Lead the E-Role Exemption Panel.
- 6 • Assist the Department E-Role Liaisons with identifying which employees have or have
- 7 not completed/updated their E-Role form.
- 8 • Provide the Department E-Role Liaisons with ICS Training records for their employees.
- 9 • Coordinate with County Administration to update the Employee Emergency Information
- 10 Hotline.

11

1 Public Safety/Emergency Management

- 2 • Receive department employee shortfalls.
- 3 • Coordinate with County Department and Human Resources to match employees with
- 4 their emergency duty assignments.
- 5 • Coordinate with Human Resources to ensure all employees receive appropriate NIMS
- 6 training.
- 7 • Provide or coordinate E-Role training for employees.
- 8 • Work with ITG to develop and maintain the E-Role Database.
- 9 • Convene the E-Role Working Group to review this policy annually, or within 60 days
- 10 after a disaster.

11 County Departments

- 12 • Create at least two redundant processes (e.g., emails, phone tree) to communicate with
- 13 employees during an emergency.
- 14 • Identify at least one Department E-Role Liaison. Provide liaison name to Public
- 15 Safety/Emergency Management and update liaison information if designee changes.
- 16 • Ensure the Department E-Role Liaison oversees the submission of all employee E-Role
- 17 forms and updates information annually, or as circumstances change. Coordinate with
- 18 HR to obtain the list of employees that have or have not completed/updated their
- 19 information in the E-Role system. E-Role Liaisons are responsible for updating employee
- 20 E-Role Profiles to mark them exempt during FML or LOA or to take them off exemption
- 21 upon their return to work
- 22 • Provide information to Public Safety/Emergency Management regarding changes in
- 23 status of employees' availability for emergency assignments.
- 24 • Provide Public Safety/Emergency Management with information on the number of
- 25 employees and types of duties required to support their departments during an
- 26 emergency.
- 27 • Assume responsibility for managing employees assigned to the Department during an
- 28 emergency, to include providing claims and compensation documentation to Human
- 29 Resources.

30 Risk Management

- 31 • Work with Human Resources to manage and process claims and workers' compensation
- 32 forms.
- 33 • Coordinate with Human Resources to conduct a safety assessment for employees that
- 34 submit an E-Role Waiver.
- 35 • Coordinate with Emergency Management to provide or coordinate appropriate safety
- 36 training during an emergency.

1 Talent Development

- 2 • Coordinate with Human Resources and Public Safety to ensure E-Role information is
- 3 provided to new employees.
- 4 • Coordinate with Human Resources to provide access to computer for county employees
- 5 without a county-issued computer or access to a computer at their work location.
- 6

7 County Employees

- 8 • Update E-Role information by June 1st of every year. New employees must enter
- 9 information in the E-Role system by the end of their probation period (6 months after
- 10 their hire date).
- 11 • Attend training offered for their assigned E-Role assignment.
- 12 • Make every reasonable attempt to report for duty during an emergency.
- 13 • Submit an E-Role Exemption for Human Resources consideration, if unable to fill an E-
- 14 Role assignment due to a special circumstance.
- 15 • Have Family Emergency Response Plans in place for the safety and security of families,
- 16 pets, and property. Since evacuation of dependents to a community shelter or outside
- 17 the area may be required, planning for the safety of family, loved ones, and pets is
- 18 essential. See CEMP Annex B-2, Employee Emergency Action Plans for more
- 19 information.
- 20 • Provide own transportation to assigned emergency work site.
- 21 • Bring non-perishable snacks/food items and beverages, personal care items, and any
- 22 prescription medications required to last the length of emergency assignments. Stores
- 23 and restaurants may not be accessible or the work assignment may not permit leaving
- 24 the work location for a meal break. The EOC will make every effort to provide meals.

25 Emergency Role (E-Role) Working Group

- 26 • Consists of representatives from Lee County Human Resources, Emergency
- 27 Management, Legal, Risk Management, Information Technology Group (ITG), Talent
- 28 Development, and County Administration.
- 29 • Meet annually and within 90-120 days after a disaster to review this policy.
- 30 • Periodic review of E-Role database.

31 Training

32 All county employees should take the requisite training in National Incident Management
33 System (NIMS) prior to working an emergency assignment. See the Human Resources Intranet
34 Site for links to these courses or go to:

35 http://www.fema.gov/emergency.nims/nims_training.shtm.

36
37 When possible, Emergency Management will coordinate training for job-specific tasks for E-
38 Role assignments.

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Overview

National Incident Management System (NIMS) training is required under Homeland Security Presidential Directive 5 (HSPD-5) to receive federal funding, contracts, grants, training, and reimbursement of disaster recovery costs. Under the NIMS Training Program, personnel must attend training based on their ICS role and the Incident Complexity (Type 1, 2, 3, 4, or 5) those personnel will likely face.

As of December 20, 2005, Lee County adopted the principles and policies of the NIMS through Lee County Resolution 05-12-29. Federal preparedness assistance is contingent upon compliance with NIMS. This includes Federal funding for preparedness activities as well as Public Assistance reimbursements. To become and remain eligible to receive disaster related Federal funds, Lee County and its respective departments, agencies, and municipalities must be able to certify that they have complied with the requirements of NIMS. Appropriate personnel in each area must complete the required NIMS training in order to be eligible for funding reimbursements.

Purpose & Scope

All Federal, State, Tribal, Local entities, Private Sector, and Non-Governmental personnel with a direct role in emergency management and response must be National Incident Management System (NIMS), Incident Command System (ICS), and Emergency Operations Center (EOC) trained. They also require additional Training and Exercises to understand their responsibilities in the event of a disaster. The training will include the procedures necessary to respond to an emergency situation using the National Response Framework (NRF) and NIMS.

Training and Exercises, as used here, include all personnel, instructional activities and facilities that are necessary to train individuals in their emergency responsibilities. The Emergency Management Coordinator – Planning (EMC-P) is responsible for coordinating all emergency management training and emergency management exercises, including those with partner agencies.

Volunteer trainings will be coordinated by the Emergency Management Coordinator-Operations (EMC-O). Trainings will be scheduled based on the existing volunteer base and the anticipated activation needs. Shelter trainings will be scheduled annually, with other function-specific trainings offered as the EMC-O determines the need.

1 **Planning Assumptions**

2 A major disaster, whether natural or man-made, will disrupt normal County activities. Emergency
3 Response agencies and County/City Government personnel need to understand their roles and
4 responsibilities in an emergency.

5
6 Trained, knowledgeable staff is essential to successfully carryout the preparation and
7 implementation of emergency management (EM) plans. Individuals assigned tasks under this
8 Plan take Independent Study (IS) Courses from FEMA/EMI; receive National Incident
9 Management System (NIMS) classroom training, all-hazards position-specific training, and
10 hazard-specific performance and management training; and participate in exercises.

11

12 **Special Considerations**

13 The Federal Emergency Management Agency (FEMA) may request documentation of NIMS
14 training compliance during audits related to post-disaster funding. Each department is
15 responsible for making sure the appropriate personnel have completed the required NIMS
16 training. If you are going to request payment for disaster-related overtime, the employee
17 designated as a disaster worker must be NIMS trained in order to be eligible to receive
18 reimbursement for their overtime. The minimum requirement, as outlined in this Training and
19 Exercise Program Plan, includes IS 100 and IS 700. Training requirements may be modified due
20 to changes to State/Federal curriculum, and/or Scopes of Work.

21

22 The tracking of training will be done by both Lee County Emergency Management and Lee County
23 Human Resources. Annually, the EMC-P will conduct training audits of both.

24

25 **Authorities & References**

- 26 • *Homeland Security Presidential Directive 5 (HSPD-5)*
- 27 • *NIMS Training Program*
- 28 • *Lee County Resolution 05-12-29*
- 29 • *Lee County Emergency Management Multi-Year Training & Exercise Plan*

30

31 **Terms/Definitions/Acronyms**

- 32 • *EMC-P* – Emergency Management Coordinator – Planning
- 33 • *EMC-O* – Emergency Management Coordinator – Operations
- 34 • *EM-OM* – *Emergency Management Operations Manager*
- 35 • *EMI* – Emergency Management Institute
- 36 • *EOC* – Emergency Operations Center
- 37 • *ESAT* – Emergency Support Assistance Team

- 1 • *FEMA* – Federal Emergency Management Agency
- 2 • *FEPA* – Florida Emergency Preparedness Association
- 3 • *ICS* – Incident Command System
- 4 • *MYTEP* – Multi-Year Training and Exercise Plan
- 5 • *NIMS* – National Incident Management System
- 6 • *NRF* – National Response Framework
- 7 • *R-TIPP* – Readiness: Training Identification and Preparedness Planning

8

9 **Roles & Responsibilities**

- 10 • Lee County Emergency Management provides Emergency Management Training (i.e. NIMS
- 11 Training) to Government, Non-Governmental Organizations, and Volunteers.
- 12 • Emergency Management Personnel are also encouraged to achieve their Florida Associate
- 13 Emergency Manager (FAEM) and/or the Florida Professional Emergency Manager (FPEM)
- 14 accreditation by the Florida Emergency Professional Association (FEPA)
- 15 • Designated Emergency Management employees are required to take additional training
- 16 when assigned to the Emergency Support Assistance Team (ESAT). This team provides
- 17 support to incidents after normal duty hours.
- 18 • All personnel working in the Lee County Emergency Operations Center during Activation
- 19 are required to have NIMS training depending on level of responsibility¹.
- 20 • Emergency Response and Recovery personnel are required to have the minimum training
- 21 per the National Incident Management System for their level of responsibility².
- 22 • Provide planning assistance in the development and review of emergency plans and
- 23 procedures.
- 24 • Promote and sponsor Emergency Management related workshops, seminars, classes,
- 25 projects, or programs.
- 26 • Document training to meet established requirements for Emergency Management
- 27 personnel and EOC Responders.
- 28 • Participates in scheduled Local, Regional, State or Federal exercises, as applicable.
- 29 • Participates in scheduled Local, Regional, State, or Federal exercises as required by the
- 30 State.
- 31 • Facilitates, sponsors, and/or promotes Emergency Management-related seminars,
- 32 workshops, classes, programs, and/or projects, as applicable.
- 33 • Provides assistance to public and private groups, agencies, and organizations in developing
- 34 Emergency Management Publications.
- 35 • Reviews appropriate EOPs or SOPs and provide feedback.

1 Refer to SupportingDocumentation_Plans, document LCEM_MultiYearTrainingExercisePlan.docx, pages 6.

2 Refer to SupportingDocumentation_Plans, document LCEM_MultiYearTrainingExercisePlan.docx, page 7.

- 1 • Attends training courses, workshops, seminars, and conferences offered by Federal, State,
2 and Private Organizations to include Independent Study Courses.
- 3 • Annually hosts SKYWARN training in Lee County in cooperation with the National Weather
4 Service in Ruskin, Florida.
- 5 • Notifies potential students of seminars, workshops, classes, and conferences, as
6 applicable.
- 7 • Conducts exercises using the Lee County CEMP according to the State required exercise
8 schedule. Exercises will be conducted according to the Homeland Security Exercise and
9 Evaluation Program (HSEEP) guidance³.
- 10 • Notifies the FDEM of any training problems. Requests assistance, when necessary.

11

12 *Each respective agency/organization/municipality is responsible for the overall administration of*
13 *training for personnel under their jurisdiction including:*

- 14 • Maintains a training program and conducts necessary training and exercises for personnel.
- 15 • Develops Emergency Operational Plans (EOP) or Standard Operating Procedures (SOP).
16 Submits the Plans or Procedures to Lee County Emergency Management for review.
- 17 • Promotes and/or participates in Emergency Management related seminars, workshops,
18 classes, programs, and/or projects.
- 19 • Notifies Lee County EM of any training problems. Requests assistance, when needed.

20

21 **Methodology**

22 Per the Florida Division of Emergency Management (FDEM) Scope of Work (SOW), Lee County
23 Emergency Management will use the Readiness: Training Identification and Preparedness
24 Planning (R-TIPP) process to evaluate training and exercise gaps in the program. Annually, we
25 will engage in a Multi-Year Training and Exercise Planning (MYTEP) process with local jurisdictions
26 to include them in the R-TIPP process and establish a rolling three-year training and exercise
27 schedule for the county.

28

29 Courses for the upcoming calendar year will be scheduled according to the MYTEP calendar
30 finalized at the Region 6 MYTEP Regional Meeting. Scheduling may consist of pursuing vendor
31 quotes, working with Florida Division of Emergency Management personnel, and/or
32 coordinating with National Domestic Preparedness Consortium (NDPC) and/or the Rural
33 Domestic Preparedness Consortium (RDPC) representatives. The Emergency Management
34 Coordinator – Planning maintains the calendar and schedule for Emergency Management
35 focused trainings and exercises.

36

3 Refer to SupportingDocumentation_Plans, document LCEM_MultiYearTrainingExercisePlan.docx, page 10.

1 **Attachments**

- 2 • Attachment A - LCEM Training & Exercise Schedule

3

4

5

6

1

Attachment A

LCEM Training & Exercise Program Schedule

January NO Trainings / Exercises (Holidays)	February Trainings /Exercises	March Trainings /Exercises	April Trainings /Exercises
May Exercise(s) Only	June Trainings /Exercises	July Trainings /Exercises	August NO Trainings / Exercises (Hurricane Season)
September NO Trainings / Exercises (Hurricane Season)	October NO Trainings / Exercises (Hurricane Season)	November Training(s) Only	December NO Trainings / Exercises (Holidays)

Lee County	Comprehensive Emergency Management Plan	Page 1 of 6
Approval Date: 12/14/2018	Persons with Disabilities	Annex B-5

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Overview

During emergencies, Lee County must consider the needs of all residents and visitors living independently in the community, including those who need some assistance with daily living for reasons such as medical problems, mental health issues, physical disabilities and other circumstances.

Lee County uses a variety of buildings to provide shelter to persons needing a safer place to go during an emergency. These buildings generally, and as a whole, meet applicable regulations and codes at the time of construction and/or major renovation. However, in many cases it is not feasible to use the entire facility as a shelter.

In these cases, some compromise in accessibility can be expected due to the inherent differences in shelter needs as compared to the regulatory compliance strategy used in building design and construction. For example, the wheel chair access ramp to a facility could be located away from the shelter portion of the building. These differences can usually be overcome through reasonable accommodation on the part of shelter staff and cooperation from the person with the need.

Background

Emergency Management has attended and been an active participant at the ADA Advisory Council of SWFL for a number of years. This has afforded us the opportunity to network with many people in the community that live with many different types of disabilities, giving us a unique awareness that we might otherwise not have.

In an effort to improve our plans and include people with disabilities in our planning process, Emergency Management created a Disability Working Group in 2009. This group includes members of various agencies and citizens with disabilities, whom we surveyed to determine which needs were most critical to be addressed. We meet bimonthly and have made great progress in our accomplishments, but more importantly we have established great credibility in the disability community.

These procedures are applicable to persons with disabilities, shelter management staff, both paid and volunteer, Lee County Emergency Management (LCEM) staff, and other preparedness, response and recovery partners. People with disabilities must assume personal responsibility and be prepared for an emergency. The basic steps of a personal safety plan are the same for everyone.

1 While there may be some similarity between programs, this Annex does not modify, replace or
2 rely on the Lee County Special Needs Program. Persons with disabilities may also qualify for the
3 Special Needs Program.

4 5 **Purpose & Scope:**

6 The purpose of this annex is to identify existing Lee County public shelter capabilities, public
7 information and communications, and community resources related to persons with disabilities
8 during emergencies. Additionally, potential enhancements to existing emergency organizational
9 systems and infrastructure are addressed.

10 11 **Special Considerations/Applicability**

- 12 • A person with a disability is a person first, and in many cases, is also responsible for their
13 day-to-day wellbeing. Each individual is primarily responsible for their own safety plans
14 during an emergency. Many services are available, but the utilization of those services is
15 unique to each individual.
- 16 • Estimates vary, but as many as one in four people live with some type of disability.
17 Sometimes signs are obvious: a wheelchair; a guide dog; or a cane. However, many times
18 a disability is not obvious. Whether obvious or not, awareness and sensitivity toward
19 persons with disabilities makes good sense. Practicing disability etiquette is an easy way
20 to help people with disabilities feel more comfortable.
- 21 • Ask; don't assume a person with a disability needs help with a task. If you are asked to
22 help, be sure to ask what kind of assistance is needed.
- 23 • Be sensitive regarding personal space and physical contact. Respect personal space and
24 remember that people often consider their equipment part of their person.
- 25 • Think before you speak. Speak to the person, not their aide or companion. Converse with
26 a person with a disability as you would any other person.
- 27 • Get permission from a parent or guardian before interacting with children.

28 29 **Authorities & References**

- 30 1. Disability Friendliness Shelter Rating Criteria
- 31 2. Disability Working Group Shelter Rating Procedure SOP

32 33 **Terms/Definitions/Acronyms**

34 DWG - Disability Working Group
35 EOC - Emergency Operations Center
36 LCEM - Lee County Emergency Management

37
38 **Person with Disability(ies):** a person who has a physical or mental impairment that substantially
39 limits one or more major life activities.

40
41 **Service Animal:** animals trained to perform tasks for people with disabilities such as guiding,
42 alerting, pulling wheelchairs, protecting a person having a seizure, or performing other
43 special tasks. Service animals are working animals, not pets.

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Reasonable Accommodation: a change in the way things are customarily done that enables an individual with a disability to enjoy equal opportunities.

Shelteree: a person seeking shelter at a designated public shelter.

Person with Special Needs (PSN): A person with specific medical needs whose condition would medically decompensate in emergency public shelters, and/or a transportation dependent person.

PSN Program: the Emergency Management program providing transportation services and/or shelter services to pre-registered persons with medical needs beyond those serviceable in a public shelter.

PSN Shelter: a shelter designated for pre-registered persons requiring some basic medical assistance.

Public Shelter: a temporary refuge for those seeking safety from a disaster or emergency.

EOC Disability Working Group: a group of selected advocates, interested residents, and government agency staff whose purpose is to confer with Emergency Management staff on emergency management issues as they relate to persons with disabilities.

TTY (telephone typewriter, teletypewriter, TDD, telecommunications device for the deaf): an electronic device for text communication via a telephone line.

Florida Relay: Telecommunications link for people who are deaf, hard of hearing, deaf/blind, or speech impaired. Through this service, people who use specialized equipment can communicate with people who use standard equipment (www.ftri.org).

Roles & Responsibilities

To address the needs of residents who have physical or mental impairments or special needs, a Person with Disabilities Technical Advisor position has been added to the EOC's Incident Command Structure, in the Planning Section, during activations. (See Annex A-4).

Emergency Management has included an American Sign Language (ASL) Interpreter at our County Briefings and certain trainings for the past several years. Should we have to activate the EOC, we plan to have an ASL Interpreter for those briefings, as well.

1 **Concept of Operations**

2 Lee County's shelter inventory includes public schools and other facilities. Special Needs
3 Sheltering is available for those who use oxygen or medical equipment, or require assistance
4 with activities of daily living. Pre-registration for Special Needs Shelters is required and only
5 approved if medical need is demonstrated.

6
7 Public shelters provide very basic living arrangements for those who need a safer alternative
8 during storms and other emergencies. While shelter managers attempt to provide reasonable
9 accommodations for shelterees, individuals must be prepared to deal with their own unique
10 situations and pre-plan for emergencies.

11
12 During emergencies, shelter openings are determined by Lee County Emergency Management in
13 coordination with County Administration, the School District, the American Red Cross, and other
14 partner agencies. Shelters are managed by trained volunteers. While shelter staff attempts to
15 accommodate all shelterees, they cannot be expected to deal with medical or physical issues
16 outside the scope of their basic training.

17
18 Persons with special needs and disabilities who are not eligible for the special care shelters and
19 intend to use public shelters must be prepared. All residents, including those planning to use
20 public shelters, should have an emergency supply kit stocked and be ready to go (see All Hazards
21 Guide for a list of supplies). Any special requirements a shelteree has must be met by the
22 individual. Medications, adaptive aids, personal hygiene items, clothing, cots, bedding and other
23 items will not be available in a public shelter and must be supplied by the individual.

24
25 Basic routines will be interrupted during shelter stays. Physical needs as well as unique routines
26 should be considered when reviewing shelter options. Those with unusual sleep patterns, toilet
27 routines or other situations need to plan for this in advance.

28
29 Living in a large open area with many other people can present challenges for healthy
30 independent residents, but can be overwhelming for residents challenged by chronic illness,
31 physical disabilities, and other issues. Shelter user demographics run the gamut and include
32 those who are healthy and independent, infants, toddlers, teenagers, elderly, diagnosed with
33 medical conditions, physically or mentally disabled, and caregivers.

34
35 To help people with disabilities choose a shelter, the Disability Working Group (DWG) developed
36 a Shelter Friendliness Rating System. A set of criteria with weighted importance was developed.
37 Each criterion is rated with a value between 1-5. The scores are entered into a spreadsheet
38 preloaded with formulas that return a value. This value determines the "friendliness" of each
39 criterion. Details can be located in the Standard Operating Procedure (SOP) titled Disability
40 Working Group Shelter Friendliness Procedure. The goal is for the members of the DWG to share
41 these results with their consumers as a tool to assist them with choosing a shelter best suited for
42 their needs.

43

1

PUBLIC SHELTER ISSUES TO CONSIDER

2 People with many different needs and conditions may seek shelter at public shelters. Following
3 are situations and solutions that either already exist at shelters or will be considered as future
4 enhancements.
5

Communications:

- 6 • Accommodations at public shelters for communications include a “picture board” which
7 depicts basic needs for users to point to. These boards work well for those with hearing
8 impairments and language barriers. The boards are very basic and easy to understand.
9
- 10 • Public shelter management kits do not have Braille materials or TTY/Florida relay
11 equipment. Sign language is not typically available either. Caregiver assistance is very
12 important for those who may have communications barriers.
13

13

Access to Building:

- 14 • Access to shelters and within shelters typically complies with regulations in effect when
15 the building was permitted and first occupied or renovated. Residents with wheelchairs
16 and other adaptive aids should consider any access concerns prior to sheltering. In
17 addition, weather may be inclement and pose problems with unloading equipment and
18 supplies, and there may not be anyone available to assist. Handicapped accessible ramps
19 may be some distance from the shelter entrance. Shelterees with portable ramps to make
20 access more comfortable and convenient should consider bringing them.
21
- 22 • Lines may be long when registering at a shelter. Bathrooms will be shared by many and
23 may not be quickly accessible. If these or similar situations present significant challenges
24 for the resident with a special need or disability, these needs should be considered by the
25 individual during the preparatory stage.
- 26 • Once in a shelter, residents may find flooring that is difficult to move on because of the
27 nature of its surface. There may be physical barriers once in a building that present
28 unexpected difficulties, such as doorframes and supports. Shelters have accessible
29 restrooms, but may not have room for caregivers in bathroom stalls.
30

30

Supplies:

- 31 • As mentioned, special medical supplies and services are not typically available in public
32 shelters. Individual emergency plans should realistically evaluate individual needs for
33 medications, support and other items for a time period of 3-14 days, and plan to prepare
34 appropriately.
35
36

36

Pets, Service Animals and Comfort Animals:

- 37 • Pets are allowed in Special Needs and Pet-Friendly shelters, which are able to
38 accommodate animals and their specific needs. Owners must bring all supplies for their
39 pet(s), including food, clean-up supplies, crate, leash and collar, and vaccination records.
40
- 41 • Service animals are working animals, not pets, and are allowed in any shelter. The
42 Department of Justice (DOJ) defines service animals as dogs and miniature horses only.
43 Service animals are considered a part of the person they serve, and will remain with their

- 1 owner at all times while sheltering. Service animals must remain under control at all
2 times and must not threaten the safety of others. Documentation (i.e., certification) of a
3 service animal is not required. However, there are legally acceptable ways to determine
4 the difference between a “pet” and a “service animal”. Emergency Management will
5 vigorously pursue any misuse of the “service animal” exemption in shelters.
- 6 • Comfort animals are NOT service animals in sheltering scenarios according to the DOJ,
7 and will shelter in the same area as pets.

8

9 TRANSPORTATION

10 Transportation to a shelter can be difficult. Those who cannot self-transport can use public
11 transportation or rely on family or friends. The Special Needs program offers a pre-registration
12 program for Transportation Dependent individuals who cannot use private transportation
13 because of their physical conditions and limitations (See CEMP Annex C-6).

14

Lee County	Comprehensive Emergency Management Plan	Page 1 of 17
Approval Date: 12/14/2018	Terrorism Response Plan	Annex B-6

1 **Purpose**

2 The purpose of this annex to the Lee County Comprehensive Emergency Management Plan is to
3 outline procedures for prevention, response, management, and recovery from acts of terrorism.

4 **Scope**

5 This annex is applicable to incidents with a criminal/terrorism nexus occurring in Lee County. Law
6 enforcement is primarily responsible for the investigation and response to these incidents. This
7 document focuses on consequence management, which is generally delegated to the local
8 emergency management agency.

9 **Applicability**

10 The authorities for development, implementation and maintenance of this annex are derived
11 from the authority of the Florida Statutes, Section 252.38(1) and the authorities upon which the
12 Lee County’s CEMP is based. The authorities for implementation and consistency with the NIMS
13 are derived from the authority of the HSPD-5, Management of Domestic Incidents.

14 **Special Safety Considerations**

15 No special safety considerations are required by this procedure.

16 **Terms and Definitions**

17 **CEMP** – Comprehensive Emergency Management Plan

18 **EOC** – Emergency Operations Center

19 **FEMA** – Federal Emergency Management Agency

20 **NTAS** – National Terrorism Advisory System

21 **RDSTF** – Regional Domestic Security Task Force

22 **SERT** – State Emergency Response Team

23 **Terrorism** – Systematic use of violence to create a general climate of fear in a population and
24 thereby to bring about a particular political objective.

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1 **I. Introduction**

2 The purpose of this annex to the Lee County Comprehensive Emergency Management Plan
3 (CEMP) is to outline procedures for prevention, response, management, and recovery from acts
4 of terrorism. Responding agencies will work within their established guidelines for emergency
5 response in accordance with their established Standard Operating Procedures (SOPs). To achieve
6 an effective recovery, the responding agencies will coordinate response and recovery activities
7 through the county’s Emergency Operations Center (EOC).

8 The type of incident or weapon utilized in an attack determines the specific response to a terrorist
9 incident. Because of the variety of weapons at a terrorist’s disposal, including explosive,
10 radiological, biological, and chemical or technological weapons, the response necessary to
11 effectively mitigate the incident will vary. However, in terms of general disaster response, there
12 are common components required in all emergency responses, including acts of terrorism. These
13 guidelines of response are already in place in the Lee County CEMP. This document’s purpose is
14 to identify guidelines specific to a terrorism incident and procedures that will improve response
15 and enhance coordination with state and federal authorities in the recovery process.

16 This document concentrates on consequence management issues ranging from endangerment
17 to primary loss of life, public health and safety, damage to or destruction of public or private
18 property, and the adverse impact on the environment or animal population. Although terrorism
19 incidents may be unfamiliar to many state and local governments, the effects or results can be
20 dealt with on familiar terms. Successful mitigation, prevention, preparedness, response, and
21 recovery from a terrorist incident can be broken down into recognizable and manageable tasks.

22 This terrorism annex addresses how Lee County will respond under the National Response Plan
23 and Federal Response Plan Terrorism Annex, which gives authority to the federal government to
24 aid in the reduction and response to terrorism and the capabilities to mitigate against, respond
25 to, and recover from a terrorist event.

26 This document identifies how response efforts will be managed through Incident Command and
27 Unified Command System. It outlines the sequential notification of mutual aid and the additional
28 state and federal resources needed for assistance in the response and recovery process.

29 *I.A Purpose and Scope*

30 The purpose of this plan is to:

- 31 • Support the county’s public policy of preparing for, and responding to, any and all threats
32 to the safety of its citizens. This plan augments the County’s Comprehensive Emergency
33 Management Plan (CEMP) and addresses terrorist events.

- 1 • Provide general guidance for the coordination of emergency operations and resources
2 within the county to save lives, protect property, and restore order in the event of a
3 terrorist event.
- 4 • Serve as reference information for response to terrorist events.
- 5 • Clarify the roles and relationships of county, state, and federal agencies with the threat
6 or actual occurrence of terrorist events.
- 7 • Reduce the vulnerability of people and communities of Lee County to damage, injury, or
8 loss of life and property.

9 *I.B Assumptions*

10 This section sets forth the assumptions necessary for the development of this annex.

- 11 • A terrorist incident may be readily apparent to responders or it may be difficult to detect
12 and identify because of the uncertainty as to the cause or extent of the situation.
- 13 • Local resources will be quickly depleted by response to a major terrorist incident and its
14 consequences. Extensive use of State and Federal resources as well as intrastate mutual
15 aid agreements is anticipated.
- 16 • All response agencies and organizations will establish and participate in a Unified
17 Command Structure at or near the scene. The Lee County Emergency Operations Center
18 will be activated and staffed if indicated by the size and scope of the incident.
- 19 • A terrorist event will result in the timely activation of the Lee County Comprehensive
20 Emergency Management Plan.
- 21 • Federal agencies with statutory response authority to a terrorist incident or for the
22 geographic location in which it occurs or has impacted will participate in and cooperate
23 with the Unified Command Structure established by the responding local jurisdiction.
- 24 • The resources and procedures for related hazardous material response, mass casualty
25 incident management, law enforcement, etc. will be in place to be utilized when needed
26 during a terrorist incident.
- 27 • Extensive media interest will necessitate media management operations and resources
28 beyond those needed for other types of emergency management operations.

29 *I.C Authorities*

30 The authorities for development, implementation and maintenance of this annex are derived
31 from the authority of the Florida Statutes, Section 252.38(1) and the authorities upon which the
32 Lee County's CEMP is based. The authorities for implementation and consistency with the NIMS
33 are derived from the authority of the HSPD-5, Management of Domestic Incidents.

34 This annex further serves to clarify the role of the Regional Domestic Security Task Force (RDSTF),
35 activated at the outset of a terrorist incident by Executive Order of the Governor of the State of

1 Florida. The RDSTF is fully integrated into the emergency management system in place at the
2 state and local levels pursuant to the State CEMP, Regional Response Plans and Chapters 252 and
3 943 of the Florida Statutes, and various planning requirements issued by the Florida Division of
4 Emergency Management and the Florida Department of Law Enforcement.

5 **II. The Response Organization**

6 This section describes the operational concepts and organization to be used in the management
7 of a response to a terrorist incident in Lee County. Concepts and organization are consistent with
8 those utilized by state and federal government.

9 *II.A Management of Response Guidelines*

- 10 1. Preserving life or minimizing risk to health
- 11 2. Preventing a threatened act from being carried out or an existing terrorist act from being
12 expanded or aggravated
- 13 3. Locating, assessing, rendering safe, controlling, containing, recovering, and disposing of a
14 weapon of mass destruction.
- 15 4. Rescuing, decontaminating, transporting, and treating victims
- 16 5. Releasing emergency public information that ensures adequate and accurate
17 communications with the public
- 18 6. Restoring essential services and mitigating suffering
- 19 7. Collecting and preserving evidence
- 20 8. Conducting site restoration
- 21 9. Protecting economic infrastructure and protecting critical infrastructure

22 *II.B Initial Response*

23 Under most conditions, Lee County First Responders would provide the initial emergency
24 response to the known, suspected or threatened terrorist event. Notification, site security, and
25 operations should be performed according to agency procedures. Unified Command would be
26 established as depicted in **Figure 1** below.

27 Additional Lee County resources will be made available to Unified Command by activation of the
28 Lee County Emergency Operations Center and the Lee County Comprehensive Emergency
29 Management Plan. Procedures for hazardous materials response, mass casualty/fatality incident
30 management, and search & rescue should be guided by the Florida Field Operations Guide (FOG).

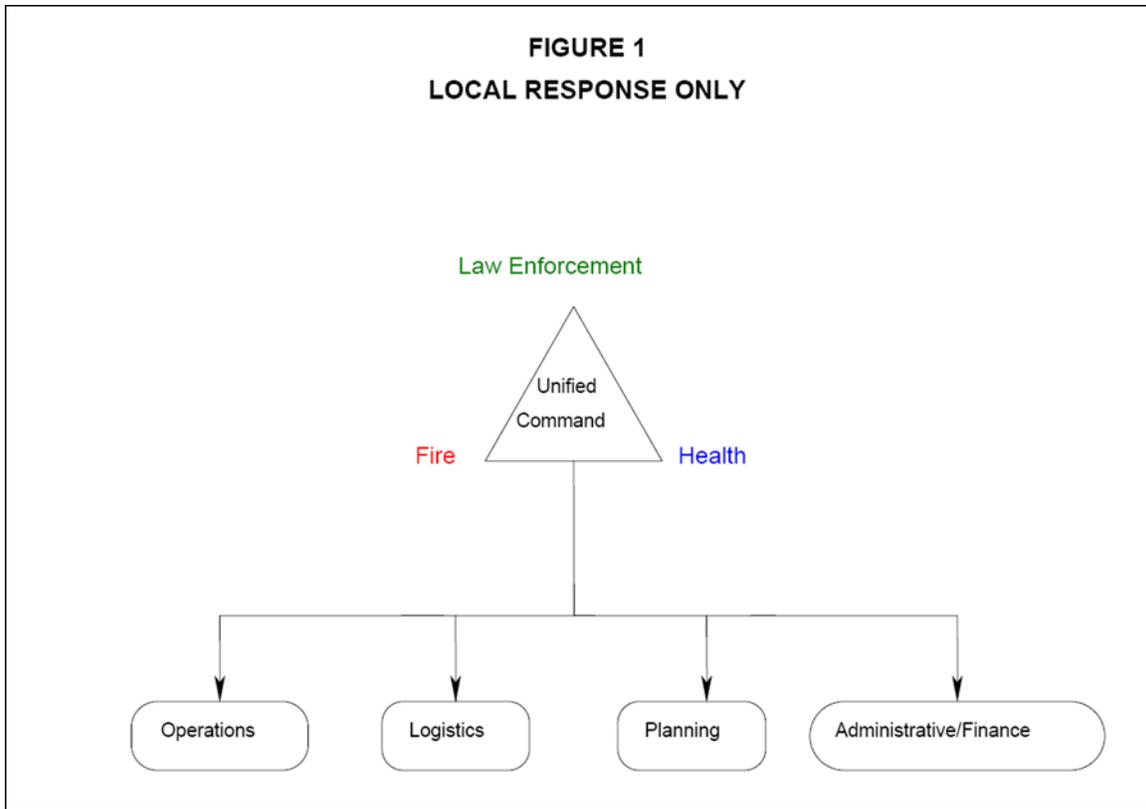


Figure 1 - Initial Local Field Response for Suspect/Terrorist Event

1 *II.C State and Regional Response*

2 In the event that local response capabilities are not adequate for crisis and consequence
3 management operations, state and regional resources may be mobilized by Executive Order of
4 the Governor. The response organization would be depicted as in **Figure 2** below.

5 Pursuant to F.S. 943, the Florida Department of Law Enforcement (FDLE) has established a
6 Regional Domestic Security Task Force (RDSTF) in each of the State's operational regions to
7 prevent, prepare, and respond to terrorist, hate crimes, and WMD events. The RDSTF will assist
8 with the response of specialized personnel, equipment, and material to support local emergency
9 agencies and organizations. See **APPENDIX A RDSTF Quick Reference**.

10 The State of Florida may provide the Florida National Guard WMD Civil Support Team or
11 Computer Emergency Response Team if needed. The Department of Environmental Protection
12 Terrorism Response Team comprised of environmental investigators, agriculture, health, and law
13 officials is available with 12 hours' notice for response.

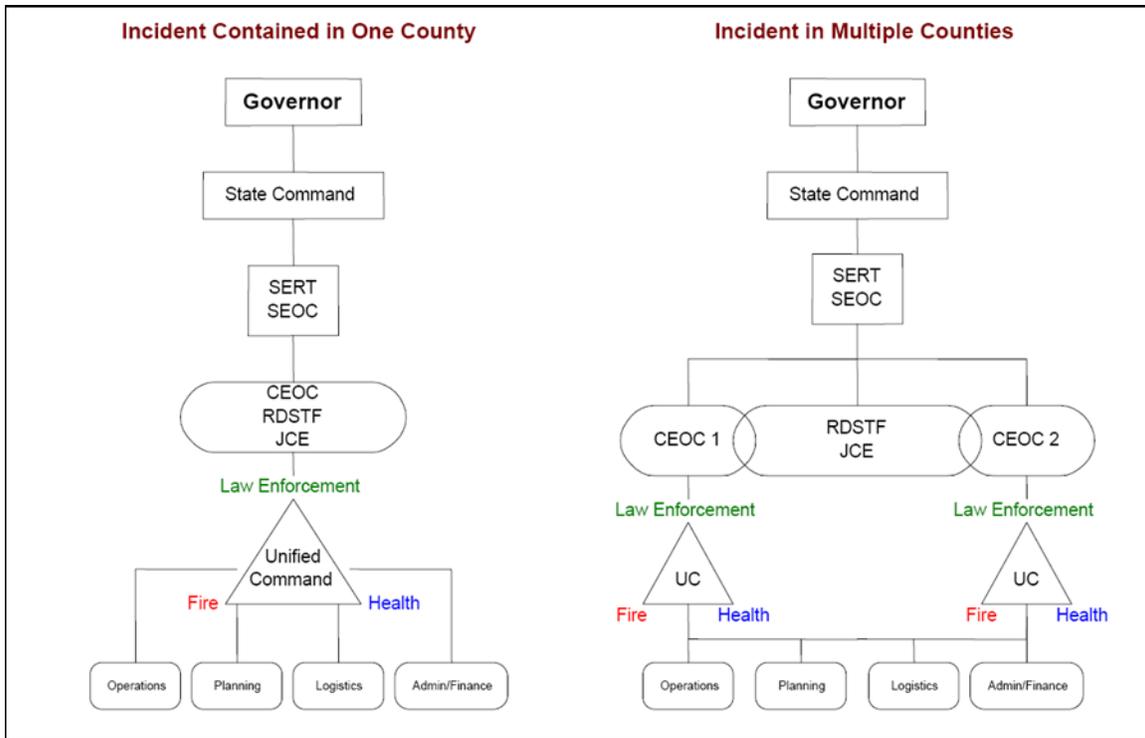


Figure 2 State & Regional Response to Single and Multiple County Incidents

1 **II.D Federal Response**

2 All federal crisis management resources will operate as defined under the United States
3 Interagency Domestic Terrorism Concept of Operations Plan (CONOPS). The Federal Bureau of
4 Investigation (FBI) is the lead federal agency for crisis management. The Federal Emergency
5 Management Agency is the lead federal agency for consequence management. These
6 organizations will become participants in the Unified Command and/or have personnel deployed
7 at the Lee County and state emergency operations centers.

8 **III. Concept of Operations**

9 This section describes the operations concepts and response processes to be used by the
10 response organization outlined in Section II.

11 Two actions unique to emergency operations for both crisis and consequence management are
12 as follows:

- 13 1. Identifying the event as a known, suspected, or threatened terrorist attack.
- 14 2. Managing notification to agencies. Below are the initial steps.

15 **III.A Detection**

16 Detection of an actual, suspected, or threatened terrorist incident may occur through the
17 following types of mechanisms:

- 1 • 911/ Communication Centers
- 2 • Law enforcement intelligence efforts
- 3 • Florida Fusion Center
- 4 • Warnings or announcements by the perpetrators
- 5 • The characteristics of the event, such as explosion or chemical recognition
- 6 • Witness accounts
- 7 • The medical or physical symptoms of victims
- 8 • Laboratory results from samples taken at the scene or from victim's bodies
- 9 • Monitoring of a community's morbidity and mortality on a routine basis
- 10 • Unexplained disruption, tampering with, and/or failure of a computer network,
- 11 telecommunications system, data system, or Internet service.

12 Detection will most probably be made by the Lee County Sheriff, municipal Police departments,
13 or City or County Fire Department HazMat or Emergency Medical Services. The Lee County
14 Sheriff and/or municipal Police departments will take actions that they feel are prudent based
15 on their assessment of the threat, the knowledge of the target, etc. This may range from
16 evacuation, negotiation, tactical intervention, explosive ordnance disposal procedures, etc., as
17 dictated by the situation.

18 *III.B Notification*

19 In the event first responders or others suspect that the incident or threatened incident is the
20 result of a terrorist situation and/or involves a weapon of mass destruction, the following
21 notifications will be made.

22 The Lee County Sheriff and/or municipal Police departments will notify Lee County Emergency
23 Management (County Warning Point), Fort Myers FBI Office and Florida Department of Law
24 Enforcement (FDLE). Upon receipt of an Executive Order, ESF 16 will notify the Regional Domestic
25 Security Task Force (RDSTF). Lee County Emergency Management will notify:

- 26 • State Watch Office
- 27 • 911 Communications Center
- 28 • Public Safety Director & Public Information Officer
- 29 • Florida Division of Emergency Management Region 6 Coordinator
- 30 • All Emergency Support Functions (ESFs) needed
- 31 • County Administrator

32 *III.C National Terrorism Advisory System (NTAS)*

33 The National Terrorism Advisory System, or NTAS, replaces the color-coded Homeland Security
34 Advisory System (HSAS). This system more effectively communicates information about terrorist

1 threats by providing timely, detailed information to the public, government agencies, first
2 responders, airports and other transportation hubs, and the private sector. There are two types
3 of Alerts.

- 4 1. **Imminent Threat Alert** – Warns of a credible, specific, and impending terrorist threat
5 against the United States.
- 6 2. **Elevated Threat Alert** – Warns of a credible terrorist threat against the United States.

7 After reviewing the available information, the Secretary of Homeland Security will decide, in
8 coordination with other Federal entities, whether an NTAS Alert should be issued. NTAS Alerts
9 will only be issued when credible information is available.

10 Alerts provide a concise summary of the potential threat, information about actions being taken
11 to ensure public safety, and recommended steps that individuals, communities, businesses and
12 governments can take to help prevent, mitigate, or respond to the threat.

13 The NTAS Alerts will be based on the nature of the threat. In some cases, alerts will be sent
14 directly to law enforcement or affected areas of the private sector, while in others, alerts will be
15 issued more broadly to the American people through both official and media channels.

16 An individual threat alert is issued for a specific time period and then automatically expires
17 (sunset provision). It may be extended if new information becomes available or the threat
18 evolves. If threat information changes for an alert, the Secretary of Homeland Security may
19 announce an updated NTAS Alert. All changes, including the announcement that cancels an NTAS
20 Alert, will be distributed the same way as the original alert.

21 Florida has adopted the NTAS classifications. In addition to the above, departments and agencies
22 should consider the following general measures in addition to the agency-specific Protective
23 Measures that they develop and implement:

- 24 • Increasing or redirecting personnel to address critical emergency needs
- 25 • Assigning emergency response personnel and pre-positioning and mobilizing specially
26 trained teams or resources
- 27 • Monitoring, redirecting, or constraining transportation systems
- 28 • Closing public and government facilities

29 III.C.1 Concept of Operations Plan (CONPLAN) Threat Levels – Response

30 The State of Florida has adopted the Federal response concept of the US Interagency Domestic
31 Terrorism CONPLAN threat levels. It applies to conditions under which the RDSTF will operate.
32 Each threat level provides for an escalating range of actions to be implemented concurrently for

1 crisis and consequence risk management. Specific actions will take place at each threat level,
2 ensuring all agencies are operating jointly.

3 Lee County will use standard operating procedures and the following four threat alert levels to
4 describe a developing potential WMD condition/situation and to initiate the suggested response
5 for the designated threat level.

6 **THREAT LEVEL 4 – MINIMAL THREAT**

7 Description: Received threats do not warrant actions beyond normal liaison notifications or
8 placing assets or resources on a heightened alert (agencies are operating under normal day-to-
9 day conditions).

10 Threat Level 4 - Local Response:

11 Communicate status to appropriate agencies utilizing the notification SOP. If available, a
12 written notice/incident report will be faxed to the Office of the Sheriff, and to the appropriate
13 county fire department(s), police department(s), the health department, and appropriate
14 hospital emergency rooms.

15 **THREAT LEVEL 3 – POTENTIAL THREAT**

16 Description: Intelligence or an articulated threat indicates a potential for a terrorist incident.
17 However, this threat has not yet been assessed as credible and will initiate the credibility
18 assessment process. For a Potential Threat, the local response will include:

- 19 • Maintain communications to appropriate agencies utilizing the notification SOP.
- 20 • Follow CEMP and SOP's as appropriate.
- 21 • As a part of the on-going contingency planning process during the developing crisis,
22 response and deployment plans for resources should be made (should they be required).

23 **THREAT LEVEL 2 – CREDIBLE THREAT**

24 Description: A threat assessment indicates that the potential threat is credible, and confirms the
25 involvement of a WMD in the developing terrorist incident. Intelligence will vary with each threat
26 and will impact the level of the response. At this threat level, the situation requires the tailoring
27 of response actions to use resources available to anticipate, prevent, and/or resolve the crisis.
28 The Federal response, led by the FBI, will focus on law enforcement actions taken in the interest
29 of public safety and welfare, and is predominantly concerned with preventing and resolving the
30 threat. Consequence management planning and pre-positioning of tailored resources will occur
31 as required.

32 An increase in the threat significance occurs due to the identification of an explosive device or
33 WMD device capable of causing a significant destructive event, prior to actual injury or loss. This
34 is either confirmed or intelligence and circumstances indicate a high probability that a device

1 exists. In this case, the threat has developed into a WMD terrorist situation requiring an
2 immediate process to identify, acquire, and plan the use of Federal and State resources to
3 augment local resources in response to the potential consequence of a terrorist use of WMD.

4 Threat Level 2 - Local Response:

- 5 • Confirm Level 2 Alert
- 6 • Verify response agencies are aware of situation
- 7 • Maintain communication to appropriate agencies
- 8 • Anticipate the use of Unified Command
- 9 • Follow CEMP, SOP's, and response agency procedures, as appropriate
- 10 • Increase staffing, as necessary, call back/hold over personnel to meet needs.
- 11 • Pre-identify staging areas;
- 12 • Obtain most current intelligence/situation reports
- 13 • Place liaison(s) at Command Post, as necessary
- 14 • Monitor all activity within the impacted area
- 15 • Review procedures for the following:
 - 16 ○ Personal protective equipment
 - 17 ○ Shelter/evacuation operations
 - 18 ○ Mass casualty operations
 - 19 ○ Hazardous materials response operations
 - 20 ○ General safety
- 21 • Develop communications plans for major areas of the incident

22 **THREAT LEVEL 1 – A WMD INCIDENT HAS OCCURRED**

23 Description: A terrorism incident has occurred which requires an immediate process to identify,
24 acquire, and plan the use of Federal resources to augment State and local resources in response
25 to limited or major consequences of a terrorist use of WMD. The incident has resulted in mass
26 casualties. The initial response may have been dispatched under normal operating procedures
27 without knowledge of potential NBC devices and before a terrorist act was known to have
28 occurred. Follow all guidelines and procedures for WMD operations.

29 All potential chemical, biological, or nuclear material should be approached by authorized trained
30 and equipped response personnel only, to include, but not limited to: Hazardous Materials
31 Response Unit (HMRU), and Investigation Units or Technical Escort Units (under the direction of
32 the HMRU).

33 Unless trained and properly equipped with personal protective equipment, NO field personnel
34 should enter or inspect the impact area due to risk for exposure to known or suspected chemical,

1 biological, or nuclear materials. Field monitoring and transportation of samples to lab testing is
2 coordinated with HMRU.

3 Threat Level 1 - Local Response:

- 4 • Confirm Level 1 Alert and communicate to all responding agencies
- 5 • Communicate information on staging areas and incident command post location
- 6 • Communicate boundaries of identified impact area, and update as needed
- 7 • Record actions on scene and prepare for briefings
- 8 • Coordinate with agencies at the command post
- 9 • Identify location of units in field
- 10 • Continue assessment of incident status and threat to human life and property
- 11 • Confirm areas that are secure from danger and safe to enter
- 12 • Elements of the Lee County Comprehensive Emergency Management Plan will
- 13 guide general terrorist incident response actions

14 *III.D Activation of the Emergency Operations Center*

15 The Lee County Emergency Operations Center may be activated for any terrorist threat or
16 incident involving a weapon of mass destruction. Upon activation, as indicated in Figure 2, page
17 6, the County's EOC coordinate and support Unified Command through Emergency Support
18 Function (ESF) procedures for resource procurement, mobilization and deployment.

19 *III.E State of Florida Emergency Response*

20 All requests for regional domestic security response team assistance will be coordinated with the
21 regional task force coordinator and the State EOC. (See **Attachment A**, RDSTF Quick Reference
22 for resource request protocol.)

23 State resources will be made available to county governments in accordance with the Florida
24 CEMP. For resources needed, specifically related to or resulting from a terrorist incident, the
25 Florida Division of Emergency Management would activate the RDSTF, as illustrated in Figure 1,
26 page 6. This would be done upon the request of the County's UC, through the State EOC.

27 The characteristics of the terrorist event may warrant that the Unified Command request,
28 through the County EOC, support from the Florida National Guard's WMD Civil Support Team.
29 The Civil Support Team will be available on a seven-day, 24-hour basis and represents the most
30 sophisticated response capability that the State can provide.

31 In the event that Unified Command requests assistance of either the RDSTF and/or the National
32 Guard WMD Civil Support Team, the State EOC will be activated, as indicated in Figure 2, page 7.
33 It is expected that the State EOC would closely coordinate operations with the Lee County EOC.

1 The State EOC would coordinate specialized support activities for the RDSTF and/or the Civil
2 Support Team, as well as provide for coordination of general consequence management activities
3 pursuant to the Florida CEMP.

4 The Department of Environmental Protection (DEP) and Environmental Emergency Response
5 Team (ERT) is a special team consisting of DEP Environmental investigators, emergency
6 responders and uniformed officers along with representation from DOH, Department of
7 Transportation (DOT) and the U.S. DEP Investigative Division. The team is available to support
8 incident commanders with hazardous material issues but is not limited to hazardous materials
9 and industrial chemicals. ERT personnel can be on scene within three hours and the full team
10 deployed within twelve hours of notification.

11 *III.F Command and Coordination*

12 Per F.S. 943.03101, the Florida Department of Law Enforcement (FDLE), working closely with the
13 Florida Division of Emergency Management (FDEM), will coordinate with federal, state, and local
14 law enforcement, in accordance with the State Comprehensive Emergency Management Plan.
15 Locally, command and control at terrorist incidents will involve a unified command system in
16 order to properly coordinate the various agencies and authorities involved in responding to the
17 incident. This plan designates the Lee County Sheriff and/or involved municipal Police
18 department as the lead local agency for Unified Command, under a terrorist incident affecting
19 Lee County. It also designates the Lee County Emergency Management/EOC as the lead agency
20 for resource management and support. Additional support agencies may be activated, as
21 needed, through the appropriate Sections and Annexes of the Lee County CEMP.

22 *III.G Recovery*

23 A significant portion of consequence management involves long term recovery, addressed in
24 Section 3 (Post Disaster Redevelopment Plan) and Annex D-3 (Recovery Planning Resources) of
25 this document.

26 *III.H Public Information and Joint Information Center*

27 The Lee County Joint Information Center (JIC) will be activated in response to a terrorist incident
28 or threat. The JIC will coordinate all incident-related public information activities. It will be the
29 central point of contact for all news media at the scene of the incident. Public information
30 officials from all participating agencies should collocate at the JIC. In the case of a UC, those
31 contributing to joint public information management do not lose their individual identities or
32 responsibilities. Rather, each entity contributes to the overall unified message. Agency
33 Representatives located in the JIC will typically include:

- 34 • Department of Homeland Security
- 35 • Federal Bureau of Investigation

- 1 • Federal Emergency Management Agency
- 2 • Lee County Sheriff
- 3 • Law Enforcement Agencies with Jurisdiction
- 4 • Lee County Public Safety - Emergency Management
- 5 • Lee County Government (Administration)
- 6 • Joint Information Center (Lee County Communications Director or RDSTF)

7 **Location** – The location of the JIC is scenario-dependent. In the case of a bomb detonation, the
8 JIC should be in the proximity of the blast area where it can be accessible by reporters covering
9 rescue operations and the ensuing law enforcement investigation. In a CBRNE event, the JIC
10 should be located well outside the contaminated area. Consideration should be given to wind-
11 borne contamination and possible changes in wind direction and velocity. Additional
12 considerations should include access to communications and logistic support capabilities. To
13 minimize logistics requirements, the location of the JIC should include power, air conditioning,
14 water, toilet facilities, and office furniture and equipment, if possible.

15 **Transition of Control** – In the aftermath of any type of terrorist incident, it is assumed that a
16 handoff of the responsibilities for operating and directing the JIC would transition from County
17 staff to Federal authorities, once their control of the situation has been established. County staff
18 would continue in a supporting role until such activity is no longer required.

19 **Spokesperson Designate** – As soon as possible, a single spokesperson should be designated to
20 speak for the JIC. Other personnel should collect and assemble information within their
21 functional areas of responsibility and channel these reports to the PIO. All information should be
22 verified prior to release to the media.

23 **Media Updates** – As soon as possible, the JIC should assemble all information released verbally
24 to the media and commence issuing written media updates to include a date and time of release
25 as well as a chronological sequence number. The update should also include the name and
26 telephone number of the designated spokesperson at the JIC. Once the incident has been
27 stabilized or neutralized, the ongoing operations of the JIC may augment written media updates
28 with media briefings or press conferences.

29 **Nature of Information for Release** – The following types of information will be provided to the
30 public through the media in as much detail as possible:

- 31 • Nature of disaster
- 32 • Location of disaster
- 33 • Time of disaster

- 1 • Agencies involved in response
- 2 • Scope of agency involvement
- 3 • Identity of group or groups taking responsibility
- 4 • Any continuing risk to public
- 5 • Number of casualties
- 6 • Identification, age, sex of casualties (only after confirmed notification of next of kin)
- 7 • Nature and severity of injuries
- 8 • Condition of casualties
- 9 • Names of hospitals receiving casualties
- 10 • Evacuation or traffic instructions
- 11 • Damage estimates
- 12 • Obtaining financial assistance from FEMA or other sources
- 13 • Location of shelters and temporary housing
- 14 • Availability of counseling support/psychological services
- 15 • Family/Friends Reception Centers for information and updates

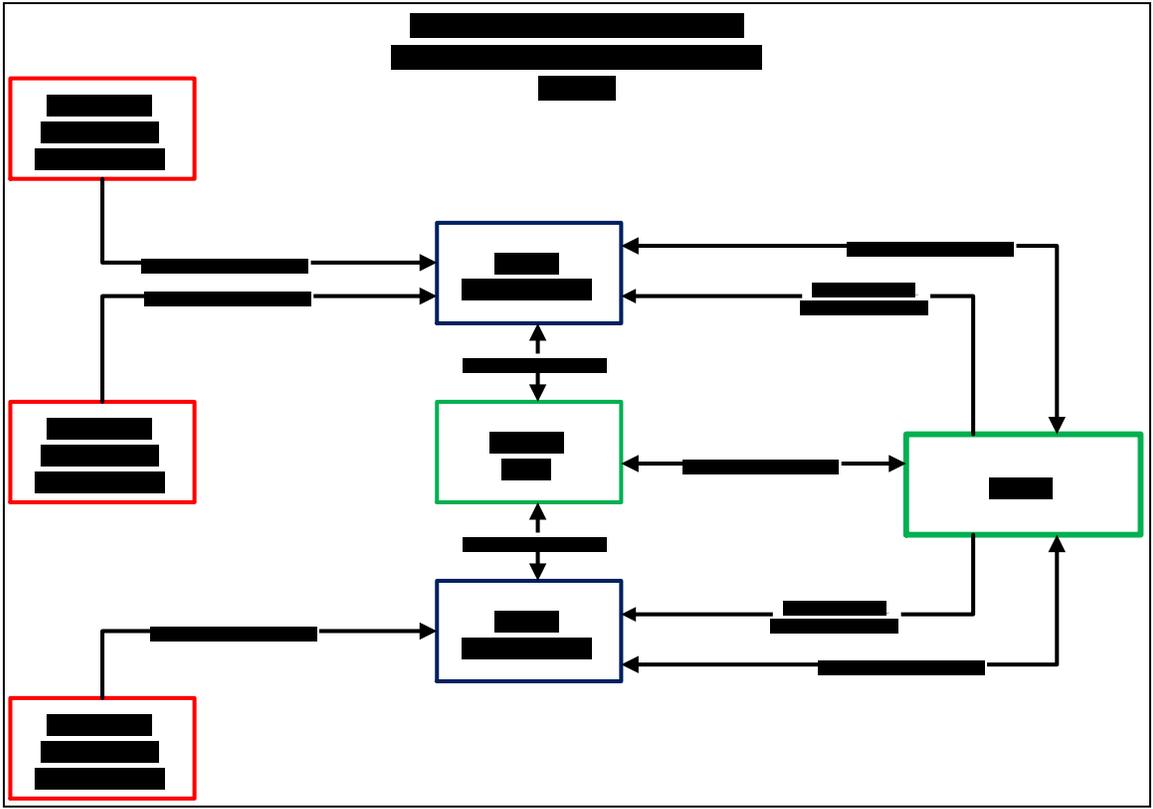
16 **Media Monitoring** – In any disaster situation, it is imperative to immediately commence media
17 monitoring to minimize dissemination of false information or unfounded rumors. The greater
18 the magnitude of the disaster, the greater difficulty PIO's will face in attempting to provide
19 accurate, timely, and comprehensive communications. Corrections to previous statements or
20 media updates may have to be issued as new information becomes available. Issuance of
21 corrections or updated information is simplified by maintaining records of all media outlets in
22 receipt of past communiqués.

23 **IV. Annex Maintenance & Responsibility**

24 Lee County Emergency Management is responsible for initiating and coordinating updates of this
25 annex. The annex will be maintained in accordance with the following schedule:

- 26 • The annex will be updated with each updating of the County's CEMP.
- 27 • The annex will be reviewed after each exercise and/or response to a terrorist event.
- 28 • Annexes will be reviewed, and revised if needed, in the event of:
 - 29 ○ A major change in applicable Federal or State laws, regulations or policies
 - 30 ○ New Presidential directives, legislative changes and/or procedural changes
 - 31 ○ A major terrorist or cyber terrorist event impacting Lee County
 - 32 ○ Findings of ongoing vulnerability and needs assessments in Florida
 - 33 ○ Major advances in applicable response technology and/or operational concepts

- █ █ [REDACTED]



Lee County	Comprehensive Emergency Management Plan	Page 1 of 26
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Overview

The role of Emergency Management (EM) continues to evolve as relates to Cyber-disruption threats. As an agency, EM can and will be involved in the identification of, preparation for, response to, recovery from, and mitigation of such threats. By the simple nature of the relationships and structure, the Emergency Operations Center (EOC) can become a local fusion center in a cyber-incident for resources, information, and consequence management.

Background

Our communities, society, and world have become increasing dependent upon the Internet of Things (IoT) in our daily lives. Disruptions to the IoT can have profound, excessively costly, and detrimental effects on critical infrastructure and life in Lee County, as well as the region. While IT personnel are familiar with handling computer system and network disruptions on an agency/organizational level, in the event of a larger, regional, or long-term cyber-disruption, there is benefit to incorporating the IT professionals into the EM county-wide Incident Command System (ICS) structure and overall preparedness, response, and recovery effort.

Purpose & Scope

The annex provides Emergency Management, IT, and other potential stakeholders within Lee County with a management framework to coordinate identification, protection, detection, response, and recovery activities related to a large-scale or long-duration cyber-disruption.

The annex provides a framework to coordinate intra-agency cyber-preparedness, response, and recovery activities and describes a framework to coordinate with other response agencies locally and regionally. The annex coordinates closely with Agencies/Organizations, Local, State, and Federal security policies and procedures and provides an expanded description of the role of Lee County Emergency Management (LCEM) with respect to preparing for, responding to, and recovering from large-scale cyber-disruptions. The EOC is the active structure pursuant to the CEMP that will coordinate for cyber-disruption incidents.

Activities pursuant to this annex may be initiated by events not solely caused by disruptions to cyber networks. Cyber disruptions may be a single yet pertinent element of a larger incident that threatens lives, property, and continued operation of critical business functions in Lee County. Activities conducted pursuant to this annex work within state and local planning and incident command structures, complement existing plans and procedures, and are compliant with the National Incident Management System (NIMS).

1 Planning Assumptions

- 2 • Federal, state, local, and private sector systems are vulnerable to cyber-disruption incidents.
- 3 • Information Technology is ubiquitous across most lines of business, including those used
- 4 to support incident response.
- 5 • Large-scale cyber-disruption incidents may overwhelm government and private sector
- 6 resources.
- 7 • A cyber-disruption incident may ultimately result in physical consequences affecting a
- 8 single infrastructure or multiple and interdependent infrastructures.
- 9 • The resources and/or expertise of locally affected agencies and organizations could
- 10 quickly become depleted by the response to a major cyber-disruption requiring
- 11 extensive use of state and federal resources and expertise.
- 12 • Depending on the type of infrastructure affected, a cyber-disruption may have
- 13 cascading effects that negatively impact government services, the state economy,
- 14 significant property, or environmental damage, or result in the loss of life.
- 15 • External entities may not report incidents that constitute a cyber-disruption in a timely
- 16 manner and may not know whom to alert unless previously advised.
- 17 • Initial state or local response may focus on the physical impact of a cyber-disruption
- 18 while the actual cause and impacts of the incident may remain undetermined for a
- 19 period of time.
- 20 • Extensive media interest in cyber-based threats and terrorist incidents will necessitate
- 21 media engagement operations and resources beyond those needed for other types of
- 22 emergency management operations.
- 23 • Data can be manipulated for subversive purposes; risk of subverted data being leaked
- 24 will increase.
- 25 • Detecting these attacks will require greater use of attack analytics.

26 Special Considerations/Applicability**27 State, Local, Tribal, and Territorial Threat Vectors:**

- 28 • Student Records
- 29 • Credit Cards
- 30 • Hospitals/Healthcare Facilities
- 31 • Power Plants/Utilities
- 32 • Rail/Bus
- 33 • Police/Detention

34

35 Core Capabilities

- 36 • Access Control and Identity Verification

- 1 • Cybersecurity
- 2 • Forensics & Attribution
- 3 • Infrastructure Systems
- 4 • Intelligence & Information Sharing
- 5 • Interdiction & Disruption
- 6 • Logistics & Supply Chain Management
- 7 • Operational Communications
- 8 • Operational Coordination
- 9 • Planning
- 10 • Public Information & Warning
- 11 • Screening, Search, and Detection
- 12 • Situational Assessment
- 13 • Threats & Hazards Identification

14

15 **Authorities & References**

- 16 • *Section 282.0051 Florida Statutes*
- 17 • *Section 282.318 Florida Statutes*
- 18 • *Section 815.06 Florida Statutes*
- 19 • *National Association of State Chief Information Officers Cyber Disruption Response Planning*
- 20 *Guide*
- 21 • *Department of Homeland Security 2017 National Preparedness Report*
- 22 • *Framework for Improving Critical Infrastructure Cybersecurity, 2014*
- 23 • *Presidential Executive Order 13636, Improving Critical Infrastructure Cybersecurity, 2013*
- 24 • *National Cyber Incident Response Plan, 2016*
- 25 • *National Security Strategy, 2017*
- 26 • *National Cybersecurity Protection Act of 2014 (NCPA)*
- 27 • *Presidential Policy Directive (PPD)-41: U.S. Cyber-incident Coordination*
- 28 • *Cybersecurity Information Sharing Act of 2015*
- 29 • *Presidential Policy Directive (PPD)-21: Critical Infrastructure Security and Resilience*
- 30 • *National Cyber-incident Response Plan (NCIRP)*
- 31 • *Presidential Executive Order: Strengthening the Cybersecurity of Federal Networks and Critical*
- 32 *Infrastructure*
- 33 • *Cyber Disruption Planning Guide, National Association of State Chief Information Officers*
- 34 *(NASCIO)*
- 35 • *Cyber Guidebook for Counties, National Association of Counties (NACO)*
- 36 • *Jurisdictional Cyber Disruption Response Plan Template, Houston Regional Catastrophic*
- 37 *Preparedness Initiative*
- 38 • *Framework for Improving Critical Infrastructure Cybersecurity, National Institute of Standards*
- 39 *and Technology (NIST)*

Terms/Definitions/Acronyms

- *Cyber-Incident* - An occurrence that actually or potentially jeopardizes the confidentiality, integrity, or availability of an information system or the information the system processes, stores, or transmits or that constitutes a violation or imminent threat of violation of security policies, security procedures, or acceptable use policies.
- *Cyber-Disruption* - A cyber-incident, or group of cyber-incidents, as a result of intentional or unintentional acts, that impact one or more entities or political subdivisions to the point that their response capabilities become overwhelmed.
- *CyberTerrorism* - A cyber-attack or group of related cyber-attacks that exploit, disrupt or destroy data, computer, or communication networks to intimidate, generate fear, or cause harm to the economy, critical infrastructure, public confidence, civil liberties, or public health and safety of residents and visitors of the state of Florida¹.
- *Internet of Things (IoT)* – the inter-networking of physical devices, vehicles (smart devices), buildings, and other items embedded with electronics, software, sensors, actuators, and network connectivity which enable these objects to collect and exchange data.
- *Intelligence Support* – Efforts involved in creating situational awareness about cyber threats.
- *Threat Response* – Efforts involved in the investigation of a cyber-crime or criminal activity.
- *Asset Response* - Response efforts involving technical assistance to affected entities to help them mitigate and recover from the incident or disruption.
- *EMC-P* – Emergency Management Coordinator-Planning
- *Acronym List* – refer to Attachment A for a complete list.

Methodology

Shared Responsibility

Individuals, the private sector, and government agencies have a shared vital interest, and complementary roles and responsibilities, in protecting our community from malicious cyber activity, as well as managing cyber-disruptions and their consequences. Just as the IoT connects us together, we have an equal responsibility to work together to protect it, respond to threats against it, and recover together from the consequences of bad actors. Impacts to one sector can have far reaching and expanding impacts on all dependents/associated sectors.

¹ As defined by the Florida Domestic Security Coordinating Group Cyber Terrorism Focus Group.

1 *Risk-Based Response*

2 Local government, private sector, and critical infrastructure entities conduct risk-based
3 response calculations during cyber-disruptions to ensure the most effective and efficient
4 utilization of resources and capabilities. The State will determine its response actions and the
5 resources it makes available based on an assessment of the risks posed by cyber-attacks that
6 exploit, disrupt or destroy data, computer, or communication networks to intimidate, generate
7 fear, or cause harm to the economy, critical infrastructure, public confidence, civil liberties, or
8 public health and safety of residents and visitors of the state of Florida². The Federal
9 Government will determine its response actions and the resources it bring to bear based on an
10 assessment of the risks posed to an entity, our national security, foreign relations, the broader
11 economy, public confidence, privacy and civil liberties, or the public health and safety of the
12 American people.

13 *Respecting Affected Entities*

14 The Cybersecurity Information Sharing Act of 2015 establishes legal protections and important
15 conditions for sharing information with the Federal Government, State/Local/Tribal/Territorial
16 (SLTT) government organizations, and the private sector. To the extent permitted under law,
17 SLTT and Federal Government responders will safeguard details of the incident, as well as
18 privacy, civil liberties, and sensitive private sector information; generally deferring to affected
19 entities in notifying other affected private sector entities and the public. In the event of a
20 significant cyber-incident where the State and/or Federal Government interest is served by
21 issuing a public statement concerning an incident, state/federal responders will coordinate
22 their approach with the affected entities to the extent possible.

23 *Unity of Governmental Effort*

24 Various SLTT government entities possess different roles, responsibilities, authorities, and
25 capabilities that can all be activated for cyber-incidents. These entities must coordinate their
26 efforts to achieve optimal results. The first SLTT agency to become aware of a cyber-incident
27 will rapidly notify other relevant SLTT agencies to facilitate a unified local response and ensure
28 that the right combination of agencies responds to a particular incident. When responding to a
29 cyber-incident in the private sector, unity of effort synchronizes the overall response, which
30 prevents gaps in service and duplicative efforts.

31 *Enabling Restoration and Recovery*

32 SLTT response activities will be conducted in a manner to facilitate restoration and recovery of
33 an entity that has experienced a cyber-incident, balancing investigative and national security

² Florida Domestic Security Coordinating Group Cyber Terrorism Focus Group definition of Cyber Terrorism.

1 requirements, public health and safety, and the need to return to normal operations as quickly
2 as possible.

3 *Key Roles and Responsibilities - SLTT*

4 Fostering unity of effort during incident response requires a shared understanding of the roles
5 and responsibilities of all participating organizations to include roles that may be unique or
6 particularly relevant for protecting the Nation from malicious cyber activity and managing
7 cyber-disruptions and their consequences.

8 **Concept of Operations**

9 Every day, various organizations across the public and private sectors manage, respond to, and
10 investigate cyber-disruptions through concurrent lines of effort. For the response to and
11 recovery from any cyber-disruptions involving government and/or private sector entities,
12 EM/EOC will respond in accordance with the guiding principles outlined in PPD-41, and
13 State/Regional Policies and Procedures.

14 Emergency Management will coordinate with local stakeholders to ensure that coordination
15 and communication of cyber-disruptions are reported to appropriate law enforcement
16 agencies, fusion centers, and the Florida Division of Emergency Management. Emergency
17 Management will stand ready to provide contingency planning and consequence management
18 support based on the extent of the cyber-disruption and the resources available within the
19 community.
20

21 Every incident is unique and needs case-by-case evaluation. When an incident escalates to the
22 point that it impacts multiple entities or impacts Florida's public safety, health, property,
23 environment, or economy, containing the incident should be the priority for response efforts.
24 No single government entity possesses complete authority, capability, and expertise to deal
25 unilaterally with a significant cyber-disruption.
26

27 This annex recognizes that identification of a cyber-disruption can occur through various means
28 and notification processes vary. It is the responsibility of all stakeholders, once made
29 constructively aware of a cyber-disruption, to ensure at a minimum that the regional Fusion
30 Center and the State Watch Office receive notice.
31

32 **Preparedness**

33 Preparedness to cyber disruptions is the responsibility of every state agency, locality, and
34 critical infrastructure owners/operators.

35 **Pre-Incident (Prevention and Protection)**

1 A number of actions should be taken to prevent or protect infrastructure systems from a cyber-
2 attack, including:

- 3 ▪ Continuity Planning - State agencies, localities, and critical infrastructure
4 owners/operators should develop continuity plans and exercise them in accordance
5 with their policies and standards.
- 6 ▪ Cyber Security Framework – While executive branch state agencies must follow
7 Chapter 74-2 Florida Administrative Code, which aligns to the National Institute of
8 Standards and Technology’s Framework for Improving Critical Infrastructure
9 Cybersecurity version 1.1, localities and critical infrastructure owners/operators should
10 consider adopting this framework or other equivalent controls, as a baseline from
11 which to bolster their current security capabilities and better understand the reliance
12 of their business processes on information technology.
- 13 ▪ Security Personnel – Organizations should designate specific personnel as responsible
14 for their information technology security and incident response such that the roles and
15 responsibilities for security within their organization are clearly defined.
- 16 ▪ Training – Entities should ensure security and incident response personnel receive
17 topic-specific and skills based security training. General personnel should receive
18 general security awareness training.
- 19 ▪ Assessments – Entities should engage in annual assessments of their internal systems
20 to guide security resources, mitigation, training, and planning. For direction on
21 assessment capabilities, entities may consult FDEM who will coordinate with the
22 appropriate ESF. Prioritization of Cyber Disruption activities is directly informed by
23 organizational risk objectives, the threat environment, or business/mission
24 requirements.
- 25 ▪ Risk Management – Risk management is the ongoing process of identifying, assessing,
26 and responding to risk. To manage risk, entities should understand the likelihood that
27 an event will occur and the resulting impact.
- 28 ▪ Plan Maintenance – Regularly scheduled updates to this plan based on changes in
29 technology, policies, procedures, etc. Mitigating updates after exercises and real world
30 events.

31 Note that the actions outlined above are considered additional planning assumptions in the
32 development of this annex.

33 **Response**

34 Threat response activities for a cyber-disruption include investigative, forensic, analytical and
35 mitigation activities; interdiction of a threat actor; and providing links that may lead to
36 information sharing and operational synchronization with asset response activities. The SLTT
37 and private sector play important roles in working with respective law enforcement entities on

1 threat response activities, linking related incidents, and identifying additional affected or
2 potentially affected entities.

3 Asset response activities include furnishing technical assistance to affected entities, mitigating
4 vulnerabilities, identifying additional at-risk entities, and assessing their risk to the same or
5 similar vulnerabilities. These activities could also include communicating with the affected
6 entity to understand the nature of the cyber-disruption; providing guidance to the affected
7 entity on available federal, SLTT, and private sector resources and capabilities; promptly
8 disseminating new intelligence and information through the appropriate channels; and
9 facilitating information sharing and operational coordination with other Federal Government,
10 SLTT government, and private sector entities.

11 Local governments play an important role in local response activities. Private Citizens and small
12 businesses often do not have relationships with or access to federal law enforcement or in
13 incident response activities. Local governments have a critical responsibility to provide a
14 communication bridge to federal and state law enforcement and incident responders. (See
15 Attachment F, Example Cyber-incident Communication Flow)

16 SLTT community leaders and the EOC may be asked to provide advice, support, and assistance
17 to federal departments and agencies on preparedness and response activities related to SLTT
18 priorities. Cyber-disruptions can cause cascading and/or physical impacts that impact non-
19 cyber-disruption response activities by SLTT governments. Communication between
20 stakeholders (public and private), whether directly impacted or not, is vital during the response
21 and recovery phases of a cyber-incident. Key executives and the EOC have a need for
22 situational awareness of the State Government's asset response activities even when a cyber-
23 disruption does not affect the SLTT government systems. The EOC should be prepared to
24 request additional resources from the State and Federal Governments in the event of a cyber-
25 disruption that exceeds Lee County's capabilities.

26 **Communications**

27 Effective communication is necessary for successful management of all Cyber Disruptions. In
28 the event of a cyber-disruption, agencies need to anticipate concurrent dissemination of false
29 news and propaganda that aggravate the negative consequences of the attack. Response and
30 recovery may require pre-planned messages, effective relations with the media, and the ability
31 to use social media.

- 32 ▪ Coordinate warnings and public information.
- 33 ▪ FDLE maintains an easily accessed and readily understood cybersecurity public website
34 (<http://www.secureflorida.org/>) and provides cybersecurity training. Agencies are

1 encouraged to visit the website frequently, and share cybersecurity information that is
2 fresh, relevant, helpful, and comprehensive to Secure Florida for consideration;

- 3 ▪ Promote cyber-disruption response collaboration and trainings with other state
4 agencies, local government, private business, educational institutions, law
5 enforcement, and information security organizations;
- 6 ▪ Develop and test cybersecurity communication plans to prepare for incidents or
7 disruptions.

8 **Roles & Responsibilities**

9 Agency response actions are to be conducted in accordance with the appropriate Emergency
10 Support Function (ESF). Agency roles and responsibilities are broken down by:

11 **Local Coordination – Emergency Management**

- 12 ▪ Coordinate and disseminate information to government and/or critical infrastructure
13 partners as required and/or appropriate.
- 14 ▪ Provide contingency planning support.
- 15 ▪ Provide consequence management support with local resources.
- 16 ▪ Collect and supply incident data to the Florida Division of Emergency Management and
17 the Cyber Disruption Response Team through the Cyber-Disruption Unit at the SEOC.

18 **Information Coordination - FDLE Office of Statewide Intelligence (FDLE/OSI)**

- 19 ▪ Coordinate and disseminate information to government and/or critical infrastructure
20 partners as required and/or appropriate.
- 21 ▪ Collect and analyze law enforcement information following the incident's conclusion.
- 22 ▪ Coordinate notification process and information flow to response partners and NCCIC.

23 **Investigative Coordination - Florida Department of Law Enforcement Cybercrime Office (FDLE/CCO)**

24 *(Computer Crimes Center)*

- 25 ▪ Serve as the lead agency for cyber-criminal investigations, within the CDRT structure,
26 once state resources are requested.
- 27 ▪ Provide investigative response and triage resources as well as lead the post incident
28 criminal investigation and associated forensics.

29 **Asset Response – Agency for State Technology (AST)**

- 30 ▪ Coordinate overall response and recovery of a cyber-disruption.

- 1 ▪ Manage requests for response resources required to address the impacts of a cyber-
- 2 disruption.
- 3 ▪ Coordinate activities and information flows between the SERT and CDRT.
- 4 ▪ In coordination with the FDLE Office of Statewide Intelligence, collect, analyze, and
- 5 share information with appropriate agencies/entities on affected state, local, and
- 6 private sector critical infrastructures.
- 7 ▪ Serve within the CDRT to advise and support cyber response and recovery activities.
- 8 ▪ Identify and establish cyber-specific recovery protocols and procedures.
- 9 ▪ Develop incident specific plans to expedite recovery.
- 10 ▪ Provide subject matter experts and liaison officers to staff the SEOC.
- 11 ▪ Provide technical expertise and analysis of the incident to the JIC to ensure the
- 12 accuracy of information distributed publicly.
- 13 ▪ Provide incident response and recovery personnel and resources to affected state,
- 14 local, and private sector partners if available and appropriate.

15 **State Network Protection – Department of Management Services (DMS)**

- 16 ▪ Coordinate with FDLE to assess of the vulnerability of computer networks,
- 17 telecommunications systems, radio, and internet services used for routine and
- 18 emergency operations during a cyber-disruption.
- 19 ▪ Coordinate with FDLE, and the Agency for State Technology during operations in
- 20 response to a known or suspected cyber disruption.
- 21 ▪ Provide stand-by contractor support for response to a cyber-incident.

22 **Response Augmentation – Florida Department of Military Affairs (FDMA)**

- 23 ▪ Provide subject matter experts and liaison officers to assist the CDRT and other state
- 24 agencies if available and appropriate.
- 25 ▪ Provide incident response and recovery resources such as information assurance,
- 26 applications, and network operations personnel, for affected state, local, and private
- 27 sector partners.
- 28 ▪ Collect, analyze, and share cyber threat and vulnerability information with appropriate
- 29 agencies/entities on affected state, local, and private sector critical infrastructures if
- 30 available and appropriate.
- 31 ▪ Training and exercise support.

32 **Response Coordination - Florida Division of Emergency Management (FDEM)**

- 33 ▪ Support assessment of the vulnerability of the state's public information and
- 34 emergency warning network to a cyber-disruption.

- 1 ▪ Prepare procedures for deployment of state public information officers and support
- 2 staff to a Joint Information Center (JIC).
- 3 ▪ Prepare and maintain pre-incident public information material and background
- 4 briefings for the news media on operations and capabilities.
- 5 ▪ Evaluate current procedures for gathering and managing incident data as well as
- 6 operations planning for effectiveness.
- 7 ▪ Develop and implement programs and procedures for exchange of intelligence among
- 8 appropriate state and local organizations.
- 9 ▪ FDEM Information Security Manager will be CDRT Unit Leader.

10 **Private Sector Coordination - Florida Department of Economic Opportunity (FDEO)**

- 11 ▪ Assess the commercial and economic impacts of cyber-disruptions.
- 12 ▪ Coordinate specialized arrangements needed to support tourists and visitors impacted
- 13 by cyber-disruptions.
- 14 ▪ Assist in acquisition and deployment of resources from businesses to support response
- 15 and recovery operations.
- 16 ▪ Distribute, in coordination with ESF-14 External Affairs, targeted preparedness and
- 17 recovery messaging to businesses and private sector partners.

18 Depending on the impacts of the cyber-disruption incident, additional state or federal resources
19 may be requested to assist in expediting response and recovery efforts.

20 **Attachments**

- 21 Attachment A – Example Cyber-Disruption Communication Flow
- 22 Attachment B – SLTT Agencies/Organizations with Roles in Cybersecurity/Response
- 23 Attachment C – Lead Federal Agencies during Significant Cyber Incidents
- 24 Attachment D – Elements of the Cyber-Incident Severity
- 25 Attachment E – Schema Cyber-Incident Severity Schema/NRCC Activation Crosswalk
- 26 Attachment F – NCCIC Cyber Incident-Scoring System
- 27 Attachment G – Acronym List

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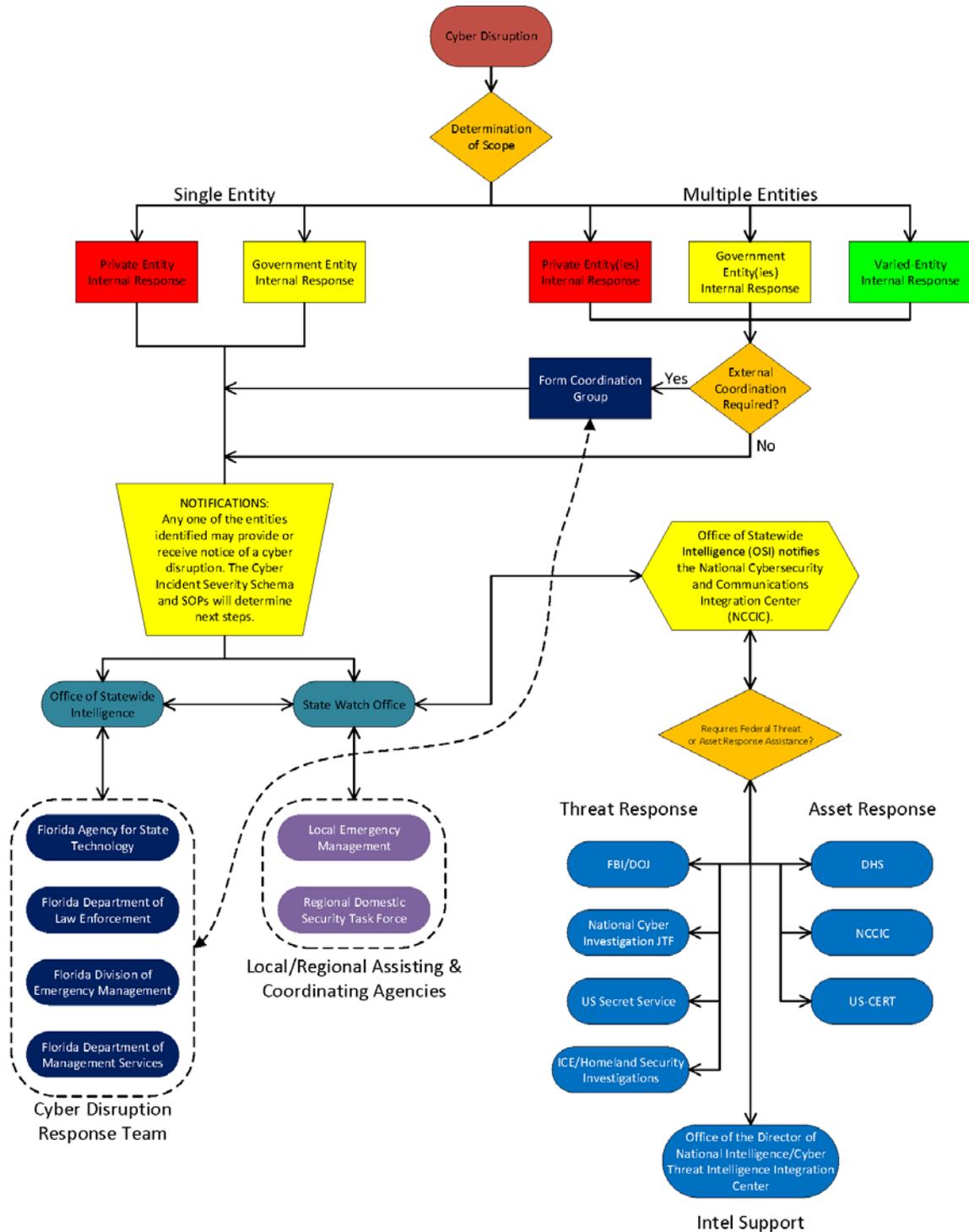
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Attachment A

Example Cyber-Disruption Communication Flow

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This flow chart represents the potential ways that a cyber-disruption incident may be communicated; it does not, and cannot represent every possible manner of notification. Every incident is different, and may not require the support, or participation of all of the agencies identified.



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Attachment B

SLTT Agencies/Organizations with Roles in Cybersecurity/Response

Organization	Role	Examples
Emergency Management Organizations	Provide emergency management expertise and guidance on coordination of IT preparedness and response objectives.	Emergency Management Coordinator, Operations Section Chief, Communications Lead
Information Technology Organizations	Provide IT network and system operations, design, and assessment expertise. Understanding of critical IT-based dependencies, such as power, communications, and Internet. Provide guidance for the enforcement of security protocols and updates.	Department of Information Technology Management, Chief Information Officer, Chief Information Security Officer
Law Enforcement Agencies	Conduct cyber crimes enforcement and monitoring expertise. Provide guidance on coordination of IT preparedness and response objectives.	Cyber Crimes Unit members, Joint Terrorism Task Force members, Intelligence Center representatives
Federal Entities	Provide intelligence, technical assistance, and access to resources.	U.S. Department of Justice, Federal Bureau of Investigation, National Security Agency, Department of Homeland Security, Federal Emergency Management Agency
Regional and National Entities	Provide intelligence and technical assistance.	State fusion centers, U.S. Computer Emergency Readiness Team, US-CERT, Multi-State Information Sharing and Analysis Center
Private Sector	Provide IT network and system operations, design, and assessment expertise. Provide key links to critical IT systems and are large employers and operations of critical infrastructure and key resources facilities	Verizon, Comcast, AT&T; oil-gas industry representatives; power sector representatives.

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Attachment C

Lead Federal Agencies During Significant Cyber Incidents Affecting Civilian Networks

Line of Effort	Lead Federal
Threat Response	Department of Justice (DOJ) through the Federal Bureau of Investigation (FBI) and National Cyber Investigative Joint Task Force (NCIJTF)
Asset Response	Department of Homeland Security (DHS) through National Cybersecurity and Communications Integration Center (NCCIC)
Intelligence Support	Office of the Director of National Intelligence (ODNI) through Cyber Threat Intelligence Integration Center (CTIIC)
Affected Entity Response	<p>When a significant cyber-incident affects a federal agency, that agency will have primary responsibility for its response.</p> <p>When a significant cyber-incident affects a private entity, the Federal Government will typically not play a role in this line of effort, but the cognizant Sector Specific Agency(ies) will generally coordinate the Federal Government efforts to understand the potential business or operational impact of a cyber-incident on private sector critical infrastructure.</p>

4

Attachment D

Elements of the Cyber-incident Severity Schema

The United States Federal Cybersecurity Centers, in coordination with departments and agencies with a cybersecurity or cyber operations mission, adopted a common schema for describing the severity of cyber incidents affecting the homeland, U.S. capabilities, or U.S. interests. The schema establishes a common framework for evaluating and assessing cyber incidents to ensure that all departments and agencies have a common view of the:

- The severity of a given incident;
- The urgency required for responding to a given incident;
- The seniority level necessary for coordinating response efforts; and
- The level of investment required of response efforts.

The table below depicts several key elements of the schema.

General Definition		Observed Actions	Intended Consequence ¹
Level 5 <i>Emergency</i> (Black)	<i>Poses an imminent threat to the provision of wide-scale critical infrastructure services, national gov't stability, or to the lives of U.S. persons.</i>	Effect	Cause physical consequence
Level 4 <i>Severe</i> (Red)	<i>Likely to result in a significant impact to public health or safety, national security, economic security, foreign relations, or civil liberties.</i>		Damage computer and networking hardware
Level 3 <i>High</i> (Orange)	<i>Likely to result in a demonstrable impact to public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.</i>	Presence	Corrupt or destroy data
Level 2 <i>Medium</i> (Yellow)	<i>May impact public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.</i>		Deny availability to a key system or service
Level 1 <i>Low</i> (Green)	<i>Unlikely to impact public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.</i>	Engagement	Steal sensitive information
Level 0 <i>Baseline</i> (White)	Unsubstantiated or inconsequential event.	Preparation	Commit a financial crime Nuisance DoS or defacement

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Attachment E

Cyber-incident Severity Schema/ National Response Coordination Center Activation Crosswalk

Description	Disaster Level	Cyber-incident Severity	Description	Observed Actions
Due to its severity, size, location, actual or potential impact on public health, welfare, and infrastructure it requires an extreme amount of federal assistance for response and recovery efforts for which the capabilities to support do not exist at any level of government.	Level 1	Level 5 <i>Emergency</i>	Poses an imminent threat to the provision of wide-scale critical infrastructure services, national government security, or the lives of US citizens.	Effect
Requires elevated coordination among federal and SLTT governments due to moderate levels and breadth of damage. Significant involvement of FEMA and other federal agencies.	Level 2	Level 4 <i>Severe</i>	Likely to result in a significant impact to public health or safety, national security, economic security, foreign relations, or civil liberties.	Presence
		Level 3 <i>High</i>	Likely to result in a demonstrable impact to public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.	
Requires coordination among federal and SLTT governments due to minor to average levels and breadth of damage. Typically, this is primarily a recovery effort with minimal response requirements.	Level 3	Level 2 <i>Medium</i>	May impact public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.	Engagement
		Level 1 <i>Low</i>	Unlikely to impact public health or safety, national security, economic security, foreign relations, civil liberties, or public confidence.	
No event or incident anticipated. This includes routine watch and warning activities.	Level 4	Level 0	Unsubstantiated or inconsequential event.	Steady State

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Attachment FNCCIC CYBER INCIDENT-SCORING SYSTEM³

Many incident taxonomies and classification schemes provide excellent guidance within the scope of a single enterprise's security operations center (SOC). However, such systems do not address incident prioritization or risk assessment from a nationwide perspective, which may involve large numbers of diverse enterprises. Large-scale, national cybersecurity operations centers like the National Cybersecurity and Communications Integration Center (NCCIC) under the Department of Homeland Security (DHS) need to assess risk while accommodating a diverse set of private critical infrastructure asset owners and operators and U.S. Government departments and agencies. The NCCIC Cyber Incident Scoring System (NCISS) is designed to provide a repeatable and consistent mechanism for estimating the risk of an incident in this context.

NCISS is based on the National Institute of Standards and Technology (NIST) Special Publication 800-61 Rev. 2, Computer Security Incident Handling Guide, and tailored to include entity-specific potential impact categories that allow NCCIC personnel to evaluate risk severity and incident priority from a nationwide perspective. NCISS permits a similar incident experienced by two different stakeholders to have significantly different scores based on the national-level potential impact of each affected entity. The system is not intended to be an absolute scoring of the risk associated with an incident.

NCISS uses a weighted arithmetic mean to produce a score from zero to 100. This score drives NCCIC incident triage and escalation processes and assists in determining the prioritization of limited incident response resources and the necessary level of support for each incident. The system is not currently designed to support cases where multiple correlated incidents may increase overall risk, such as multiple simultaneous compromises of organizations in a specific sector or region. However, such events can still be readily escalated with expert human intervention.

The inputs to the scoring system are a mixture of discrete and analytical assessments. While every attempt is made to minimize individual biases via training and exercise, different individual scorers will inevitably have slightly different perspectives on their responses to some of the scoring questions. The use of several discrete, verifiable inputs lessens the impact from any individual analytical factor, increasing the overall reliability of the system.

³ <https://www.dhs.gov/CISA>

1 The NCISS aligns with the Cyber Incident Severity Schema (CISS), Attachment D, so that severity
 2 levels in the NCISS map directly to CISS levels.

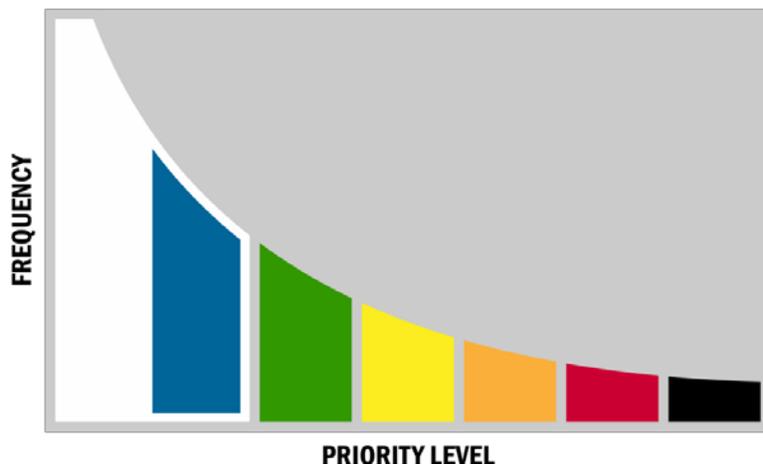
3 **Formula**

4 The NCISS uses the following weighted arithmetic mean to arrive at a score between zero and
 5 100:

- 6 • Each category has a weight, and the response to each category has an associated score.
 7 The categories are:
 - 8 ○ Functional Impact,
 - 9 ○ Observed Activity,
 - 10 ○ Location of Observed Activity,
 - 11 ○ Actor Characterization,
 - 12 ○ Information Impact,
 - 13 ○ Recoverability,
 - 14 ○ Cross-Sector Dependency, and
 - 15 ○ Potential Impact.
- 16 • Each response score is multiplied by the category weight, and the weighted scores are summed.
- 17 • Calculate the minimum possible weighted score sum and subtract this number from the
 18 previously calculated sum of the weighted scores. Divide the result by the range: the
 19 difference between the maximum possible weighted score sum and the minimum
 20 possible weighted score sum. Finally, multiply the resulting fraction by 100 to produce
 21 the final result.
- 22 • Weights and values are specific to an individual organization’s risk assessment process.
 23 Accompanying this document is a representative tool that demonstrates a reference
 24 implementation of the concepts outlined in this system.

25 **Priority Levels**

26 After an incident is scored, it is
 27 assigned a priority level. The six
 28 levels listed below are aligned
 29 with NCCIC, DHS, and the CISS
 30 to help provide a common
 31 lexicon when discussing
 32 incidents. This priority
 33 assignment drives NCCIC
 34 urgency, pre-approved incident
 35 response offerings, reporting



1 requirements, and recommendations for leadership escalation. Generally, incident priority
2 distribution should follow a similar pattern to the graph below.

3 *EMERGENCY (BLACK)*

4 An Emergency priority incident poses an imminent threat to the provision of wide-scale critical
5 infrastructure services, national government stability, or the lives of U.S. persons.

6 *SEVERE (RED)*

7 A Severe priority incident is likely to result in a significant impact to public health or safety,
8 national security, economic security, foreign relations, or civil liberties.

9 *HIGH (ORANGE)*

10 A High priority incident is likely to result in a demonstrable impact to public health or safety,
11 national security, economic security, foreign relations, civil liberties, or public confidence.

12 *MEDIUM (YELLOW)*

13 A Medium priority incident may affect public health or safety, national security, economic
14 security, foreign relations, civil liberties, or public confidence.

15 *LOW (GREEN)*

16 A Low priority incident is unlikely to affect public health or safety, national security, economic
17 security, foreign relations, civil liberties, or public confidence.

18 **Priority Levels**

19 A baseline priority incident is highly unlikely to affect public health or safety, national security,
20 economic security, foreign relations, civil liberties, or public confidence. The bulk of incidents
21 will likely fall into the baseline priority level with many of them being routine data losses or
22 incidents that may be immediately resolved. However, some incidents may require closer
23 scrutiny as they may have the potential to escalate after additional research is completed. In
24 order to differentiate between these two types of baseline incidents, and seamlessly integrate
25 with the CISS, the NCISS separates baseline incidents into Baseline–Minor (Blue) and Baseline–
26 Negligible (White).

27 *BASELINE – MINOR (BLUE)*

28 A Baseline–Minor priority incident is an incident that is highly unlikely to affect public health or
29 safety, national security, economic security, foreign relations, civil liberties, or public
30 confidence. The potential for impact, however, exists and warrants additional scrutiny.

31 *BASELINE – NEGLIGIBLE (WHITE)*

1 A Baseline–Negligible priority incident is an incident that is highly unlikely to affect public health
2 or safety, national security, economic security, foreign relations, civil liberties, or public
3 confidence. The potential for impact, however, exists and warrants additional scrutiny.

4 **Multiple Connected Incidents**

5 Currently, when a series of connected incidents, or campaign, is evaluated, the overall
6 campaign is given the same priority level as the high water mark of any associated component
7 incident. This does not account for a campaign that may have a more significant total impact
8 than any individual component incident. To take into account incident aggregation when
9 evaluating a campaign, the following rule is applied: If three or more component incidents have
10 the same high water mark, the overall campaign's priority level is raised to the next level.
11 For example if a campaign has three “Low (Green)” and two “Baseline – Minor (Blue)”
12 component incidents the overall campaign would be set to a “Medium (Yellow)” priority level.

13 **Category Descriptions**

14 FUNCTIONAL IMPACT

15 Functional impact is a measure of the actual, ongoing impact to the organization. In many cases
16 (e.g., scans and probes or a successfully defended attack), little or no impact may be
17 experienced due to the incident.

18 OBSERVED ACTIVITY

19 Observed activity describes what is known about threat actor activity on the network. These
20 options are normalized upon guidance issued by the Office of the Director of National
21 Intelligence (ODNI) and used by the intelligence community. Although the ODNI guidance
22 document goes into more detail, observed activity is sorted into the following general
23 categories: Prepare, Engage, Presence, and Effect.

24 Prepare actions are actions taken to establish objectives, intent, and strategy; identify potential
25 targets and attack vectors; identify resource requirements; and develop capabilities.

26 Engage activities are actions taken against a specific target or target set prior to gaining, but
27 with the intent to gain access to the victim's physical or virtual computer or information
28 systems, networks, and data stores.

29 Presence is the set of actions taken by the threat actor once access to the target physical or
30 virtual computer or information system has been achieved. These actions establish and
31 maintain conditions for the threat actor to perform intended actions or operate at will against
32 the host physical or virtual computer or information system, network, or data stores.

1 Effects are outcomes of a threat actor's actions on a victim's physical or virtual computer or
2 information systems, networks, and data stores.

3

1 LOCATION OF OBSERVED ACTIVITY

2 The location of observed activity describes where the observed activity was detected in the
3 network. The options for observed activity are based on a modified version of the Purdue
4 Enterprise Reference Architecture (<http://www.pera.net/>). A flexible set of definitions was
5 chosen for this category because each affected entity will likely have a different perspective on
6 what systems are critical to its enterprise. The location of observed activity is likely to change
7 during the course of an incident and should be updated as new information becomes available.

8 ■ **LEVEL 0 – UNSUCCESSFUL**

- 9 ○ Existing network defenses repelled all observed activity.

10 ■ **LEVEL 1 – BUSINESS DEMILITARIZED ZONE**

- 11 ○ Activity was observed in the business network’s demilitarized zone (DMZ). These
12 systems are generally untrusted and are designed to be exposed to the Internet.
13 Examples are a company’s Web server or email server.

14 ■ **LEVEL 2 – BUSINESS NETWORK**

- 15 ○ Activity was observed in the business or corporate network of the victim. These
16 systems would be corporate user workstations, application servers, and other
17 non-core management systems.

18 ■ **LEVEL 3 – BUSINESS NETWORK MANAGEMENT**

- 19 ○ Activity was observed in business network management systems such as
20 administrative user workstations, active directory servers, or other trust stores.

21 ■ **LEVEL 4 – CRITICAL SYSTEM DMZ**

- 22 ○ Activity was observed in the DMZ that exists between the business network and
23 a critical system network. These systems may be internally facing services such
24 as SharePoint sites, financial systems, or relay “jump” boxes into more critical
25 systems.

26 ■ **LEVEL 5 – CRITICAL SYSTEM MANAGEMENT**

- 27 ○ Activity was observed in high-level critical systems management such as human-
28 machine interfaces (HMIs) in industrial control systems.

29 ■ **LEVEL 6 – CRITICAL SYSTEMS**

- 30 ○ Activity was observed in the critical systems that operate critical processes, such
31 as programmable logic controllers in industrial control system environments.

32 ■ **LEVEL 7 – SAFETY SYSTEMS**

- 33 ○ Activity was observed in critical safety systems that ensure the safe operation of
34 an environment. One example of a critical safety system is a fire suppression
35 system.

1 ▪ **UNKNOWN**

- 2 ○ Activity was observed, but the network segment could not be identified.

3 **ACTOR CHARACTERIZATION**

4 One of the greatest challenges in incident response is attributing an incident to a particular
5 actor set and understanding the skill levels and intentions of that actor. NCCIC may leverage its
6 own analytic body of knowledge as well as that of other mission partners to determine an
7 actor’s capabilities with regard to specific target systems such as industrial control
8 environments.

9 **INFORMATION IMPACT**

10 In addition to functional impact, incidents may also affect the confidentiality and integrity of
11 the information stored or processed by various systems. The information impact category is
12 used to describe the type of information lost, compromised, or corrupted.

13 **RECOVERABILITY**

14 Recoverability represents the scope of resources needed to recover from the incident. In many
15 cases, an entity’s internal computer network defense staff will be able to handle an incident
16 without external support, resulting in a recoverability classification of Regular. An example of a
17 Regular recovery would be a phishing email that was automatically blocked by a mail server. In
18 Extended recoverability cases, significant efforts such as a multi-agency, multi-organizational
19 response task force may be needed for recovery. For example, if an entity requests support
20 from the NCCIC, the incident is by its nature an Extended recovery. Lastly, it may not be feasible
21 to recover from some types of incidents, such as significant confidentiality or privacy
22 compromises.

23 ▪ **REGULAR**

- 24 ▪ Time to recovery is predictable with existing resources.

25 ▪ **SUPPLEMENTED**

- 26 ▪ Time to recover is predictable with additional resources.

27 ▪ **EXTENDED**

- 28 ▪ Time to recovery is unpredictable; additional resources and outside assistance may be
29 required.

30 ▪ **NOT RECOVERABLE**

31 Recovery from the incident is not possible (e.g., sensitive data was exfiltrated and posted
32 publicly, investigation launched).

33

1 CROSS-SECTOR DEPENDENCY

2 Cross-sector dependency is a weighting factor that is determined based on cross-sector
3 analyses conducted by the DHS Office of Critical Infrastructure Analysis (OCIA).

4 POTENTIAL IMPACT

5 The potential impact category estimates the overall national impact resulting from a total loss
6 of service from the affected entity. Other existing standards for rating cybersecurity incident
7 risk lack consideration for the unique and diverse critical infrastructure assets of the owners
8 and operators and U.S. Government departments and agencies that NCCIC is tasked with
9 helping to protect. A similar incident at two separate stakeholder facilities might have a
10 significantly different impact to operations at a national level. Therefore, each incident will be
11 scored differently relative to the risk it presents in a nationwide context.

12 The potential impact value is calculated in advance wherever possible, based on known
13 statistics about the entity in question. Some example statistics that may be used include:

- 14 ▪ Number of authorized users in the organization,
- 15 ▪ Reported annual revenue or total annual budget, and
- 16 ▪ Size of customer base or population served.

17 Several factors are considered in calculating the potential impact value for individual entities.
18 Certain factors applicable for utility companies, healthcare firms, or financial services
19 institutions are not applicable for Federal Government agencies, so the weighted factors for
20 each type of entity will differ. In developing NCISS, many possible factors were considered for
21 inclusion in potential impact calculations. This particular facet of the scoring system is the
22 subject of continued research and evaluation.

23 Lastly, due to the inherent difficulties in accounting for all the various circumstances involved in
24 determining the true potential impact, this value in particular should be treated as a best guess
25 estimate for incident response prioritization purposes, and not as a comprehensive illustration
26 of an entity's importance to the national welfare.

27

28

29

Attachement G

Acronym List

1		
2		
3	CDRT	Cyber Disruption Response Team
4	CDU	Cyber Disruption Unit
5	CTIIC	(ODNI) Cyber Threat Intelligence Integration Center
6	DC3	Department of Defense Cyber Crime Center
7	DHS	Department of Homeland Security
8	DOC	Department of Commerce
9	DoD	Department of Defense
10	DOE	Department of Energy
11	DoDIN	Department of Defense Information Network
12	DOJ	Department of Justice
13	DOS	Department of State
14	ESF	Emergency Support Functions
15	FBI	(DOJ) Federal Bureau of Investigations
16	FEMA	(DHS) Federal Emergency Management Agency
17	GCC	Government Coordinating Council
18	HSI	(DHS) Homeland Security Investigations
19	IC	Intelligence Community
20	IC3	Internet Crime Complaint Center
21	IC-SCC	Intelligence Community Security Coordination Center
22	ICE	(DHS) Immigrations and Customs Enforcement
23	ICT	Information and Communications Technology
24	INTERPOL	International Criminal Police Organization
25	ISAC	Information Sharing and Analysis Center
26	ISAO	Information Sharing and Analysis Organization
27	JOC	Joint Operations Center
28	MS-ISAC	Multi-State Information Sharing and Analysis Center
29	NCIRP	National Cyber-incident Response Plan
30	NCCIC	(DHS) National Cybersecurity & Communications Integration Center
31	NCIJTF	(FBI) National Cyber Investigative Joint Task Force
32	NCPA	National Cybersecurity Protection Act
33	NCTOC	National Security Agency Cybersecurity Threat Operations Center
34	NIMS	National Incident Management System
35	NIST	National Institute of Standards and Technology
36	NIPP	National Infrastructure Protection Plan
37	NRF	National Response Framework
38	ODNI	Office of the Director of National Intelligence
39	PII	Personally Identifiable Information
40	PPD	Presidential Policy Directive
41	SCC	Sector Coordinating Council
42	SLTT	State, Local, Tribal, and Territorial
43	SLTT GCC	State, Local, Tribal, and Territorial Government Coordinating Council
44	SSA	Sector Specific Agency
45	UCG	Unified Coordination Group
46	US-CERT	United States – Computer Emergency Readiness Team
47	USCYBERCOM	(DOD) United States Cyber Command

Lee County	Comprehensive Emergency Management Plan	Page 1 of 4
Approval Date: 12/14/2018	Public Information and Education	Section C-1

1
2 **Purpose:**
3 The purpose of this annex is to describe how the Lee County Emergency Management Program
4 maintains a crisis communications and emergency public information and education program to
5 inform and educate the public through various media about the hazards Lee County is most at
6 risk to experience, threats to public safety, and risk reduction. This annex also describes the
7 dissemination of information to protect public health and safety, including response to public
8 inquiries and rumors.

9 **Scope:**
10 The approach is the use of all available communications mechanisms, including but not limited
11 to: seminars, television, radio, print, and social media. Additionally, the Emergency Management
12 Program will work with all available resources to provide information in alternative formats and
13 languages to meet the information needs of the whole community, to include at-risk populations.

14
15 **Public Information and Education Program:**
16 Day to day, the Public Information and Education program is primarily led by the Lee County
17 Emergency Management Division Staff in coordination with Lee County’s Communications
18 Director. The intent is to educate the public on hazards that could impact Lee County and
19 encourage the public to take steps to better prepare for these hazards and reduce their risk.
20 Working in coordination with our partner agencies, Lee County Emergency Management has
21 numerous methods for reaching out to the public to encourage preparedness. These outreach
22 campaigns include residents, visitors and at-risk populations.

- 23 Outreach Activities:
- 24 • Disaster preparedness seminars
 - 25 • Hard-copy promotional materials to include the All-Hazards Guide
 - 26 • Media interviews throughout the year
 - 27 • Social media campaigns and targeted postings
 - 28 • Information available on www.leeec.com
 - 29 • Special Needs Program

30 Year round, Lee County Emergency Management Division staff, in coordination with other
31 stakeholders such as Department of Health, Fire Districts, and/or Law Enforcement, conducts
32 disaster preparedness seminars to inform and educate the public about threats to public safety
33 and how to better prepare for disaster and mitigate their risks. Staff also coordinates with
34 geographically and/or culturally isolated individuals so that they receive information on disaster
35 preparedness. Seminars are tracked by Emergency Management to ensure effectiveness and to

1 capture the number of residents reached each month.

2 In addition to seminars, Lee County Emergency Management’s All-Hazards Guide is a
3 comprehensive disaster preparedness guide that informs readers and educates them on how to
4 better prepare for hazards. While other promotional materials are used, this guide represents a
5 summary of what residents need to know before, during, and after disasters. The guides are
6 reviewed and updated at least every two years to ensure accuracy and up to date information,
7 and are distributed year round in a variety of ways.

8 Lee County Emergency Management also uses promotional materials to further inform and
9 educate the public on programs such as our Special Needs Program and information, and other
10 specific programs that would benefit the public as they prepare for disasters. These materials,
11 as well as disaster preparedness seminars, contain information for at-risk populations to include:
12 children, senior citizens, those with special needs, geographically and/or culturally isolated
13 people, homeless people, and those with limited English language skills.

14 Examples of outreach include homeowner associations throughout the county, healthcare
15 facilities (independent and dependent), Lighthouse of SWFL (visual impairment or blindness),
16 residents of Pine Island (limited English language skills) and outreach that involve organizations
17 who work with homeless populations.

18 Lee County coordinates closely with local media and participates in preparedness news stories
19 and interviews throughout the year. Topics can include alert and warning tools for the public,
20 evacuation zones, sheltering, and information on how to build a disaster supply kit, among other
21 things. Emergency Management staff coordinates with the Lee County Communications Director
22 on all interactions with the media.

23 Lastly, Lee County informs and prepares the public via our website and various social media
24 pages. Detailed preparedness information is listed on www.leeec.com and daily posts to both
25 Twitter and Facebook cover a variety of topics indented to educate the public and encourage
26 them to better prepare for disasters.

27

28 **Public Information during Disasters or EOC Activations:**

29 During disasters, the dissemination of information is coordinated through the Public Information
30 Officer (PIO) position within the agency or organization that is lead for that incident. When the
31 incident requires an activation of the EOC, the Lee County Communications Director becomes
32 the lead PIO and will be responsible for the coordination, preparation, approval, and
33 dissemination of all disaster related information to the public, including the at-risk populations.

34 The County PIO will be supported by a team of PIOs both internal and external to Lee County
35 government. This PIO Team are trained spokespersons designated to deliver the Emergency
36 Management Program’s message, appropriate to hazard and audience. Additionally, the Planning
37 Section works to collect and analyze information to ensure clear information flow and limit
38 rumors related to the event.

1 **PUBLIC INFORMATION OPERATING GUIDANCE:**

2 The overall mission of the Public Information function is to contribute to the safety and well being
3 of the community before, during, and after a disaster by disseminating information that is timely,
4 accurate, consistent, and easy to understand. Information should explain what people can and
5 should do to enhance their own safety and well being, plus what they can expect from the County
6 and other local, state, and federal agencies. All elements of the public communication process,
7 especially local media, are critical in these efforts. The Lee County Communications Director will
8 serve as the primary PIO and will be responsible for all crisis communications activity to include:

- 9
- 10 • Provide disaster survivors with information to protect their lives and property.
 - 11 • Provide equal access to important, useful information and communicate effectively to at-
12 risk populations.
 - 13 • Assure the community that government is working to protect lives and property and
14 maintain or restore essential services.
 - 15 • Ensure that survivors have a clear understanding of all disaster response, recovery, and
16 mitigation services available to them.
 - 17 • Work with the media to promote a positive understanding of Federal and State Prevention,
18 Response, Recovery and Mitigation programs.
 - 19 • Pre-script information and messages related to hazards, preparedness measures, and
20 protective actions.
 - 21 • Coordinate and authorize the release of information.
 - 22 • Assist with or lead efforts to communicate effectively to public officials/VIPs.
 - 23 • Respond to public inquiries and provide rumor control.
 - 24 • Provide leadership and coordination to a more formal Joint Information System and Center
25 should one be established.

26

27 The Communications Director/PIO along with the Public Safety Director or designee will also
28 coordinate with the County Manager or designee who will serve as the primary link back to
29 public officials/VIPs.

30

31 **WORK LOCATIONS and SCHEDULES:**

32 The Public Information function is generally housed in the Emergency Operations Center (EOC)
33 when activated. There will be occasional work in the field, either on-scene work, working from
34 a Joint Information Center (JIC), a field command post or multi-agency coordination center
35 (MACC). In these cases, the level of logistical support will vary based on the location and duration
36 of the assignment. The PIO should work with the Incident Commander and the Logistics Section
37 to ensure each location is appropriately supplied and supported.

38 In addition to work locations, work schedules also need to be considered. Given the changing
39 nature of the news cycle, some level of round-the-clock will usually be required. The nature of

1 the event and level of public interest will drive scheduling, but a PIO should be available at all
2 times. Schedules will be developed by the EOC PIO and approved by the Incident Commander.
3 PIOs should prepare accordingly.

4

5 **AGENCY COORDINATION:**

6 It is critical that messages remain consistent and are delivered appropriately. In an event, the
7 Joint Information System/Joint Information Center (JIS/JIC) may be established and PIOs from
8 many other agencies may become involved. When PIOs from other agencies become involved in
9 the disaster response, the lead PIO may designate an Assistant PIO to coordinate their operations
10 with the rest of the Public Information function. This helps ensure that all information concerning
11 the disaster and the response is coordinated and emanates through appropriate channels. Also,
12 establishing the JIS/JIC helps ensure that all other Agency PIOs receive the administrative and
13 technical support needed to perform effectively.

14

15 **Post Impact Period**

16 This can be an extended period but generally the public information message is focused on
17 recovery and survivor support. Early on, this may include information on Points of Distribution
18 for food, water, and ice; while later, the focus will be more long-term programs and services.
19 There are at least two major challenges during this period. First, there will be many more entities,
20 of all varieties, working with different messages, priorities, and agendas. The PIO will not only
21 be concerned with providing information, but there will be an increasing need to monitor outside
22 information and correct inaccuracies. This is also the period where patience fails and blame
23 finding begins. It is critical that the PIO proactively manages the message and pushes information
24 assertively.

25

26 **Sunshine Law:**

27 Florida's sunshine laws were developed to ensure that public business is conducted in public
28 view. Generally, EOC meetings should be open to the media; however, in most cases, this is not
29 required. The legal details of this issue are beyond the scope of this document. Should questions
30 arise, consult with the IC and or legal representatives.

31

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PURPOSE

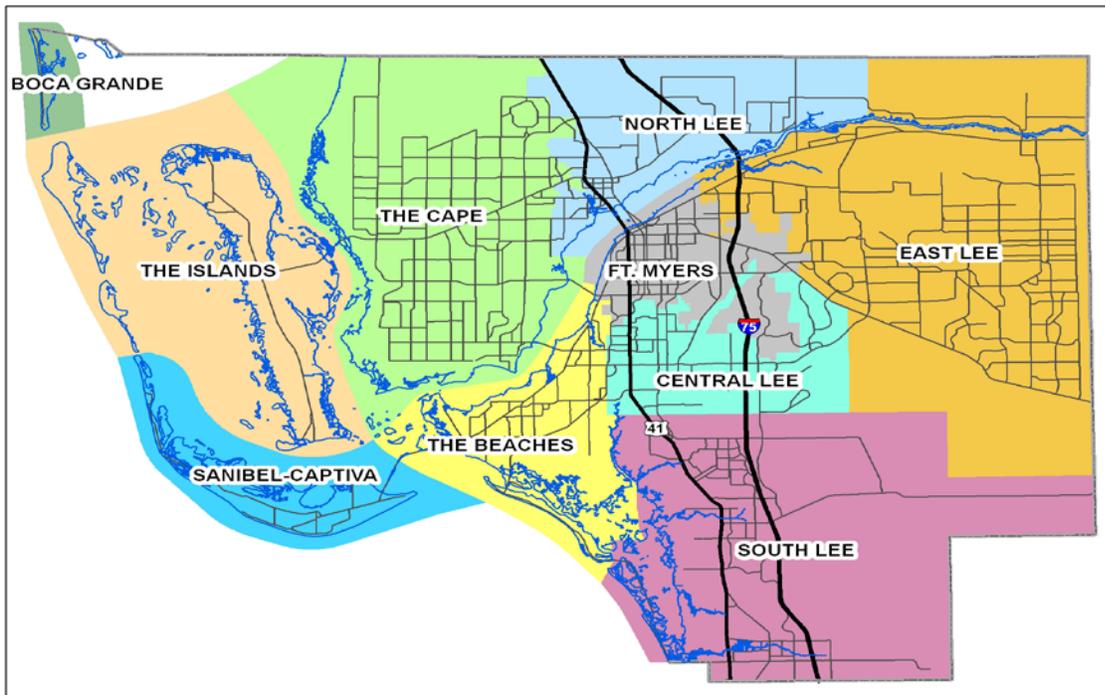
To define the concept, mission, management, and organization of GeoDivisions.

SCOPE

Disaster Response Geographic Divisions (GeoDivisions) carry out applicable geographic response activities of the Lee County EOC Operations Section. The GeoDivisions also coordinate response operations with municipalities. A Supervisor oversees the activities of the GeoDivision and reports through the Fire Rescue Branch Director to the EOC Operations Chief. See Annex A-2, Operations Section Organizational Chart.

GENERAL CONCEPT

Lee County encompasses approximately 811 square miles, including several small islands in the Gulf of Mexico. With such a large and diverse land area, Lee County Public Safety created ten GeoDivisions to assist with coordination of response activities following a disaster. The ten divisions are Boca Grande, The Islands, Captiva-Sanibel, The Beaches, Cape Coral, Ft Myers, East Lee, Central Lee, North Lee, and South Lee.



19
20
21

Figure 1.0 - Lee County Geographic Division Map

1 In major or catastrophic disasters, GeoDivisions have multiple roles and responsibilities within
2 the Incident Command Structure (ICS) system of the Lee County Emergency Operations Center
3 (EOC). GeoDivisions provide immediate local emergency response services, critical windshield
4 (i.e., initial) damage assessments, and assess initial resource needs to maintain adequate
5 emergency services within the impacted Division. GeoDivisions assist with search and rescue
6 operations within their jurisdiction and assess the need for Entry and Specialty Teams (see CEMP
7 Annex C-4 Search and Rescue Operations for more information). GeoDivisions also manage and
8 share resources to carry out assigned Operations Section tasks. If possible, GeoDivisions assist
9 with establishing county points-of-distribution (PODs), which supply basic commodities (e.g.,
10 food, water) to people affected by the disaster. Whenever possible, the Operations Section will
11 not seek POD staffing assistance from GeoDivisions.

12
13 GeoDivisions coordinate response activities from a GeoDivision Headquarters. The GeoDivision
14 EOC/Headquarters provide a central location for representatives from partnering response
15 agencies to meet, share information, and coordinate response efforts from their own Geographic
16 Division Plans. It also provides one location for the EOC to reach key personnel from the activated
17 GeoDivisions, facilitating information sharing, and a common operating picture.

18
19 **MANAGEMENT AND ORGANIZATION**
20 A GeoDivision Supervisor directs each Division and oversees operational activities. Liaison
21 officers from other agencies (e.g., law enforcement, EMS, public works, utilities, power
22 companies) may be assigned to the Division to coordinate or assist with response operations.
23 Other agencies assigned to the division work under their own established emergency
24 organizations and procedures. Each agency should appoint a representative that coordinates
25 and reports pertinent information to the Division Supervisor. Each GeoDivision follows the
26 management principles in the Incident Command System (ICS) structure.

27
28 **RESPONSIBILITIES AND CONCEPT OF OPERATIONS**
29 The following summarizes the responsibilities and concept of operations coordinated at activated
30 GeoDivisions:

31
32 **Activation and Initial Response Actions**
33 For events with advanced notice (e.g., hurricane, tropical storm), the EOC Operations Section will
34 hold a pre-incident briefing with all GeoDivision Supervisors to discuss potential impacts,
35 determine staffing, and set a briefing and reporting schedule. After the initial meeting with EOC
36 staff, GeoDivision Supervisors will notify staff to report to the GeoDivision Headquarters. For no-
37 notice events (e.g., terrorism, pandemics) briefings will begin as soon as possible.

38
39 The EOC Communications and IT Unit Leader will issue one satellite phone to each GeoDivision
40 that needs one. The EOC will also assign amateur radio operators from the ARES/A.L.E.R.T team
41 to each Headquarters, as available.

42

1 Post-event, the Fire Branch will establish an accountability schedule based on the severity of the
2 incident (See Annex EOC Operations Section will hold a briefing with all GeoDivision Supervisors
3 to gather situational awareness, including initial damage assessments. Based on needs, the EOC
4 Operations Section will determine which GeoDivisions will remain activated.
5

6 GeoDivision initial response actions include the following:

- 7 • Receive potential activation notice from EOC.
- 8 • Participate in initial conference call with EOC.
- 9 • Determine number of staff and activate Headquarters.
- 10 • Determine equipment (e.g., tables, phones, radios), work-space, and meeting space.
- 11 • Begin Incident Action Plan (IAP) development.
- 12 • Determine location and establish staging areas.
- 13 • Establish system to maintain record keeping, inventory, and tracking information system.
- 14 • Establish vehicle staging/ parking areas.
- 15 • Establish safety operations.
- 16 • Establish resource check-in, assignment, and tracking procedures.
- 17 • Establish transportation services to conduct staging area operations, if necessary.
- 18 • Order or obtain necessary equipment to conduct response activities.
- 19 • Establish fueling area and ground support operations, if necessary.
- 20 • Establish communication system to conduct and maintain staging area operations.
- 21 • Establish medical support and feeding services.
- 22 • Establish trash pickup and sanitation services.
- 23 • Determine areas that can serve as staging areas for Mutual Aid resources and center staff.

24

25 **Operations**

- 26 • Coordinate with Fire and Rescue Branch Director to identify operational activities, which
27 may include, but are not limited to:
 - 28 ▪ Initial damage assessment
 - 29 ▪ Warning
 - 30 ▪ Evacuation and traffic control
 - 31 ▪ Security
 - 32 ▪ Staging
 - 33 ▪ Search and rescue
 - 34 ▪ Emergency debris clearance
 - 35 ▪ Animal service response
 - 36 ▪ Hazardous materials response
 - 37 ▪ Medical care
 - 38 ▪ Public health (e.g., water, waste water, animal services)
 - 39 ▪ Coordination of essential service (e.g., power, water, communications)
 - 40 restoration
- 41 • Implement action plan.

- 1 • Check-in, brief, and determine work assignments for Mutual Aid resources entering the
- 2 area.
- 3 • Establish accountability system to track incoming Mutual Aid resources.
- 4 • Provide training or instructions on assignments.
- 5 • Review assignments with activated personnel and assigned agencies.
- 6 • Determine need for assistance and submit resource request to EOC.
- 7 • Procure, receive, and distribute ordered resources.
- 8 • Coordinate activities with Operations Section and adjacent groups.
- 9

10 **Planning**

- 11 • Initial impact damage assessment.
- 12 • Emergency permitting.
- 13 • Collect, evaluate, and disseminate resource status information.
- 14 • Maintain check-in/accountability activities.
- 15 • Process resource status change information.
- 16 • Maintain displays on current status and location of resources.
- 17 • Assist in response planning process (e.g., Incident Action Plan, Demobilization Plan).
- 18 • Monitor WebEOC for EOC status updates.
- 19 • Input critical response activities into the Activity Log in WebEOC.
- 20

21 **Logistics**

- 22 • Provide communication, medical, food, and rehab resources.
- 23 • Procure, order, receive resources needed to support and meet disaster survivor needs.
- 24 • Coordinate with Planning Section to enter resource requests in WebEOC.
- 25 • Provide ground support services.
- 26

27 **Resource Requests and Mutual Aid**

28 GeoDivisions may request resources and/or Mutual Aid through the EOC if local resources are
29 inadequate to complete mission assignments. GeoDivisions should consider the following before
30 requesting resources:

- 31 • Ensure a real need exists.
- 32 • Determine the anticipated length of time the resource is needed.
- 33 • Determine the ideal timeframe in which the resource is needed.
- 34 • Identify the delivery location for the resource.
- 35 • Identify whether transportation or escort services are required.
- 36

37 Additional considerations for Mutual Aid:

- 38 • Identify what Mutual Aid can help repair or provide emergency service.
- 39 • Identify what types of equipment, materials, or personnel are needed.
- 40 • Identify where they will work.
- 41 • Identify potential safety concerns.

- 1 • Ensure resources are available to support teams that do not come self-sufficient. Consult
2 with EOC Logistics Section for more information.

3

4 The Division Supervisor may request resources through WebEOC or by submitting the
5 *GeoDivision Request Form* to the Fire Rescue Branch Director if sources are unavailable or are
6 inadequate to complete mission assignments. The Fire Rescue Branch Director submits all
7 resource requests to the Operations Chief. If approved, the Operations Chief follows the EOC
8 process for resource requests.

9

10 **Demobilization**

- 11 • Review group resources to determine level of deactivation effort.
12 • Determine objectives, priorities, and constraints of deactivation effort.
13 • Identify personnel needs for deactivation, including personnel safety and rest needs.
14 • Develop closeout procedures.
15 • Inventory surplus goods and determine disposition.
16 • Determine transfer of equipment used to pack and handle goods.
17 • Develop release priorities of personnel and equipment.
18 • Check-in any loaned equipment.
19 • Conduct hotwash with responders and submit results to EOC Operations Section.
20 • Check-out personnel and equipment.

21

22

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1 **Purpose**

2 Evacuations may be necessary when the health and safety of residents and visitors in Lee County,
3 are threatened. This annex provides the necessary concepts and resources to plan and execute
4 an evacuation based on the threat of a tropical cyclone or other hazards that can impact areas of
5 Lee County.

6 **Authorities and References**

- 7 • Section 1 – Introduction, Statutes, Administrative Codes, and Ordinances
- 8 • Southwest Florida Hurricane Evacuation Study
- 9 • Southwest Florida Regional Planning Council (www.swfrpc.org/)
- 10 • The Time Delineated Schedule for Tropical Cyclone Preparedness
- 11 • Emergency resolution to declare, to repeal, and to extend a State of Local Emergency
12 (SoLE) and an Evacuation Order
- 13 • Hurricane Protection Action Information worksheet
- 14 • Lee County Emergency Management Evacuation Decision Making Whitepaper (2011)

15 **General Planning Assumptions**

- 16 • No approach to evacuation is liability free
- 17 • No evacuation is risk free
- 18 • “Over evacuation” creates different issues, but can be as detrimental as “under
19 evacuation”

20 **Tropical Cyclone Specific Planning Assumptions**

- 21 • There are two components to evacuation.
 - 22 ○ Wind
 - 23 ○ Surge
- 24 • A higher degree of risk is acceptable for a lower consequence event.
- 25 • We will use “Operational Times” (from the current Hurricane Evacuation Study) for
26 evacuation decision making.
- 27 • Evacuees will need extended temporary housing (i.e., public shelter, low income housing,
28 etc.).
- 29 • Return of evacuees to their homes will require just as much planning, direction, and
30 control as the emergency evacuation.

1 **Planning Basis – Tropical Cyclone**

2 Citing various reasons (e.g. hurricanes of 2004, 2005, and 2008) in 2009, the National Hurricane
3 Center removed storm surge and barometric pressure from the Saffir-Simpson Scale, turning it
4 into the Saffir-Simpson Hurricane Wind Scale by May 2010.

5 Concurrently, the Storm Surge Unit of the National Hurricane Center undertook the task of
6 updating the SLOSH models and revising the basins for Florida, incorporating new LiDAR elevation
7 data. The resulting storm surge inundation maps are now representative of a near worst-case
8 scenario, whereas previously they were representative of a “more likely to occur,” average size
9 storm. The impacts of these new maps are proportionally greater in Southwest Florida
10 (Attachment A).

11 Increases in Operational and Base Evacuation Clearance Times (Attachment A) have increased
12 significantly as a result of the new storm surge zone maps, creating a challenging situation with
13 evacuation timing in relation to the availability of the more refined and accurate NHC products
14 (e.g. probabilistic storm surge) (Attachment A). Changes to the Storm Surge maps for Lee County
15 affect everything “hurricane,” including how Lee County Emergency Management (LCEM) does
16 business, our timing, communication of the message, how and when we order evacuations, etc.

17 Evacuation Decision Making was based on “Just In-Case” methodologies, and Emergency
18 Management would plan based on a hurricane one category higher than forecasted. Evacuations
19 would be ordered and shelters opened based on this “just in-case” planning, knowing that it
20 would likely result in over evacuations. In July 2010, Lee County Emergency Management was
21 forced to re-evaluate our evacuation decision making philosophy, with the assistance of 33
22 agencies, organizations, and/or municipalities.

23 The results of the Lee County Emergency Management Evacuation Decision Making Project¹
24 culminated in a change in philosophy for evacuations in Lee County; the formalization of a “Just
25 In-Time” approach; the recognition that we evacuate for two (2) reasons: wind, first, and then
26 primarily for surge; the documentation of the Wind Evacuation Flowchart (Attachment B); the
27 creation of Surge Evacuation Decision-Making Matrix (Attachment C); the development of a
28 smart phone app; the implementation of evacuation zone signage for inclusion on current county
29 maintained road signs; and the development of a plan to strengthen our web and social media
30 presence, including the creation of PSA’s.

31 **Planning Basis – Other Hazards**

32 Lee County is susceptible to multiple hazards, many of which may impact specific areas or
33 isolated communities within the County. Events that impact only portions of the County may still

¹ Lee County Emergency Management Evacuation Decision Making Whitepaper

1 require evacuations and the activation of the EOC. In such cases the EOC may only be partially
2 activated, calling in only the necessary personnel to manage the incident and evacuation of
3 residents, and/or visitors in the impacted area(s).

4 **Concept of Operations**

5 Upon the recognition of a threat to the community that may require evacuation, the Incident
6 Commander, in consultation with County Administration, the Planning Section Chief, the
7 Operations Section Chief, and with Municipal Liaisons, will make the decision to evacuate the
8 affected area(s). The County Attorney will prepare for approval the SoLE and any Evacuation
9 Order(s) for the Board of County Commissioners, or in the absence of the full Board, the Board
10 Chairman.

11 The analysis will include the following:

- 12 • The characteristics of the actual or potential hazard in terms of size, magnitude, the
13 likelihood of impact and when impact may occur.
- 14 • Identification of the areas vulnerable to the hazard.
- 15 • Estimation of the population-at-risk.

Hazard ²	EOC Partial Activation	EOC Full Activation	SoLE Issued	Evacuation Order Issued
<i>Sustained Winds (Tropical Cyclones)</i>	Yes	Dependent	Yes	Yes
<i>Storm Surge Flooding</i>	Yes	Dependent	Yes	Yes
<i>Thunderstorm Winds/Lightning/Hail</i>	Dependent	No	Dependent	Dependent
<i>Epidemic/Pandemic</i>	Yes	Dependent	Yes	Dependent
<i>Tornado</i>	Dependent	No	Dependent	Dependent
<i>Flood</i>	Yes	Dependent	Yes	Yes
<i>Extreme Cold/Freeze</i>	Dependent	No	Yes	Dependent
<i>Extreme Heat/Drought</i>	Dependent	No	Yes	Dependent
<i>Animal/Plant Disease Outbreak</i>	Dependent	No	Dependent	No
<i>Aircraft Crash</i>	Dependent	Dependent	Dependent	Dependent
<i>Wildfire</i>	Dependent	No	Dependent	Dependent
<i>Hazardous Material Release</i>	Dependent	No	No	Dependent
<i>Cyber Attack</i>	Yes	Dependent	Yes	Dependent
<i>Mass Casualty/Fatality</i>	Yes	Dependent	Yes	Dependent
<i>Coastal Erosion</i>	Dependent	No	Dependent	Dependent

² This table references only the identified high risk tier of the Lee County Hazard Vulnerability Analysis. The complete table can be found in the Local Mitigation Strategy.

1 Emergency Management personnel will prepare the Emergency Operations Center (EOC) for
2 Activation; notify designated personnel from the municipalities and other agencies to respond to
3 the EOC; initiate the Time Delineated Schedule; advise other County Divisions/Departments to
4 enact their emergency preparedness plans; begin documentation of all decisions and
5 expenditures; and send notification via managed distribution lists of the date and time the EOC
6 will be Partially or Fully Activated.

7 Upon arrival of responding personnel to the EOC on the scheduled date/time, the Command and
8 General Staff will provide an incident briefing with the goals and objectives for the operational
9 period. The appropriate meetings will ensue for planning and executing any necessary
10 evacuations. The Planning Section will provide the threat analysis, the Operations Sections will
11 provide the strategies to execute the Incident Action Plan, and the Logistics Section will provide
12 the resources necessary to accomplish the goals and objectives.

13 During the planning and execution of an evacuation in Lee County the following processes,
14 and/or procedures will occur, some will be simultaneous in accordance with the Time Delineated
15 Schedule (TDS):

- 16 • Identification of Area to be Evacuated (Hurricane Surge Evacuation Zones or
17 specific/isolated areas);
- 18 • Evacuation Order approved by the BoCC, or Board Chairman;
- 19 • State of Local Emergency approved by the BoCC, or Board Chairman, if necessary;
- 20 • Determination of Government Offices, Services, and School closings;
- 21 • Identification of Shelter Facilities;
- 22 • Coordination and scheduling of Shelter openings;
- 23 • Notification of Special Needs Registrants, if necessary;
- 24 • Activation of Transportation Plan;
- 25 • Coordination with PIO regarding mass media message for Evacuation Order;
- 26 • Logistical support and supplying of Sheltering Facilities;
- 27 • Activation of Shelter Staff to facilities to set-up;
- 28 • Issuance of Evacuation Order via mass media;
- 29 • Transportation of Special Needs Registrants, if necessary;
- 30 • Shelter openings;
- 31 • Re-evaluation Area(s) to be Evacuated, Government/School closings, Shelter facilities,
32 etc.; and
- 33 • Further Evacuation Orders, if necessary.

34 Shelters will continue to operate until such time as evacuees are able to safely return home or
35 find other accommodations. In rare cases, an Evacuation Order may be rescinded with BoCC, or

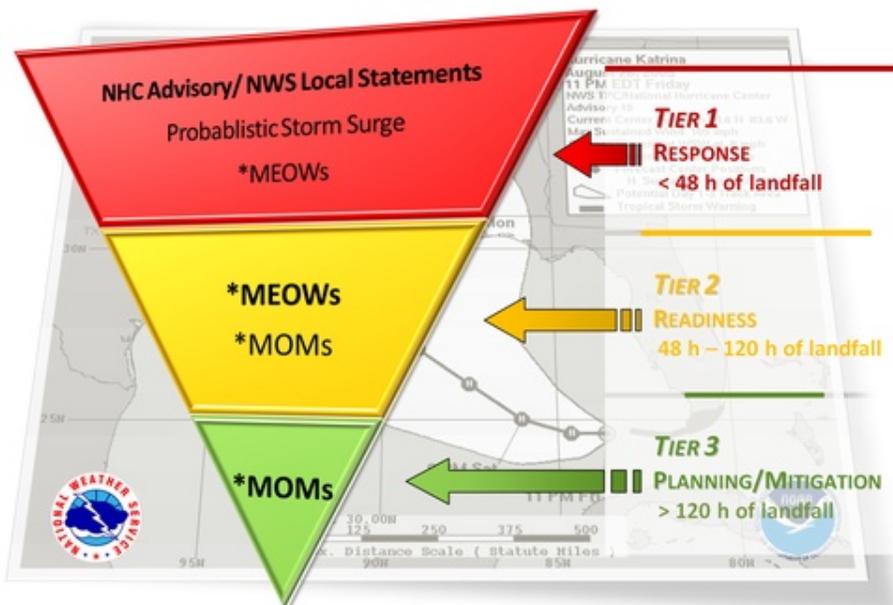
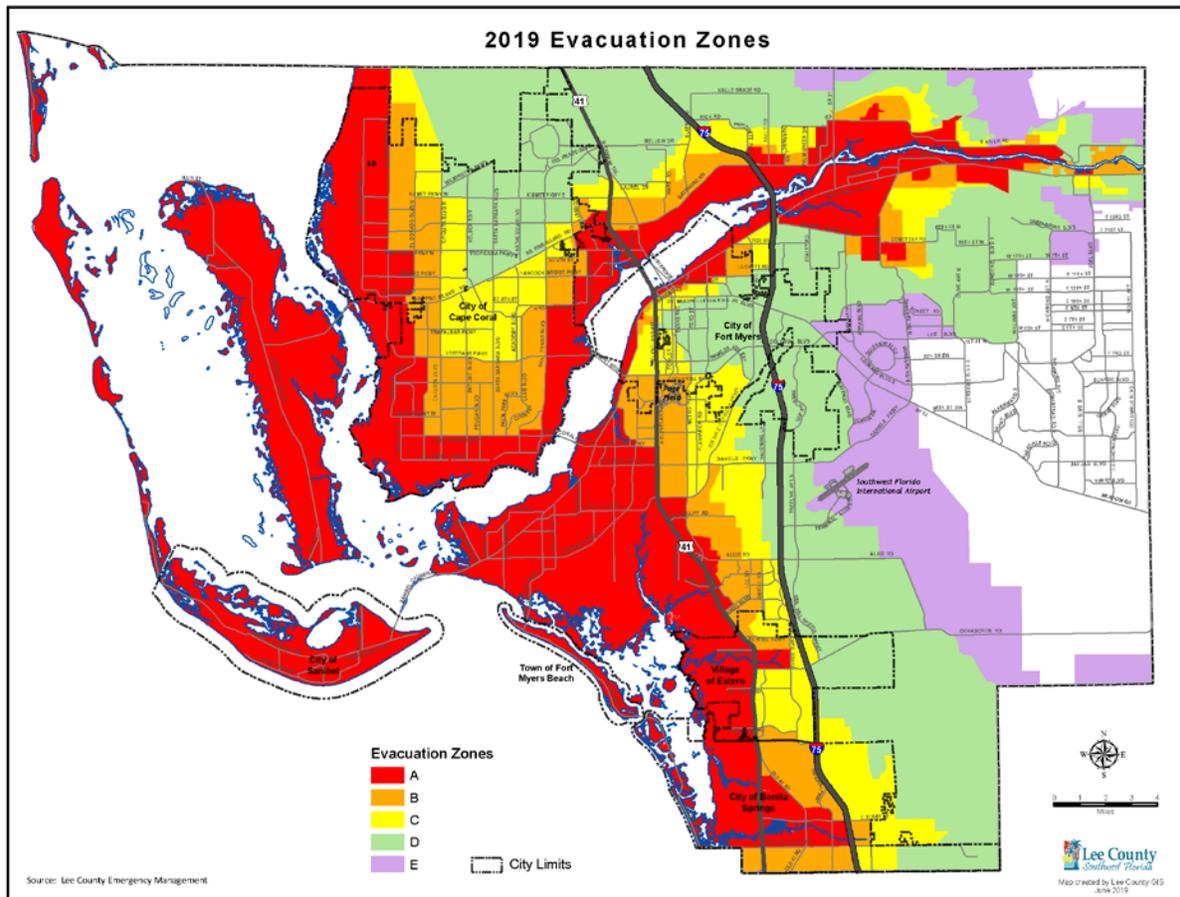
1 Board Chairman, approval. Otherwise the Evacuation Order will remain in effect until it is not
2 renewed by BoCC, or Board Chairman, and thus expires.

3 **Attachments**

- 4 • Attachment A – Hurricane Surge Evacuation Zones with Times vs. NHC Products Availability
- 5 • Attachment B – Wind Evacuation Process Flowchart
- 6 • Attachment C – Surge Evacuation Decision Making Matrix
- 7 • Attachment D – Hurricane Evacuation Traffic Control Points and Assignments
- 8 • Attachment E – Other Organizations & Responsibilities

Attachment A

Hurricane Surge Evacuation Zones with Times vs. NHC Products Availability

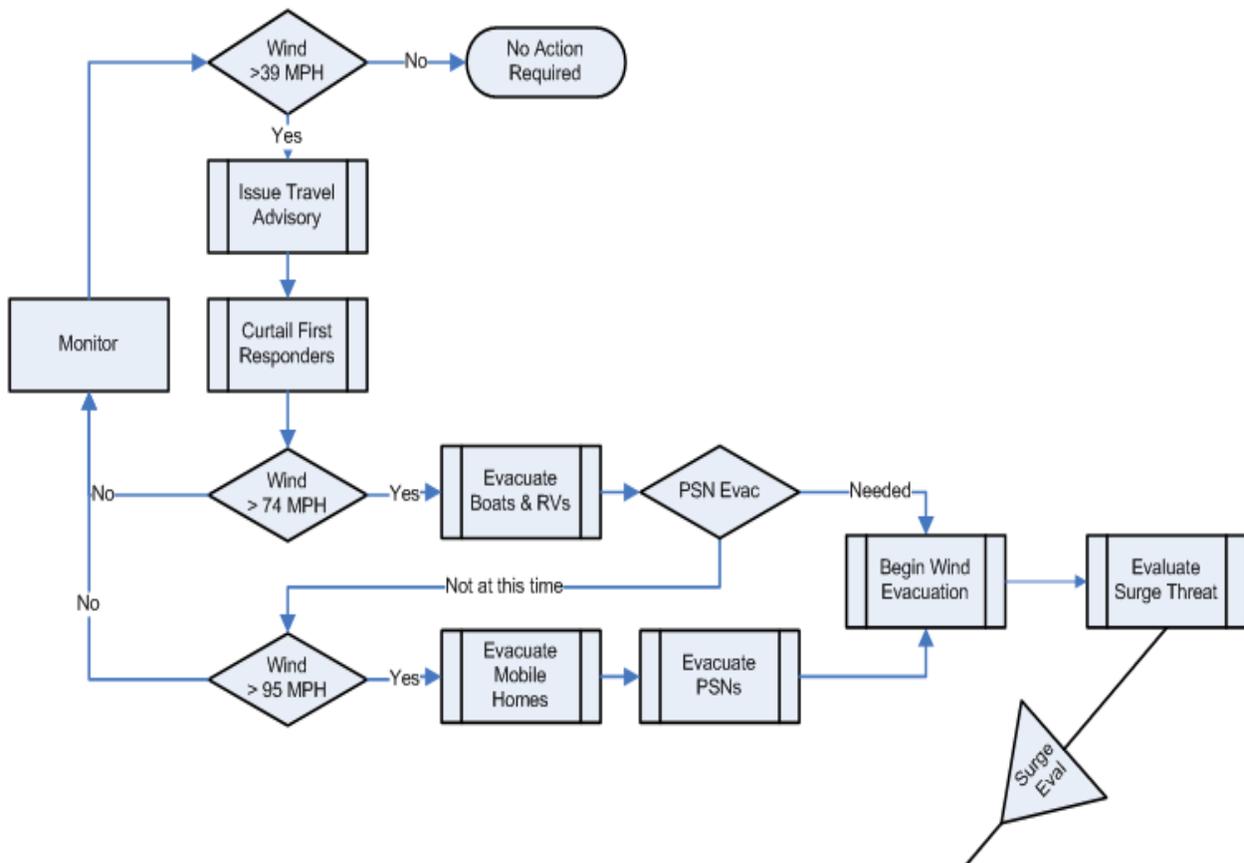


Attachment B

1 **Wind Evacuation Process Flowchart**

2 This Process Flow Chart represents the start of the Decision Making Process, and is only one
3 component of the process which concludes with the Surge Evaluation portion of the process. The
4 entire process begins anew with each Advisory that is received.

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Attachment C
Surge Evacuation Decision-Making Matrix

The top row represents potential feet of water. This may include storm surge, tidal variation, GOM tidal anomaly and/or any combination. The left column is the probability of occurrence. The colored fields are the evacuation zones for a particular event. For example, a 40% probability of 7 feet of storm surge would indicate the need for a Zone A evacuation, whereas a 10% probability of 19 feet of storm surge would indicate the need for a Zone C evacuation.

The threat would be evaluated with each NHC Advisory with the best available surge height information (e.g. high tide, mean tide, etc.). Very early on, due to evacuation clearance time challenges, we may rely on MOMs and MEOWs, moving later to the Probabilistic Surge product and finally to the Surge Forecast from our local National Weather Service office. Severe events may require decisions with little solid information, and milder events could allow more decision making time. **This chart does not address timing issues and is specific to Lee County.**

Feet Prob	<3	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24+	
10%	NA	NA	NA	NA	A	A	A	B	B	B	B	B	B	B	C	C	C	C	C	D	D	D	E	
20%	NA	NA	NA	A	A	A	A	B	B	B	B	B	B	B	C	C	C	C	C	D	D	D	E	
30%	NA	NA	NA	A	A	A	A	B	B	B	C	C	C	C	C	C	D	D	D	D	D	D	E	
40%	NA	NA	A	A	A	A	B	B	B	B	C	C	C	C	C	C	D	D	D	D	D	D	E	
50%	NA	NA	A	A	A	A	B	B	B	B	C	C	C	C	C	C	D	D	D	D	D	D	E	
60%	NA	A	A	A	A	A	B	B	B	B	C	C	C	C	D	D	D	D	D	D	D	D	E	
70%	NA	A	A	A	A	A	B	B	B	B	C	C	C	C	D	D	D	D	D	D	D	E	E	E
80%	NA	A	A	A	A	A	B	B	B	B	C	C	C	C	D	D	D	D	D	D	D	E	E	E
90%	NA	A	A	A	A	A	B	B	B	B	C	C	C	C	D	D	D	D	D	D	D	E	E	E

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PURPOSE

After a disaster strikes, primary response activities include locating victims and ensuring the safety of injured or stranded personnel. Annex D-3 Search and Rescue Operations outlines the search and rescue efforts among law enforcement, fire, Emergency Medical Services (EMS), Lee County Emergency Management (LCEM), public works, power companies, and the Southwest Florida Urban Search and Rescue Team (USAR), FL TF-6.

SCOPE

Southwest Florida USAR (during small-scale events) and outside USAR Incident Management Teams (IMTs) (during large-scale incidents) serve as the lead agency and coordinator for land-based search and rescue operations. U.S. Coast Guard Sector St. Petersburg is the lead for maritime search and rescue. Each municipality or EOC Geographical Response Division (GeoDivision) assists with search and rescue operations within their jurisdiction, as appropriate. (See Annex D-1 Geographical Response Division for more information on GeoDivisions.)

ORGANIZATION

County search and rescue operations involve one or all of the following operational components:

- Initial assessment of impacted area(s)
- Area search
- Search and clear and/or triage of collapsed structures
- Locating and removal of lightly trapped victims
- Locating and removal of moderately and heavily trapped victims
- Search and reconnaissance

Tracking Non-Evacuees

During emergencies where there is time to evacuate residents (e.g., hurricanes), Fire Districts, EMS, and Law Enforcement may track areas where residents refuse to evacuate. When possible, the agencies will use Survey 1, 2, 3 to ensure this information is reported through ARM 360. The information may be shared with search and rescue teams post impact to provide a baseline of information for where residents were last located.

Entry Teams

Entry Teams may perform the following tasks to meet the needs based on the GeoDivision. They are capable of:

- Neutralizing downed power lines.
- Clearing debris from roadways
- Extinguishing fires
- Rendering life support

- 1 • Maintaining security within the area

2

3 Entry Teams may consist of the following personnel:

- 4 • Team leader
- 5 • Uniformed law enforcement officers
- 6 • Paramedic
- 7 • Emergency medical technician (EMT)
- 8 • Fire engine companies
- 9 • Power/utility technician with tools
- 10 • Debris clearance personnel

11

12 Entry Teams may be equipped with the following vehicles and equipment:

- 13 • Front-end loader
- 14 • Fire engine or equivalent
- 15 • Brush truck or equivalent with chain saws, chains, and ropes
- 16 • 4x4 vehicle
- 17 • Electric service truck

18

19 **Specialty Search and Rescue Teams**

20 Specialty Search and Rescue Teams include:

- 21 • Light Technical Rescue (outside county),
- 22 • USAR Team(s),
- 23 • Flood /Swift Water Team (outside county),
- 24 • Large Animal Rescue (USAR FL-TF6, Lee County Sheriff's Office),
- 25 • Marine Units (Florida Fish and Wildlife Commission, US Coast Guard, Fire
- 26 Districts/Departments, Law Enforcement, & USAR), and
- 27 • Dive Teams (Lee County Sheriff's Office, Cape Coral Fire Department, and Iona McGregor
- 28 Fire District).

29

30 Specialty Teams conduct focused and intensive rescue efforts over areas and/or in structures

31 that require specially trained personnel and equipment. This could include:

- 32 • Rescuing people moderately and/or heavily trapped in buildings
- 33 • Conducting marine search and rescue operations
- 34 • Underwater body recovery
- 35 • Large animal rescue

36 **CONCEPT OF OPERATIONS**

37 As soon as weather conditions permit, the EOC Air Operations Branch coordinates air assets to

38 identify areas that sustained damage and may require search and rescue. The Sheriff's Office

39 helicopter is equipped with video recording devices, which download to the EOC Operations

40 Section and/or EOC Mobile Response Unit (MRU) for use in resource allocation decisions. Based

41 on information gathered by the EOC through aerial observations and from their own windshield

1 assessments, GeoDivision Search and other teams deploy to impacted areas.

2

3 If USAR or other resources are needed, EOC Logistics submits a request to Florida Division of
4 Emergency Management (FDEM) through their resource request process. The Florida Fire Chiefs’
5 County Coordinator will simultaneously coordinate the search and rescue request through the
6 Essential Support Function (ESF) Fire/Rescue Desk at the State EOC.

7

8 **Hazardous Materials Spills**

9 A major or catastrophic disaster may damage sites that store and use hazardous materials.
10 Several of these sites are vulnerable to storm surge flooding and wind damage. Following a major
11 or catastrophic disaster, fire departments survey known sites within their jurisdiction. The fire
12 department or Florida Department of Environmental Protection (FDEP) determines whether
13 hazardous materials were released, takes necessary actions to isolate or contain the spill, and
14 reports releases to the Lee County EOC. Fire departments coordinate these on-scene activities
15 with Search and Rescue Teams working in the release area. Search and Rescue Teams DO NOT
16 enter a spill area until the authority having jurisdiction declares it safe. If Search and Rescue
17 Teams are unfamiliar with the hazardous materials risk for a geographic area, they may request
18 that EOC Operations provides Tier II hazardous materials information.

19

20 **Removal of Remains**

21 The Lee County Medical Examiner (ME) handles remains when fatalities are found during a Search
22 and Rescue Operation. The ME coordinates the locations of temporary morgues with resource
23 assistance from the Lee County EOC. A USAR Team may be called to help remove an entrapped
24 body. If the body is not trapped, Fire/Rescue may assist with extraction. See Annex J-3: Mass
25 Casualties/Fatalities Annex.

26

27 **Communications**

28 Search Team Leaders use assigned 800 MHz talk groups as their primary communication with the
29 EOC. Search Team Leaders’ secondary communication is through amateur radio or VHF
30 Command Channel. USAR Teams use UHF system radio talk groups. GeoDivision headquarters
31 may house an amateur radio operator until 800 MHz system becomes operational.

32

33 **Fuel**

34 See the CEMP Section 9 Logistics and Resource Management for information about fuel
35 availability during a disaster.

36

37 **Food and Water**

38 Each team is responsible for obtaining food and water supplies for their assigned operational
39 period. The USAR Teams are self-sufficient for 96 hours. Teams may order supplies from their
40 assigned GeoDivision’s Logistics Section. When possible, teams should carry a number of five+
41 gallon water containers.

42

43 **Ground Support**

1 The GeoDivision Logistics Section coordinates vehicle/equipment maintenance and repair.
2 During times of resource shortages, GeoDivisions may request assistance from EOC Ground
3 Support for vehicle/equipment maintenance for Search and Rescue Teams.
4

5 **Mutual Aid**

6 Numerous local, state, and federal agencies have assets that could be applied to search and
7 rescue operations. Among these are:

- 8 • Florida Fish and Wildlife Commission
 - 9 • Florida Highway Patrol
 - 10 • Florida National Guard
 - 11 • U.S. Coast Guard
 - 12 • Community fire and law enforcement agencies
 - 13 • Southwest Florida Urban Search and Rescue, FL TF-6
 - 14 • Technical Rescue Teams
 - 15 • Private organizations
- 16

17 The Lee County EOC along with the Florida Fire Chiefs' County Coordinator handles requests for
18 additional support for tactical Search and Rescue Team efforts or for specialized Search and
19 Rescue resources not available within Lee County.
20

21 DEACTIVATION

22 GeoDivisions are responsible for demobilizing search and rescue operations within their
23 jurisdiction. When possible, GeoDivisions should conduct a debrief with Search and Rescue
24 Teams to collect information for the response after-action report and corrective action plan.
25

26 GeoDivisions should inform the EOC Logistics Section when they have demobilized mutual aid
27 teams or other search and rescue resources/equipment. The EOC Logistics Section will update
28 the State EOC on mutual aid demobilization.
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Approval Date: 12/14/2018	Re-Entry	Annex C-5

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Overview

Recent large-scale disasters have demonstrated the critical need for an acceptable all hazards disaster re-entry annex. The lack of a consistent re-entry and access process between local jurisdictions can greatly hamper the recovery efforts of critical utilities, services, and communications, as well as the Critical Infrastructure and Key Resources (CIKR) that supply the county, the region, the State, and potentially, the Nation.

Purpose & Scope

The purpose of this annex is to describe the County and Municipal infrastructure strategy to permit access into restricted areas after an incident, crisis or disaster. The following guidelines are intended to allow both seamless transitions (transit) through multiple jurisdictions in order to restore critical municipal functions and CIKR, as well as support mutual aid efforts as quickly and safely as possible. This annex is intended for County and Local/Municipal government representatives and private sector companies (CIKR owners, operators and managers) with a presence in, or that support local needs in, Lee County.

Planning Assumptions

The Lee County Emergency Management Program builds on the following crisis re-entry principles.

- Post disaster access control is paramount to ensure public safety.
- Re-entry should be implemented in phases based on need.
- Local government in coordination with CIKR owners, operators, and managers will determine the appropriate access for individuals/organizations.
- These individuals/programs should be pre-identified and credentialed prior to a disaster to the greatest extent possible.
- Keeping individuals/organizations from the impacted areas can create its own health and safety issues as they try to gain access to areas with life safety hazards.
- Providing “Look and Leave” access to areas still undergoing life safety stabilization can provide individuals/organizations with necessary information until the areas can be re-opened for general re-entry/access.
- Due to the landmass size of Lee County, and the porous nature of access, perimeter control may be limited to those areas with life threatening hazards.

- 1 • The use of curfews, in coordination with the six (6) municipalities, will be the best
- 2 means of controlling access and use of infrastructure during the Response and early
- 3 Recovery phases post event.
- 4 • Any individuals that used County provided transportation for evacuation are the
- 5 responsibility of the County to assist with re-entry transportation, to include “Look and
- 6 Leave” access.

7 **Authorities & References**

- 9 • F.S. 252.3359(2) – defines essentials;
- 10 • F.S. 252.36(5)(a), (g), and (m) – powers of the governor; control ingress and egress to
- 11 and from an emergency area; authorization for businesses/employees to exceed the
- 12 times of curfews to ensure commodities are made available to the public;
- 13 • F.S. 501.160(1)(a) – defines commodity;
- 14 • F.S. 893 – authorization to deliver medication.

15 **Terms/Definitions/Acronyms**

- 16 • *Critical Infrastructure and Key Resources (CIKR)* – 16 sectors that compose assets,
- 17 systems, and networks, whether physical or virtual, that are essential for the functioning
- 18 of society and the economy.
- 19 • *F.S.* – Florida Statute

20 **Methodology**

21 Emergency Management will recommend the return of evacuees to their homes when
22 hazardous conditions subside according to the following safety criteria:

- 23
- 24
- 25 • Use of a color-based system to communicate re-entry to residents.
- 26 • Vehicular and/or pedestrian accessibility to damaged/evacuated area.
- 27 • Identified life threatening situations are isolated or mitigated.
- 28 • If flooding incident, floodwaters have receded out of affected properties (i.e., living
- 29 units).
- 30 • Sewer system working properly or emergency system provided.
- 31 • Water system working properly or emergency system provided.
- 32 • “No Drinking Water” or “Boil Water” orders are issued where the water system is, or
- 33 could be, contaminated by pathogens.
- 34 • Assist evacuees in returning to their homes or to other designated locations.
- 35 • Determine necessary post-evacuation activities in concert with appropriate
- 36 governmental officials, representatives and organizations.

- 1 • Request assistance through the State Emergency Response Team when local resources
- 2 are inadequate.
- 3 • As needed, prepare a Post-Evacuation Report.
- 4 • Implement curfews that promote restricted traffic movements in evacuated/unsafe
- 5 areas. Consider the following in establishing curfews:
- 6 ○ Hours enforced (dusk to dawn; sometimes shorter than that based on utility
- 7 restoration and accessibility; allowing needed resources/supplies to enter into
- 8 damaged areas).
- 9 ○ Areas where curfews are in place (areas having NO: power, water or sewer, or
- 10 emergency system provided)
- 11 ○ Coordination of curfews between jurisdictions (County and Municipalities).
- 12

13 Businesses and individuals seeking to transport essential commodities are required to provide
14 the following documents to local officials to re-enter impacted areas:

- 15
- 16 • Driver's license or other government issued ID;
- 17 • Proof of employment (such as Employer credentials, letter on employer letterhead);
- 18 • Demonstrated need to enter area (such as a work order, bill of lading, or inventory list);
- 19

20 Additionally, businesses are encouraged to register with the Florida Virtual Business Emergency
21 Operations Center (FLVBEOC) at www.flvbeoc.org to ensure they receive updated information
22 regarding the transportation and distribution of essential resources during a declared state of
23 emergency.

24
25 Information distribution to the general public will be managed in accordance with the Public
26 Information Guidelines (Annex C-5) and the Alert and Warning Guidelines (Annex C-3).

27 **Concept of Operations**

28 It is the goal of Emergency Management to allow re-entry as soon as safely possible. The policy
29 decisions regarding "Who" will be allowed re-entry to a restricted area, and "When," are
30 determined by elected officials and emergency managers, ordinarily at the county level, and/or
31 as determined by applicable State law. The purpose of this annex is to address "How"
32 checkpoints and restricted areas are to be operated, the requirements for access, and the items
33 required to provide satisfactory assurance that entry is/has been authorized by approved
34 parties (e.g. elected officials/emergency managers), addressing issues such as:

- 35
- 36
- 37 • Traffic Management
- 38 ○ Expediting approval, denial and further investigation decisions when appropriate

- 1 ○ Handling self-dispatchers and other exception-type entrants
- 2 • Vehicle Management
- 3 ○ Handling multi-vehicle tethering/escort requests
- 4 ○ Verification of Credentials (IDs, Qualifications and Affiliations)
- 5 ○ What individual identification documents (IDs) and other tokens will be honored
- 6 (e.g. Letter of Access and Vehicle Placard)
- 7 ○ How one or more credentials are verified for authenticity and validity
- 8 • Coordination between Checkpoints
- 9 ○ Handling of traffic in transit to another jurisdiction
- 10 ○ Adoption of common standardized terminology
- 11 ○ Adoption of standardized formats for Individual Letters of Access (LOA)
- 12 ○ LOA and Vehicle Traffic Placards supporting coordinated re-entry/transit
- 13 • Emergency Zone Operations
- 14 ○ Conduct “spot checks” within the disaster areas or at muster locations
- 15 ○ Operations during disaster area curfew periods

16

17 Requirements “over and above” these may be made in coordination with elected officials,
18 emergency managers, and incident managers to address local or exigent circumstances. This
19 does not preclude municipal and county requirements that persons seeking to re-enter their
20 jurisdiction have a specific or proprietary ID, placard, or re-entry permit for that particular
21 jurisdiction. In those cases, checkpoint and emergency zone security personnel for that
22 particular jurisdiction, and persons seeking entry into that particular jurisdiction, must comply
23 with the additional jurisdictional requirements.

24

25 Authorized checkpoint re-entry, or access, to disaster areas is not guaranteed to individuals,
26 and/or organizations. Decisions regarding checkpoint re-entry, and disaster area access, are
27 always subject to the “Who” and “When” disaster re-entry policy decisions, and to operational
28 decisions of incident managers and checkpoint/disaster area security personnel at, and within,
29 the checkpoint area. Individuals and organizations may still be approved for re-entry via
30 interaction with the checkpoint personnel as resources, and time permits.

31

32 The annex does not define mandatory requirements for re-entry/transit, but instead a
33 formalized process that will facilitate expedited passage resulting in a safer, more secure, and
34 more efficient process for recovery. When local authorities decide “Who” needs to be provided
35 access, this annex is designed to facilitate the ability of those critical personnel to respond in
36 the most efficient, effective, and expeditious manner, to benefit the public good.

37

38

1 **Attachments**

- 2 • Attachment A – Color Based Re-Entry System

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Attachment A
Color-Based Re-Entry System

It is recommended Lee County use a color-based system to communicate re-entry information to residents, post-event. This system is designed to provide a continuum of options for the county to control re-entry appropriately, 1) allowing citizens to return to communities, at their own risk, to assess and repair damages to their dwelling and business, while 2) reducing the logistical burden on government to contain and monitor entrance back into an area. The following color-based structure characterizes re-entry:

Color Code	Explanation
Black	Provides maximum control and oversight. Citizens will not be allowed into the hazard area. These zones are likely monitored by a law enforcement presence at access control points and periodic patrols.
Red	Citizens enter the evacuation zone at their own risk for limited durations. The area is not considered safe for re-entry, as emergency services and utilities have not been restored.
Yellow	Citizens may re-enter the evacuation zone at their own risk. The area has partial restoration of emergency services, public services, and utilities.
Green	The evacuation zone is determined safe for re-entry. All public services and utilities are functioning at acceptable levels.

11

Lee County	Comprehensive Emergency Management Plan	Page 1 of 5
Approval Date: 12/14/2018	Special Needs Shelter Program	Annex C-6

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Overview

Lee County’s Special Medical Needs Program provides shelter and transportation for its residents who do not have a safe place to take refuge during a tropical storm or hurricane. Lee County Emergency Management and Florida Department of Health-Lee County (FDOH-Lee) work together to ensure that everyone registered is directed to a shelter where their medical needs can be safely managed for the duration of the storm, or that they are provided transportation to a shelter.

Background

The Special Medical Needs Program is administered by Emergency Management, per F.S. 255.355. The Special Medical Needs database, created and maintained by Emergency Management, contains the information submitted by each applicant for sheltering or transportation purposes. Each calendar year registrants must update their information to remain active on the list.

This Statute also requires Florida Division of Emergency Management (FDEM) develop a Special Needs Shelter Registration Program, which includes an online application accessible to any resident via computer, tablet, smart phone, etc. Currently, the FDEM applications provide a link to each County for processing.

Special Medical Needs Shelters (SMNS) are located at one of Lee County’s pre-determined schools or facilities. A combination of employees from Florida Department of Health-Lee County, Lee County School District, Lee County Domestic Animal Services, and Volunteers collaborate to operate the various areas of the SMNS.

Emergency Management and Public Safety Logistics support the logistical needs of the SMNS shelter operations.

Purpose & Scope

As required by F.S. 252.385, adequate shelter facilities must be made available for people with special needs. The Department of Health will be the lead agency for staffing and managing the special needs shelter, per F.S. 381.0303. There must be a designated area for persons with Alzheimer’s or related forms of dementia in the Special Medical Needs Shelter.

FDOH Guidelines for Special Needs Sheltering, December 2016 edition, outlines the criteria needed to qualify for sheltering at the Special Medical Needs Shelter.

1 **Planning Assumptions**

2 When Lee County enters into the 5-day cone of a tropical cyclone, new Special Medical Needs
3 applications are put on hold and not processed until after the event passes. At this time a
4 complete review of the shelter and transportation assignments for every record is made to
5 identify and fill gaps in information.

6
7 The number of people requiring Special Medical Needs sheltering and transportation are
8 reviewed to assist in calculating the timing for evacuation calls, shelter openings, and
9 transportation resources necessary.

10
11 United Way 211 is notified of the potential evacuation and their contract is activated. United
12 Way 211 Volunteers will report to the EOC at the designed day/time to make evacuation calls to
13 the SMNS registrants.

14
15 FDOH-Lee oversees the Special Medical Needs Shelter during an evacuation, including staffing
16 the shelter, setting up and breaking down the shelter, ordering the necessary supplies and
17 pharmaceuticals, and shelter assignments. Special Medical Needs Shelters must have an area
18 designated for people with Alzheimer's or dementia [FS 381.0303(3)] and a person familiar with
19 Alzheimer's assigned to the shelter [FS 381.0303(2)(b)].

20
21 Logistics will coordinate the delivery of Special Medical Needs Shelter supplies from the LCEM
22 inventory.

23
24 LCEMS will coordinate the ordering, delivery, and setup of the liquid oxygen (LOX) tanks for the
25 SMNS, and the pickup of the LOX tanks when the shelter is demobilizing.

26
27 Food and water will be provided to everyone in shelter(s) based on the shelter feeding plan.

28
29 Landline phones and faxes, and internet are available at the schools/facilities for use by the
30 shelter manager. LCEM has a cache of two-way radios that can be assigned to the shelter
31 operation, if needed.

32
33 Amateur Radio Emergency Services (ARES) will provide one volunteer at each shelter for
34 emergency communications.

35
36 The shelter(s) will remain open until official notice to demob is given by EOC.

37 **Authorities & References**

- 38 1. F.S. 381.0303 Special needs shelters.
- 39 2. F.S. 255.355 Registry of persons with special needs.
- 40 3. FDOH Guidelines for Special Needs Sheltering, December 2016 edition
- 41 4. Lee County School District Pet Shelter Agreement 5-20-2007
- 42 5. FDOH-Lee EOP Special Needs Shelter 2015
- 43

- 1 6. Lee Memorial Health System (Cape Coral Hospital) Agreement
- 2 7. Lee Memorial Health System (Health Park Hospital) Agreement
- 3 8. Lee Memorial Health System (Gulf Coast Hospital) Agreement
- 4 9. Lee Memorial Health System (Lee Memorial Hospital) Agreement

5

6 **Terms, Definitions & Acronyms**

- | | | |
|----|------------|--|
| 7 | ARES - | Amateur Radio Emergency Service |
| 8 | EOC - | Emergency Operations Center |
| 9 | FDEM - | Florida Department of Emergency Management |
| 10 | FDOH-Lee - | Lee County Health Department - Lee County |
| 11 | LCEM - | Lee County Emergency Management |
| 12 | LCEMS - | Lee County Emergency Medical Services |
| 13 | LCSD - | Lee County School District |
| 14 | LCSO - | Lee County Sheriff's Office |
| 15 | LH - | Lee Health Hospital System |
| 16 | PSN - | Person with Special Needs |
| 17 | UW - | United Way 211/Emergency Information Hotline |

18

19

20 **Concept of Operations**

21 Lee County Special Medical Needs applications are located on the Emergency Management
22 website (www.LeeEOC.com), or can be picked up at the Emergency Operations Center.
23 Information is collected as outlined in Florida Department of Health Guidelines for Special Needs
24 Shelter, December 2016 Edition.

25

26 A great deal of preparation is done before the onset of any storm to ensure each piece is in place
27 and ready to be activated in the event of a tropical weather event. During an event, a liaison
28 from each of the organizations listed below has a seat in the Emergency Operations Center (EOC)
29 to coordinate resources and assets.

30

31 **Shelters**

32 Shelters that are safe from the wind and storm surge of the impending tropical cyclone will be
33 selected from the Lee County Public Shelter List.

34

35 FDOH-Lee sets up the SMNS as per the FDOH-Lee Emergency Operations Plan Incident Specific
36 Annex A Special Needs Shelter. A walk through of the school is done before the sheltering
37 operation begins, then again at the end of the sheltering, to make note of any damages that have
38 occurred.

39

40

41

42

43 **Evacuation Calls**

1 United Way 211 is contracted to conduct evacuation calls for the Special Medical Needs Program.
 2 Volunteers report to the Emergency Operations Center Emergency Information Hotline Room
 3 where they are provided tools and instructions for the calls.
 4

5 **Transportation**

6 LeeTran’s Paratransit buses will provide transportation for those registered that are ambulatory,
 7 with or without assistive devices, to public shelters, SMNS, and hospital shelters.
 8

9 Lee County Emergency Medical Services (LCEMS) will provide transportation to those registered
 10 that are bed-bound, or otherwise cannot transport via a sitting position. In most cases these
 11 transports will be to a hospital for sheltering.
 12

13
 14 **Roles & Responsibilities**
 15

Agency	Responsibilities
LCEM	Administers and manages the Special Medical Needs Program. Coordinates evacuation calls, transportation during evacuation, supplies to shelter, pet sheltering, shelter security, and other shelter needs as they arise.
FDOH-Lee	Reviews Special Medical Needs Applications and determines which shelter is best suited for each applicant. Manages the Special Medical Needs Shelter during an evacuation, including staffing the shelter, setting up and breaking down the shelter, ordering the necessary supplies and pharmaceuticals.
LCEMS	Provides ambulance transportation for registrants that are bedridden or otherwise cannot ride on the Paratransit bus. Provides paramedic and advanced life support equipment. Stationed at SMNS shelter for the duration of shelter operation. Places order for liquid oxygen (LOX) for use in the SMNS; sets up oxygen tanks in the shelter, and connects shelterees to oxygen upon arrival; shuts down oxygen when ready to demobilize shelter and coordinates pickup of LOX tanks.
LeeTran	Provides transportation for people registered with Special Medical Needs Program. Will reach out to other transportation providers if EOC deems additional resources are necessary.
LCDS	Provides schools for sheltering, and some school staff to work in the shelter for the duration of the storm.
<u>LC</u> SO	Maintains safety and security at Special Medical Needs Shelter. Oversees background checks of each person sheltering, keeps the peace and removes any person that is causing a disruption or is a danger to others.

<p><u>LCDAS</u></p>	<p>Provides support for pets sheltering at the Special Medical Needs Shelter, including registering each pet, setting up pets in the sheltering area, providing extra crates, bowls, and other pet supplies for those that forget to bring supplies. Oversees pet sheltering area during entire event.</p>
<p><u>United Way</u></p>	<p>United Way 211 is contracted to respond to the EOC to make evacuation calls to the people on the Special Medical Needs Program registry during a tropical cyclone event.</p>
<p><u>LH</u></p>	<p>Can provide shelter space at hospitals for people identified on the Special Medical Needs Program registry. This includes a hospital bed and linens for person registered, oxygen if needed, food and water for person registered and the caregiver. No medical attention is provided to shelterees. Sheltering will be in open hallways, conference rooms, or other available space, not to include hospital rooms. Caregiver will bring all supplies and medical equipment needed for sheltering.</p>

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The Florida Department of Health in Lee County (DOH-Lee) is the lead agency for ESF 8, Public Health and Medical Services. The DOH-Lee Health Officer has authority over emergency incidents that affect public health and medical services in Lee County and will activate the DOH-Lee Emergency Operations Plan 2015¹ and DOH Incident Management Team (IMT), when appropriate. In the event of an EOC activation, the Health Officer or designee and the Public Health Preparedness Planner will staff the DOH representative seats, respectively.

Supporting agencies include:

Agency for Health Care Administration Region 8 (AHCA), Agency for Persons with Disabilities (APD), District 21 Medical Examiner’s Office, Lee County Health Care Coalition, Department of Elder Affairs (DOEA), Lee County EMS, Lee Health, Lee County Mosquito Control, Department of Environmental Protection (DEP), Lee County Emergency Management (LCEM), Lee County Fire Districts, Lee County Sheriff’s Office (LCSO), Department of Veteran Affairs, Department of Business and Professional Regulation (DBPR)

The purpose of ESF 8 and the DOH Representative is to coordinate plans, procedures, and resources as part of Lee County Emergency Management’s Public Health Response and to assure Lee County can meet a core set of operational missions:

1. Support local assessment and identification of public health and medical needs in Lee County and implement plans to address those needs.
2. Coordinate and support stabilization of the public health and medical system in Lee County in partnership with, including but not limited to, Lee Health, Lee County Emergency Medical Services, Fire Districts (HAZMAT), and the Lee County Health Care Coalition (e.g., medical surge and evacuation, decontamination, and laboratory testing).
3. Support ESF 6, Mass Care, in sheltering of persons with medical and functional needs. DOH-Lee shall, in conjunction with Lee County Emergency Management, have the lead responsibility for coordination of the recruitment of health care practitioners to staff the special needs shelters. DOH-Lee will assign its employees to work in special needs shelters when those employees are needed to protect the health and safety of persons with special needs.

¹ Reference Material – FDOH-Lee Emergency Operations Plan 2015

- 1 4. Lead (assume command) monitoring, investigating, and controlling potential or
2 known threats and impacts to human health through surveillance, delivery of medical
3 countermeasures and non-medical interventions (e.g., mass prophylaxis, pandemics,
4 biological threats, points of dispensing, bio-surveillance, and isolation and
5 quarantine).
- 6
- 7 5. Safeguard the public from Environmental Health issues before, during, and after an
8 emergency incident (e.g., Boil Water Notices, Food Services Inspections at ALFs and schools,
9 Well Water Sampling, and Wastewater/OSTDS).
- 10
- 11 6. Disseminate and coordinate accurate and timely public health and medical
12 information.
- 13
- 14 7. Monitor need for and coordinate resources to support the District 21 Medical
15 Examiner’s Office in mass fatality management (e.g. coordinating FEMORS assistance
16 upon mission request from Medical Examiner).
- 17
- 18 8. Provide public health and medical technical assistance and support.
- 19

20 Alerting and Notification

21
22 Upon a county, state or federal declaration of emergency, or at the discretion of Lee County
23 Emergency Management or the Health Officer, DOH-Lee may activate the DOH-Lee
24 Emergency Operations Plan. Emergency Management will contact the DOH-Lee Health
25 Officer or designee who will initiate a call-down to:

- 26
- 27 1. Public Health Preparedness Planner
- 28
- 29 2. DOH-Lee Incident Management Team
- 30
- 31 3. State ESF8 or FDOH Bureau of Preparedness and Response (BPR)
- 32
- 33 4. Regional Emergency Response Advisor (RERA)
- 34
- 35 5. ESF8 Supporting Agencies
- 36
- 37 6. All DOH Staff via the Florida Health Alert Network (FLHAN) | Everbridge
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Purpose & Scope

Electrical power is provided to Lee County by Florida Power & Light (FPL) and Lee County Electrical Cooperative (LCEC). Areas are identified on the FPL and LCEC Service Areas map. During an activation of the EOC, a representative from each company has a seat in the Situation Room in the Operations Section. They provide information of outages and other problems received from their contacts around the county and alert the EOC when power has been restored to critical facilities and neighborhoods.

To restore essential community facilities and services necessary for the physical and safety needs of the community in a timely and orderly manner.

Authorities & References

1. Lee County Electrical Cooperative Emergency Restoration Plan, May 2016
2. FPL and LCEC Service Areas Map
3. FPL Critical Facilities-2/27/17
4. LCEC Critical Infrastructure 9/25/17
5. Comprehensive Emergency Management Plan, Section 3

Terms/Definitions/Acronyms

- CI - Critical Infrastructure
- EOC - Emergency Operations Center
- FPL - Florida Power & Light
- LCEC - Lee County Electrical Cooperative
- LCEM - Lee County Emergency Management

1 **Concept of Operations**

2

3 **FLORIDA POWER & LIGHT**

4 Florida Power & Light (FPL) maintains their own plan and list of critical facilities. They work to
5 restore power to Critical Infrastructure (CI), large box stores, businesses, and residential areas,
6 focusing on restoring power to the greatest number of customers as safely and as quickly as
7 possible.

8 • The EOC contact for FPL will also be the liaison for the Geographic Divisions and
9 independent municipalities, coordinating the restoration of power to those areas.

10 • FPL assets may stage at RSW on the old parking lot area; includes base camp, feeding
11 area, and housing.

12 • Bonita Dog Track is also used for staging; shared with LCEM.

13 • FPL's Government Update website provides latest emergency information to government
14 officials. www.fpl.com/govupdate

15 • Power Tracker Map provides storm restoration times and updates
16 www.fpl.com/powertracker

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19 **LEE COUNTY ELECTRIC COOPERATIVE**

20 Lee County Electric Cooperative (LCEC) maintains their own plan (LCEC Emergency Restoration
21 Plan, May 2016) and list of critical facilities. The LCEC Liaison in the EOC will advise on the status
22 of power outages and the restoration of power to specific areas, as needed.

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1 **Purpose & Scope**

2 The purpose of this Air Operations Annex is to outline the organizational structure and operating
3 procedures of the Air Operations Branch (AOB) within the Lee County Emergency Operations
4 Center (EOC). This guide will enable personnel assigned to the AOB to better coordinate air
5 operations with federal, state, and local entities.

6 **Authorities and References**

- 7 • Lee County CEMP Section 7: Operations Section Activities
- 8 • Florida State Emergency Response Plan (SERP): Air Operations Guide

9 **Background**

10 Both governmental and non-governmental agencies have diverse roles, authorities, and unique
11 capabilities for county incident aviation operations. Therefore, development of a centralized
12 command and control structure to direct all air missions is impractical. However, a unified
13 coordination system that takes into account varied federal, state, and local government and non-
14 governmental aviation operations would enhance response efforts by providing a safer operating
15 environment through flight coordination, mission prioritization, and airspace management.

16 The National Incident Management system (NIMS) provides for the optional establishment of an
17 AOB to provide a unified approach to air operations. The EOC Operations Section Chief may
18 establish an AOB as warranted by nature of the incident and the availability of air assets. The
19 AOB will coordinate its efforts with the State Emergency Operations Center (SEOC), as well as
20 appropriate federal, state, and local government agencies, plus private-sector, volunteer and
21 non-government organizations supporting disaster aviation operations.

22 **Assumptions**

23 The AOB will operate under the following assumptions:

- 24 • Adequate aviation assets (e.g., aircraft, crews, airports, servicing facilities) may not be
25 available within a single agency or jurisdiction to support catastrophic disaster response
26 operations, and statewide or regional assets may need to be coordinated for a response.
- 27 • Aviation resources may include aircraft and resources owned, chartered, or leased by the
28 Federal, State, or local governments, and commercial and volunteer organizations.
- 29 • Aviation assets used to support disaster operations in the state will be coordinated
30 through Lee County AOB, but will remain under the command and control of their parent
31 agency, owner, or operator.

- 1 • If the Lee County AOB has exceeded its ability to respond to the local disaster, it will
- 2 coordinate with SEOC's AOB to direct response operations.
- 3 • Airspace control and management is the responsibility of the Federal Aviation
- 4 Administration (FAA).

5 **Roles and Responsibilities**

6 The primary responsibility of the AOB is to coordinate aviation-related resources, aircraft assets,
7 and support infrastructure including airports, communications, and airspace management to
8 enhance overall incident and emergency management response efforts in Lee County. As a
9 coordination authority, the AOB serves only to ensure the efficient and effective use of aviation
10 resources. Integral Branch functions include:

- 11 • Planning and integrating aviation operations.
- 12 • Planning and requesting airspace coordination measures.
- 13 • Ensuring the timely and appropriate support, prioritization, and resourcing of air mission
- 14 requests.
- 15 • Coordinating essential airport and aviation ground support infrastructure needs.
- 16 • Coordinating air operations communication requirements, including frequency
- 17 management, data and image transfer capabilities, and transponder codes.
- 18 • Promoting attention to flight safety and monitoring operations to identify and mitigate
- 19 potential hazards through timely implementation of warnings and corrective action.

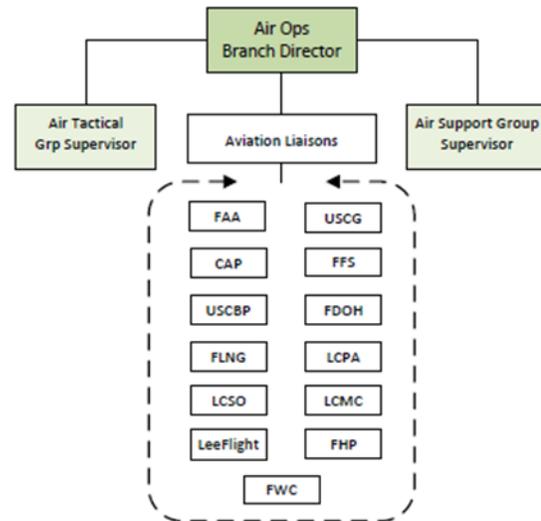
20 Command and control of aviation resources remains the exclusive authority of the owning
21 individual agency or organization. The AOB understands the requirement for agency members
22 to comply with internal Standard Operating Procedures (SOP's) and policies for the operation of
23 the aircraft in addition to regulations set forth by the FAA.

24 AOB support will be scaled depending on the level of activation. Once activated, it becomes the
25 central point of contact for Lee County disaster aviation support activities. During an EOC Level
26 2 activation, the AOB Director may be called to staff the Air Operations EOC seat during the initial
27 stages of the event assessment to source reconnaissance flights. Depending on the severity of
28 the situation or the anticipated levels of air operations, additional staffing may be activated at
29 the EOC, Buckingham Field, or other appropriate facility to support this function. During an EOC
30 Level 1 activation, the AOB may also select a location and alert staff to support forward air
31 operations. The AOB Director may activate an Air Operations (AO) Services Group Supervisor
32 and/or an AO Support Group Supervisor.

33 **Air Operations Branch Staff Roles and Responsibilities**

34 **Air Operations Branch Director:** The AOB Director is assigned by the Operations Chief and should
35 have extensive knowledge of emergency management policy and procedures, practical

1 experience in managing emergency operations
2 during a disaster or emergency situation, and a
3 background in aviation. The director is responsible
4 for:



- 5 • All planning, preparing, training, and
6 coordinating emergency management
7 activities related to aviation operations.
- 8 • Establishing contacts, developing
9 directories, and coordinating with federal,
10 state, and local agencies plus private-sector,
11 volunteer, and non-government
12 organizations with aircraft and/or aviation-
13 related assets and/or responsibilities.
- 14 • Developing objectives in accordance with the Lee County EOC priorities and ensure that
15 those objectives are completed.
- 16 • Requesting resources through Lee County Logistics Section through WebEOC,
17 coordinating with aviation partners to ensure resources are delivered, and
18 delivery/demobilization information is shared with the EOC Logistics Section.
- 19 • Activating Group Supervisors, as needed.
- 20 • Ensure that copies of mishap/investigation reports are sent to the FAA.

21 **Air Tactical Group Supervisor:** The Air Tactical Group Supervisor is responsible for coordinating
22 airborne activities to include: flight operations, airspace management, aircraft scheduling,
23 communications plans, and tracking/documenting missions. Key responsibilities may include:

- 24 • Identifying all potentially available aviation assets within Lee County that may play an
25 immediate role in disaster planning and response efforts.
- 26 • Establishing a system of documenting all flight operations and submitting reports to the
27 AOB Director during each operational period.
- 28 • Maintaining a listing of air mission types, assignments, and closeouts.
- 29 • Coordinating with the County Unmanned Aircraft Systems (UAS) vendor to integrate UAS
30 operations into air operations.
- 31 • Share current FAA “Notices to Airmen” (NOTAMs), as well as current and forecast weather
32 briefing information for the disaster area to aircraft operators supporting Lee County
33 missions.

34 **Aviation Liaisons:** Liaisons ensure timely and accurate information flow between their respective
35 organization and the Branch. Represented agencies are typically those with significant resources

1 in terms of aircraft, personnel, and/or capabilities. Depending on the level of activation, the AOB
2 should coordinate with Liaisons from the following organizations:

- 3 • Federal Aviation Administration (FAA)
- 4 • U.S. Coast Guard (USCG)
- 5 • Civil Air Patrol (CAP)
- 6 • Florida National Guard (FLNG)
- 7 • Florida Forest Service (FFS)
- 8 • U.S. Customs and Border Protection (USCBP)
- 9 • Florida Fish and Wildlife Conservation Commission (FWC)
- 10 • Lee County Port Authority (LCPA)
- 11 • Lee County Sheriff's Office (LCSO)
- 12 • Lee County Emergency Medical Service/LeeFlight (EMS)
- 13 • Lee County Mosquito Control District (LCMCD)
- 14 • Florida Department of Health – Lee (FDOH)
- 15 • Florida Highway Patrol (FHP)

16 **Air Mission Priorities**

17 Air mission priorities vary depending on the type and severity of the disaster or event. Personnel
18 involved with aviation operations should be briefed on the requested needs and be
19 knowledgeable of their agency roles with respect to the following priorities:

- 20 • Life saving and rescue
- 21 • Aerial imagery
- 22 • Logistical support
- 23 • Air traffic control

24 **Air Mission Types**

25 Air missions are assigned based on the Branch's assessment of availability of mission suitable and
26 properly equipped aircraft and availability of qualified aircrews. Aviation missions may include,
27 but not limited to, the following types of activities:

- 28 • Critical needs/incident assessment (county snap-shot damage assessment)
- 29 • Search and rescue (SAR)
- 30 • Aero-medical evacuation (AE)
- 31 • Airlift and passenger transport
- 32 • Movement of disaster response personnel
- 33 • Airborne firefighting and suppression
- 34 • Emergency evacuation support
- 35 • Communications relay/airborne repeaters
- 36 • Transportation of critical data, material, and reports

- 1 • Relief and recovery logistical support
- 2 • Aerial reconnaissance
- 3 • VIP and media flights

4 **Unmanned Aircraft Systems (UAS) Mission Types**

5 UAS can be assigned missions for the following activities, provided the capability exists:

- 6 • Critical needs/incident assessment
- 7 • Search and rescue (SAR)
- 8 • Communication relay/airborne repeaters
- 9 • Aerial reconnaissance
- 10 • Situational awareness
- 11 • Aerial mapping
- 12 • Live video feed into the EOC

13 **Airspace Management**

14 The role of the AOB in airspace management is to implement and maintain a system of positive
15 coordination and communication throughout the aviation response operation, taking into
16 account the vast differences in mission capabilities and roles of various aviation organizations.
17 The Branch works closely with the FAA to ensure effective controls are established to enhance
18 the safety of flight and the efficiency of air operations.

19 The severity and type of the incident will dictate the level of airspace controls and the amount of
20 guidance and direction provided. At a minimum, pilots will be expected to operate in accordance
21 with published “Notices to Airmen” NOTAMS and airspace controls plans.

22 In the event that the use of alternative airborne platforms or mobile ground assets having the
23 appropriate capability to provide air traffic services are available and operational then those
24 assets can be used to supplement air traffic flow as well as see and avoid techniques.

25 A Pilot Guide will be provided to pilots unfamiliar with Lee County. It identifies EOC points of
26 contact for aviation support, airport and heliport/helistop information, local aviation assets, and
27 communications requirements for each specific event. The Pilot Guide will also provide for the
28 coordination of appropriate transponder codes and communications frequencies for aircraft
29 operating in the designated areas.

30 Current Federal Aviation Administration “Notices to Airmen” (NOTAMs), as well as current and
31 forecast weather briefing information for the disaster area will be made available to aircraft
32 operators supporting SERT missions.

1 **Unmanned Aircraft Systems (UAS)**

2 A small Unmanned Aircraft System (UAS) is an aircraft without a human pilot onboard that weighs
3 less than 55 pounds. Small UAS are also known as drones. Since UAS are considered aircraft,
4 they are primarily regulated by the Federal Aviation Administration (FAA). The EOC AOB will
5 coordinate with the EOC legal representative to ensure that they communicate current UAS
6 regulations to public and private entities interested in flying UAS following a disaster.

7 **Response Agencies with UAS**

8 Some EOC partner agencies in Lee County use UAS or vendors with UAS to assist with
9 collecting situational awareness and damage assessments during emergencies. To ensure
10 the safety of pilots flying disaster missions in Lee County, the AOB will make every effort
11 to organize aviation missions with EOC partner agencies that wish to fly UAS following a
12 disaster.

13 **General Public with UAS**

14 The AOB should coordinate with the EOC Public Information Officer to release guidance
15 to caution the public to avoid using UAS in areas that could interfere with response
16 operations.

17 **Aviation Safety**

18 Aviation safety will be the primary consideration in all operations. Each agency/organization
19 involved in the operation should continue to adhere to its own safety standards, as well as FAA-
20 required safety regulations. The AOB may also mandate additional safety practices based on the
21 specific situation.

22 All mishaps and unsafe conditions or actions will be reported immediately. It is the responsibility
23 of the owning agency to correct the situation in order to prevent loss of life and damage to
24 equipment and property. Flight operations should be discontinued until the situation in question
25 has been resolved. Each agency will follow its own aviation mishap/investigation procedures. All
26 mishaps will be reported to the FAA as appropriate and to the EOC Safety Officer immediately.

27 Safety issues that must be constantly addressed include but are not limited to ground operations,
28 flight operations, weather, airspace de-confliction, aircraft status, and specific operational
29 mission procedures. Each flying organization is responsible for enforcing its own safety standards
30 and practices to include crew rest and crew duty day regulations, as well as complying with
31 disaster specific FAA procedures.

32 **Requests for Aviation Support**

33 During any declared emergency or disaster all local requests for aviation support shall be made
34 through the Lee County EOC Air Operations Branch Director at 239-533-0717. Requests for either

1 fixed-wing or helicopter support will be prioritized and assigned on a not-to-interfere basis with
2 the primary mission of the supporting agency. Federal and state initiated requests for aviation
3 assets will be coordinated with the Florida State Emergency Response Team (SERT) Air
4 Operations Branch Director or her designee at the State EOC in Tallahassee, FL.

5 **Communications**

6 All aircraft involved in local emergency/disaster support missions shall communicate on the
7 [REDACTED].

8 For wildfire incidents: any non-FFS aircraft that is in the immediate vicinity (within 5 NM) of a
9 wildfire or is enroute to a wildfire should call in the blind at 5 nautical miles on [REDACTED]
10 [REDACTED] to verify if there are any other aircraft near or working the wildfire. [REDACTED]
11 [REDACTED] is actively monitored by all FFS aircraft.

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Purpose

The purpose of this annex is to provide an overview of the procedures required to activate and operate the Emergency Information Hotline.

Applicability

The Emergency Information Hotline is activated when the option for person-to-person communication with residents and visitors throughout all or parts of the county is desired. The Emergency Operations Center may be at a partial (Level 2) activation or at full (Level 1) activation. A State of Local Emergency is likely to be in effect, but is not required. The Hotline may be activated for any hazard or event in which this type of communication with the public would be a necessity. Examples include tropical storms and hurricanes, and active shooter or other mass casualty type events.

Background

Effective communication with the public is a significant challenge in preparation, response and recovery during an emergency. Regardless of the availability and effectiveness of other communications tools, there often remains a desire for live, person-to-person communication. The Emergency Information Hotline meets these needs in the following ways.

- Provide accurate and timely information to the public (answer questions) in coordination with the Public Information Officer.
- Respond to public inquiries and verify or refute information from other sources (rumor control).
- Communicate with at-risk populations.
- Assess public perception, confidence and mood regarding the emergency and provide feedback to the response organization (evaluate public perception).

Special Considerations

The Emergency Information Hotline is located in the Lee County EOC. There are no special safety concerns related directly to the operation of the Hotline. Good judgment and care are required to manage the work shifts and travel times to ensure staff is not on the road during storm conditions.

Terms and Definitions

This annex contains no Special Terms or Definitions

1

2 Organization

3 The Emergency Information Hotline is a unit within the Planning Section and is managed by the
4 Emergency Information Hotline Unit Leader. The Emergency Information Hotline Unit Leader
5 reports to the Planning Section Chief, or designate. The Planning Section Chief may designate
6 additional staff at the Emergency Operations Center to assist in providing and managing
7 information to and from the Emergency Information Hotline Unit Leader. Close coordination
8 with the Public Information Officer is also crucial to ensure accurate information is being given
9 to the public.

10 To function effectively, the Emergency Information Hotline relies on technology and information.
11 Because the Hotline resides inside the Emergency Operations Center, the technology and
12 equipment is an integral part of the Emergency Operations Center infrastructure. As such, it is
13 maintained by Emergency Management staff and County information technology vendors.

14 The dissemination of information is managed by the Call Center Manager through individual Call
15 Operators. The Call Center Manager ensures that Call Operators have accurate information and
16 relay that information appropriately to callers.

17 Detailed job descriptions for the Emergency Information Hotline Unit Leader; the Call Center
18 Manager and the Call Operators are located in Annex L of this Plan. A detailed organization chart
19 is included in Annex A-1. (Specific job duties are still evolving due to relocation of the Hotline
20 into the EOC.)

21

22 Concept of Operations

23 The Emergency Information Hotline is operated under contract with the United Way of Lee,
24 Hendry and Glades County, through United Way 211. United Way 211 is a telephone
25 information and referral helpline operated 24 hours per day, year around. The contract with
26 United Way is negotiated, maintained and activated by Lee County Emergency Management.

27 One of the community advantages of United Way 211 is a single, easy to remember telephone
28 number for information. However, this does have limitations. Some cellular telephone service
29 providers and some PBX (Private Branch Exchange) telephone equipment does not support 211
30 dialing. Additionally, 211 does not work outside the local calling area. To overcome these
31 limitations, United Way 211 provides a standard ten digit telephone number (239) 433-3900.

32 A combination of paid staff and volunteers operate the Emergency Information Hotline when
33 activated. United Way is responsible for recruiting and training Call Operators and staffing
34 telephones at a sufficient level to maintain acceptable customer service. Training is sufficient
35 to allow Call Operators to answer questions appropriately, using vetted information and
36 without speculation. United Way staff is trained in the Incident Command System and
37 compliant with National Incident Management System requirements for their level of
38 responsibility.

39 Activation of the Hotline

1 The Emergency Information Hotline is activated, as needed, by authorized personnel from Lee
2 County Emergency Management. A list of authorized personnel is available in the contract and
3 is independent of the response organization. Demands on Lee County Emergency Management
4 staff may require the Emergency Information Hotline to be activated very early.

5 **Work Location**

6 The Emergency Information Hotline will typically begin operations at the United Way offices.
7 As conditions warrant, the organization will be moved to a dedicated space within the Lee
8 County Emergency Operations Center. It is expected that the EOC will remain a functional
9 location. Limited alternate capability may exist for call taking at other locations.

10 **Evaluating Community Perceptions**

11 A primary focus of the Emergency Information Hotline is to provide information to callers, but
12 an equally important role is to provide feedback to the incident management organization. Call
13 Operators should keep a record of the number of calls received and to the extent practical, the
14 type of information requested. Operators should be particularly sensitive to confusion by
15 callers regarding life safety (i.e., evacuation orders, shelter opening, etc) and other critical
16 information.

17 **Documentation**

18 The Call Center Manager will maintain daily Unit Logs (ICS Form 214 or equivalent). At the end
19 of each work shift, the Unit Logs will be provided to the Emergency Information Hotline Unit
20 Leader. The Unit Leader will evaluate the forms for accuracy and completeness as well as
21 identifiable trends and provide a report to the Planning Section Chief or designate at the end of
22 each work shift that the Emergency Information Hotline is activated.

23

24 **Supporting Documentation:**

25 **Attachments Included in this Document**

- 26 • None

27 **Sections and Annexes Incorporated by Reference**

- 28 • Annex A-1 – Organization Charts
- 29 • Annex L – Job Descriptions

30 **Standard Operating Procedures**

- 31 • To Be Developed

32

Lee County	Comprehensive Emergency Management Plan	Page 1 of 25
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1 **Purpose & Scope**

2 Lee County Emergency Management (LCEM) activates the Mass Care Annex of the CEMP when a
3 need arrives for any of the following services:

- 4 • Sheltering
- 5 • Evacuation Reception Center
- 6 • Cooling Station
- 7 • Mass Feeding
- 8 • Pet Sheltering or Large-scale Animal Response Needs
- 9 • Emergency Transportation

10 In Lee County, the overall responsibility for overseeing and monitoring mass care programs rests
11 with Lee County Emergency Management and is supported by Florida Division of Emergency
12 Management (FDEM), and Federal Emergency Management Agency (FEMA).

13 The Emergency Operations Center (EOC) Operations Section activates a Mass Care Branch to
14 oversee mass care activities. Led by a Mass Care Branch Director from Lee County Emergency
15 Management, the Branch requires assistance from local partner agencies to ensure that mass
16 care services are available before, during, and following a disaster.

17 *Table 1 Mass Care Supporting Agencies*

Mass Care Supporting Agencies				
Sheltering	Reception Center / Cooling Stations	Mass Feeding	Pet Sheltering / Large-Scale Animal Needs	Emergency Transportation
Lee County Emergency Management, additional Lee County BoCC Departments, Lee County School District, American Red Cross	Lee County Emergency Management, American Red Cross, Faith-Based Organizations	American Red Cross, Salvation Army, Southern Baptist, Faith-Based Organizations, United Way, Harry Chapin Food Bank	Lee County Domestic Animal Services, Lee County Sheriff's Office, Task Force 6 – SWFL Urban Search and Rescue Team	LeeTran, Lee County School District, Good Wheels

1 **Mass Feeding**

2 Mass feeding will be coordinated by the Feeding Coordinator in the Mass Care Branch. Feeding
3 locations will be determined by the Mass Care Branch based on needs assessments and
4 information provided by Geographic Divisions, municipalities, and partners. The Feeding
5 Coordinator, staffed by United Way, will work with supporting agencies to meet needs as they
6 arise and avoid duplication of services. This position will track incoming and available feeding
7 resources and will coordinate with the Mass Care Branch Director to determine where to deploy
8 feeding resources based on the information gathered from the field.

9 The Southwest Florida Chapter of the American Red Cross (ARC) and the Salvation Army work
10 year round to respond to post-disaster mass feeding needs. As a result, ARC and Salvation Army
11 personnel are ready to provide mass feeding following a disaster event. The Southern Baptist
12 Disaster Relief (Southern Baptist Convention) coordinates relief efforts in times of Multi-State
13 Response or when requested by an affected State convention. As a partner agency of ARC,
14 Florida Baptist Disaster Relief or other state convention disaster relief groups may also provide
15 feeding assistance during a disaster. ARC and the Salvation Army representatives should
16 coordinate with the Mass Care Branch Feeding Coordinator to determine where to deploy
17 feeding assets.

18 Harry Chapin Food Bank also provides feeding resources to the community. During an
19 emergency, food banks can bypass restrictions that normally prohibit them from distributing
20 food to locations in the community. Harry Chapin will coordinate with the EOC Feeding
21 Coordinator to share information on their feeding distribution plan. In some situations, Harry
22 Chapin can deliver food to public shelters.

23 Throughout the year, Lee County Emergency Management coordinates with the faith-based
24 community through its Faith Based Organization (FBO) Working Group. The EOC Feeding
25 Coordinator will coordinate with the EOC Logistics Section to determine if a FBO representative
26 is needed to activate to the EOC. The EOC FBO Coordinator will determine which faith-based
27 agencies are able to assist with feeding and other mass care efforts following a disaster. The EOC
28 FBO Coordinator coordinates with the Mass Care Branch, but reports through the Logistics
29 Section Resource Branch.

30 **Sheltering/Reception Centers/Cooling Stations**

31 The EOC opens emergency public shelters based on the forecasted hazard and the ability of the
32 selected facility to provide a safe place for residents to go in order to be protected from a hazard.
33 The Mass Care Branch and Operations Section coordinates with EOC Command to determine
34 which shelters to open based on evacuation zones and other determining factors. Potential
35 shelter types include:

- 1 • Evacuation Shelter
- 2 • Host Shelters
- 3 • Recovery Shelters
- 4 • General Population Shelter
- 5 • Special Needs Shelters
- 6 • Pet-Friendly Shelters

7 See Attachment A: Public Shelter Operations.

8 Reception Centers may be established when an event dictates the evacuation of an area for a
9 short duration. Staffing, center location, additional provisions, and logistical support will be
10 determined by the Mass Care Branch as the situation dictates; however, reception centers will
11 be established in such a way that can expand to become an emergency shelter if required.
12 Therefore, reception centers will follow similar procedures and protocols for establishment and
13 staffing as those outlined in Attachment A, but will be scaled to the level appropriate for the
14 incident.

15 Cooling stations serve as locations for affected residents to visit during limited hours to find
16 refuge from the heat and charge their electronic devices. Lee County Emergency Management
17 maintains a list of Use of Premise Agreements with various organizations throughout the County.
18 The Mass Care Branch will use this list or a government facility for cooling station locations, as
19 needed.

20 **Pet Sheltering or Large-Scale Animal Needs**

21 Disasters are not limited to the human population. Planning must be considered for animals
22 affected by disasters as well. While pet sheltering is the pre-event focus, the planning effort is
23 meant to encompass small animals and pets, as well as large animal needs, both pre- and post-
24 event.

25 Lee County Emergency Management has established the Animal Disaster Response Team,
26 comprised of local animal organizations, to coordinate and respond, where appropriate, to the
27 needs of animals. The Animal Disaster Operations Plan addresses the duties and responsibilities
28 of each of the associated organizations.

29 See Attachment B: Animal Disaster Operations Plan

30 **Emergency Transportation**

31 Emergency transportation is provided to Lee County residents that are transportation
32 dependent, both before and after a disaster. Lee County may provide transportation to shelters
33 during minor, major, or catastrophic disasters which may require emergency transportation for

1 evacuation. During mandatory evacuation, the Mass Care Branch activates its Mass Transit Group
2 to coordinate the Lee County Emergency Transportation Plan. This plan will utilize existing stop
3 locations and include additional shelter transfer points, from which residents will be transported
4 to open shelters. When shelters close, residents will be returned to their homes as it is deemed
5 safe and buses are able to begin return transport.

6 See Attachment C: Emergency Transportation Plan

7 **Attachments**

- 8 • Attachment A – Public Shelter Operations
- 9 • Attachment B – Animal Disaster Operations Plan
- 10 • Attachment C – Emergency Transportation Plan

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Attachment A
Public Shelter Operations

Purpose & Scope

This attachment presents procedures to staff, equip, operate, and manage emergency public shelters. For the purposes of this plan, a shelter is a designated place or building of relative safety that temporarily provides services with the goal of preserving life and reducing human suffering. This attachment identifies organizations and their roles in providing assistance. The plan also covers activation, execution of operating guidelines, shelter staff duties and responsibilities, and shelter operating guidelines.

Planning Basis

The Southwest Florida Regional Planning Council’s (SWFRPC) Evacuation Study lists population estimates vulnerable to evacuation. This publication is updated regularly and provides a current and forecasted estimate of shelter demand/needs. This information forms the basis for the plan’s scope.

Shelter Responsibilities and Concept of Operations

§252.38, Fla. Stat. provides that “Safeguarding the life and property of its citizens is an innate responsibility of the governing body of each political subdivision of the state.” This places the responsibility for evacuation and sheltering at-risk citizens during an emergency or disaster upon county governing boards.

Emergency Public Shelters

Lee County Emergency Management (LCEM) can open emergency public shelters based on the forecasted hazard and the ability of the selected facility to provide a safe place for residents to go in order to be protected from a hazard.

LCEM, Lee County Emergency Medical Services (EMS), additional BOCC County Departments, local law enforcement, Lee County School District, and other partners provide shelter support services. EMS, Lee Tran vehicles, Lee County School District busses, and disadvantaged transportation providers serve as transportation resources for evacuees (See Mass Care Plan Attachment C: Emergency Transportations Plan).

Shelter Types

General Population Shelter: Facilities provide protection from harm in the event the persons must evacuate their homes and who have no other option for sheltering. These shelters provide basics such as food, water, and basic first aid. Persons evacuating to a general population shelter should bring their own supplies such as blankets, toiletries/hygiene items, medications, and

1 clothing. To the extent possible (based on availability, cost, and need), generators may be made
2 available in general population shelters.

3 **Evacuation Shelter:** A safe congregate care facility that provides services and is utilized for
4 populations displaced by an emergency or disaster event. An evacuation shelter may be located
5 either inside (risk shelter) or outside (host shelter) of the disaster impact area and are typically
6 operational for a period to not normally exceed 72 hours. Typically, these capacities are
7 determined based on 20 square feet per person.

8 **Risk Shelter:** Facilities designated as risk shelters may be located within the hazard risk
9 zone (i.e., lie in the forecast path and associated error cone of an approaching hurricane
10 or severe storm). Construction of these facilities meets established minimum safety
11 requirements considered for least risk decision making for the community.

12 **Host Shelter:** A facility that is safe and provides services, and is located outside of a hazard
13 risk area.

14 LCEM may open host shelters when requested by the State Emergency Operations Center (SEOC)
15 when one of the following conditions occurs:

- 16 • The SEOC designates, through a state mission, southwest Florida as a host region to
17 implement protective actions in support of evacuation in risk counties.
- 18 • Lee County is included in the Governor’s Executive Order as a member of a hosting region.

19 When Lee County receives this mission assignment, LCEM will:

- 20 • Activate the Lee County Emergency Operations Center (EOC) to coordinate traffic
21 management, host sheltering, and public information with all counties within the region
22 also designated as host areas.
- 23 • Implement traffic management procedures to ensure efficient traffic flow along regional
24 evacuation routes and to promote evacuees finding sheltering facilities.
- 25 • Open and operate sheltering facilities based on the State request and the anticipated
26 need, staff these facilities, and address evacuees who may need special needs assistance.
- 27 • Conduct public information activities that assist in communicating information to
28 evacuees, concerning shelter locations, shelter openings and closings, and directions from
29 evacuation routes.

30 **Special Needs Shelters:** Locations that are, in whole or in part, designated under Chapter 252
31 and Section 381.0303, Florida Statutes, to provide shelter and services to persons with special
32 needs who have no other option for sheltering. These shelters are designated to have back-up
33 generator power. Special needs shelter services are to minimize deterioration of pre-event levels

1 of health. See Rule 64-3.010(1), Florida Administrative Code. Typically, these capacities are
2 determined based on 60 square feet per person.

3 Operation of special needs shelters is the responsibility of the Lee County Health Department
4 (See Annex D6 – Special Care Shelter Plan).

5 **Pet Friendly Shelter (PFS):** Location(s) that are, in whole or in part, to provide shelter and services
6 to persons with pets who have no other option for sheltering. These shelters may allow
7 caregivers to remain with pets. These shelters provide basics such as food, water, and basic first
8 aid. Persons evacuating to a pet friendly shelter should bring their own supplies such as pet food,
9 pet cages/carriers, blankets, toiletries/hygiene items, medications, and clothing.

10 Pet friendly shelter locations are designated by LCEM, Lee County Domestic Animal Services, the
11 Lee County School District, and other shelter entities. Any Lee County School District facility
12 designated as a public shelter may also serve as a pet shelter as needed. Other shelters may
13 serve as pet shelters as the situation dictates and at the approval of the Lee County EOC. Lee
14 County Domestic Animal Services oversees pets in these locations. Mass Care Plan Attachment
15 B: Animal Disaster Operations Plan outlines the responsibilities of Lee County Domestic Animal
16 Services in pet shelter operations.

17 Recovery Shelter: A facility that is safe and provides services, and is located outside of a hazard
18 risk area. For populations displaced by an emergency or disaster event. Typically, these
19 capacities are determined based on 40 square feet per person.

20 **Short-Term Shelter:** A safe congregate care facility that provides services and is utilized
21 for a period to not normally exceed two (2) weeks for populations displaced by an
22 emergency or disaster event.

23 **Long-Term Shelter:** A safe congregate care facility that provides services and is utilized
24 for durations typically longer than two (2) weeks for populations displaced by an
25 emergency or disaster event.

26 **Mega-Shelter:** An arena, stadium, convention center or similar high-occupancy facility that is
27 used to shelter an exceptionally large population of evacuees from a major disaster. Mega-
28 shelters are often designed, planned, or designated to accommodate more than 5,000 evacuees
29 in dormitory area(s) at the same time. A mega-shelter may be used at any time in the emergency
30 cycle (evacuation, response and recovery) and may be located inside or outside of the disaster
31 impact area. Hertz Arena, located in Estero, is the only mega-shelter in Lee County.

1 *Emergency Worker Sheltering*

2 All emergency personnel are responsible for developing sheltering plans for themselves and their
3 families. LCEM cannot guarantee specially designated shelter space for emergency workers.
4 When these plans are not in place, LCEM will work with shelter management to identify shelter
5 locations for emergency personnel, but cannot guarantee spaces outside of the general
6 population shelters. When necessary, additional security will be requested in order to ensure
7 the safety of emergency workers and their families. If space is located outside of the general
8 population shelters, LCEM cannot guarantee food, water, shelter management, or other shelter
9 supplies and resources will be available. These will be the responsibility of the emergency
10 personnel utilizing the space.

11 **Operational Guidelines**

12 *Animals*

13 Animals are allowed in emergency shelters if the location is designated as a pet shelter. Service
14 animals as defined by the Americans with Disabilities Act are welcome in all public shelters.
15 Emotional Support Animals (ESA) are also allowed in all shelters. ESA and service animals must
16 not be segregated from their owners during the shelter operation.

17 *Communications*

18 Communications are provided from LCEM primarily via telephone or text. Within the Lee County
19 Emergency Operations Center, resource requests are communicated to the Logistics Section via
20 WebEOC. LCEM provides walkie-talkies at each activated emergency public shelter for
21 communication within the shelter. Amateur radio operators provide backup communications
22 between LCEM and emergency public shelters. Law enforcement and EMS personnel with ■■■
23 ■■■ radios are stationed at the shelter as a means of providing back-up communication.
24 Additionally, a chat group within WebEOC is available for communications between the Mass
25 Care Branch and shelter staff.

26 *Cots and Blankets*

27 Evacuees furnish all sleeping materials. Public information statements alert evacuees of their
28 responsibility to bring this resource.

29 *Emergency Power*

30 Most shelters have a generator for basic life safety and air circulation. Some shelters have full
31 generator power. As soon as possible, shelters will be consolidated to move shelterees who are
32 unable to return home into facilities with working power.

33 *Food and Water*

34 When possible, LCEM in conjunction with the Lee County School District furnishes food and
35 water. Evacuees are responsible for bringing food, especially if their diets require special food

1 restrictions. Various non-profit organizations provide supplemental food and water if needed
2 and available. Food stores on hand will be expended first with county vendors and non-profit
3 feeding groups supporting long-term feeding needs.

4 Host Shelters: Food will be provided as needed to evacuees, but LCEM will not plan to provide
5 food if circumstances allow evacuees to procure their own feeding source.

6 *Functional Needs Support Services*

7 Functional Needs Support Services (FNSS) are defined as services that enable individuals to
8 maintain their independence in a general population shelter. This includes, but is not limited,
9 equipment, supplies, practices, procedures, and services that may serve as reasonable
10 accommodations for evacuees with functional needs. Shelter workers are trained to understand
11 these types of needs and the means to best accommodate them in sheltering scenarios.

12 Lee County Emergency Management maintains a supply of potential FNSS equipment that may
13 be deployed upon request. See Annex C-2 - Persons with Disabilities for further information.

14 *Staffing*

15 LCEM volunteers, BOCC County personnel, Lee County School District, and/or American Red Cross
16 volunteers staff emergency public shelters. LCEM directs all shelter management agencies and
17 operations. See SOP Volunteer Activation for instructions on activating LCEM volunteers.

18 **Emergency Organization and Responsibilities**

19 *Emergency Organization*

20 Emergency public shelter services will operate within the County's existing structure. Shelter
21 managers report to the Shelters Group Supervisor, who is under the supervision of the Mass Care
22 Branch Director within the Operations section.

23 Shelter staffing will be arranged and managed by the Mass Care Group Supervisor, who reports
24 to the Mass Care Branch Director in the Operations Section.

25 *Agency Responsibilities*

26 The following organizations will participate in shelter planning and response operations:

Agency/Department	Responsibilities
American Red Cross	<ul style="list-style-type: none">• Supply shelter personnel and shelter supplies for shelter operations when guidelines allow.
Lee County Domestic Animal Services	<ul style="list-style-type: none">• Manage animals in designated pet shelters. Train pet shelter volunteers as needed.
Lee County Attorney's Office	<ul style="list-style-type: none">• Provide legal guidance.

Lee County Department of Transportation	<ul style="list-style-type: none">• Provide appropriate public traffic signage to open shelters.
Lee County Public Safety	<ul style="list-style-type: none">• Establish and fund temporary operations positions to support shelter operations when necessary.
Lee County Emergency Management	<ul style="list-style-type: none">• Identify and obtain written permission to use a building as a county emergency public shelter.• Outfit appropriate county emergency public shelters with glass protection, emergency power, and other necessary equipment.• Recruit and train volunteers or paid personnel to serve as shelter managers and staff.• Identify, obtain, and preposition, as feasible, necessary shelter kits, forms, handbooks, and other supplies.• Maintain and update this plan as conditions dictate.
Lee County Emergency Medical Services	<ul style="list-style-type: none">• Provide paramedics to activated emergency public shelters to assist in providing emergency medical care.• Assist in developing and implementing medical operation protocols and guidelines.• Provide transport to Special Needs registrants.
Lee County Office of Communications	<ul style="list-style-type: none">• Provide process and resources to communicate shelter information to the public.
Lee County Risk Management	<ul style="list-style-type: none">• Procure necessary insurance to cover building(s) used as emergency public shelters when activated.
Lee County School District	<ul style="list-style-type: none">• Provide building facilities to serve as emergency public shelters.• Provide shelter teams of 9 or more per shelter from school district personnel to assist with shelter operations.
Lee County Sheriff's Office	<ul style="list-style-type: none">• Assist to the extent possible in providing staff to support shelter operations.• Work with shelter staff to ensure shelteree compliance with applicable State laws and County ordinances.
Lee County Visitor & Convention Bureau	<ul style="list-style-type: none">• Provide reports of community hotels occupancy rates during host shelter operations.• Communicate open shelter information to local hotels for distribution to displaced families when necessary.

**Lee County Board of County
Commissioners**

- Provide staff to lead and run shelter operations.

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Attachment B
Animal Disaster Operations

Purpose

The purpose of this plan is to establish a mechanism to furnish relief services to animals before, during, and following a major or catastrophic disaster. It provides guidance and procedures to manage staff and equipment relief operations. It identifies local organizations and defines their role in providing assistance and describes the procedures for requesting resources to supplement or support local response efforts.

Scope

The plan's scope addresses the relief services and resources needed to support large and small animal needs in the event of a major or catastrophic disaster. These services include:

- Investigate animal bites and provide rabies control.
- Capture animals that have escaped confinement or have been displaced from their natural habitat.
- Assist emergency response teams with animal related problems.
- Provide humane care and handling of animals before, during, and after a major or catastrophic disaster by providing emergency shelters and treatment/euthanasia assistance stations.
- Procure necessary equipment and resources for pre- and post-disaster sheltering and rescue of large and small animals.
- Provide emergency care for injured animals.
- Remove and dispose of animal carcasses.
- Provide information to the general public on such issues as quarantine areas, rabies alert, public service announcements, etc.

General

A major or catastrophic natural or technological disaster could cause animal related public health threats to the community, including the following:

- Animals roaming unrestricted when buildings, fences, and other enclosures are destroyed.
- Animals becoming vectors of disease transmission and potential carriers of pathogenic agents otherwise confined to wildlife population as a result of the interaction between domestic animals and wildlife.
- Increased risk of rabies transmission from animal bites.

1 The disaster may result in the death or injury to animals and increase the number of stray and
2 displaced animals. The following services and resources aid animal health and safety and the
3 safety of humans:

- 4 • Catching, transporting and confining stray animals to reduce the risk and injury to
5 humans.
- 6 • Providing shelter and care for injured animals.
- 7 • Feeding and caring of stray and displaced animals.
- 8 • Finding the owners of displaced animals.
- 9 • Providing euthanasia services.

10 **Assumptions**

- 11 • Agencies develop procedures, protocols, or operational guidance to implement their
12 assigned tasks.
- 13 • Agencies hold training sessions to acquaint personnel with their roles and responsibilities.
- 14 • Agencies provide education programs to inform animal owners on emergency
15 preparedness measures.
- 16 • Large numbers of homeless/injured small and large animals would pose a health and
17 nuisance threat, requiring the capture and sheltering of these animals.
- 18 • Triage, treatment, and euthanasia of sick and injured animals would require the services
19 of veterinarians at designated facilities and private offices.
- 20 • Accumulated shelter animal waste and carcasses must be removed to an approved
21 dumping sites or the Lee County Waste to Energy Resource Facility.
- 22 • Displaced and sheltered animals need to be re-united with their owners after a disaster.

23 **Concept of Operations**

24 Pre-Impact Phase (Day-to-day Planning and immediately prior to an event):

- 25 • Alert and warn affected animal owners.
- 26 • Notify and activate agencies and organizations that support this plan.
- 27 • Advise animal owners to locate, identify, and secure animals.
- 28 • Staff, outfit, and open animal shelter facilities.
- 29 • Provide supportive care to sheltered animals.
- 30 • Establish necessary relationships for feed, transport, supply, communication, medical
31 needs, and sheltering needs for animal care and relief.

32 Post-Impact Phase (Immediately following an event):

- 33 • Develop specific strategies to manage response to animal related problems caused by the
34 disaster.

- 1 • Utilize established facilities and sites for animal holding areas and temporary medical
- 2 sites.
- 3 • Utilize established relationships to feed, transport, supply, and communicate with various
- 4 response efforts providing animal care, relief, and rescue.

5 Recovery Phase (Post-event, until services are no longer needed):

- 6 • Remove and dispose of animal carcasses
- 7 • Provide information to the general public on animal health related issues
- 8 • Return displaced animals to owners
- 9 • Staff, outfit, and continue animal shelter operations
- 10 • Other issues arising from the disaster

11 If the emergency situation goes beyond local response capability, resources from surrounding
12 communities are requested through the Lee County Emergency Operations Center (EOC). In
13 major or catastrophic disaster situations, additional resources from state and federal resources
14 are activated.

15 **Communications**

16 Communications with the EOC are primarily via telephone, email, or text to the Animals Group
17 Supervisor. Within the EOC, resource requests are communicated to the Logistics Section via
18 WebEOC. Back-up communication to shelters and other critical facilities will be coordinated by
19 the All Lee Emergency Response Team (ALERT) through use of amateur radio operators.

20 **Facilities**

- 21 • Lee County Domestic Animal Services will be used as the primary medical treatment area.
- 22 • The Lee County Civic Center is used as a Staging Area for incoming supplies/personnel.
23 This location may also be used as a secondary medical treatment area, if necessary.
- 24 • South Fort Myers High School and East Lee County High School are established as primary
25 pet friendly shelters. Ray Pottorf Elementary School, the County's Special Needs shelter,
26 will accept pets of those clients registered for the Special Needs shelter and their
27 caregivers. Additional shelters locations may be utilized as pet shelters when deemed
28 necessary.

29 **Personnel Support**

30 Lee County Domestic Animal Control staff, veterinarians, and volunteer organizations form the
31 first line of response to local animal emergencies.

1 Trained personnel and volunteers may be needed to supplement local efforts. Local
2 organizations experienced in recruiting and placing volunteers should have people available to
3 help. The Animal Group Supervisor contacts these agencies for additional staff.

4 Requests for additional personnel/volunteer help are processed through the EOC. Volunteer
5 support will be requested by the Animals Group Supervisor to the Mass Care Branch Director. If
6 the Mass Care Branch Director is unable to provide for this request, the Animals Group Supervisor
7 will make the request to the Logistics Section.

8 **Transportation/Ground Support**

9 Transportation/ground support may be provided by one or more of the animal disaster
10 operations support agencies. The appropriateness of each agency's involvement will be
11 determined by LCEM based on the type of incident and the magnitude of the response. Support
12 agencies are equipped in a variety of areas. Not all agencies will be the primary resource for each
13 event.

14 When establishing transportation support:

- 15 • Obtain sufficient qualified volunteer drivers.
- 16 • Obtain special equipment to transport certain animals (horse trailers, for example).
- 17 • Establish an identification system for vehicles used for animal care and relief operations.
- 18 • Have suitable vehicles on hand.
- 19 • Secure adequate fuel supplies and equipment to maintain vehicles (i.e., tire repair kits,
20 trailer hitches, vehicle mechanics, etc.).

21 **Agency Responsibilities**

22 The following organizations participate in Animal Disaster Operations.

23 *The American Society for the Prevention of Cruelty to Animals*

- 24 • Provide equipment and personnel for emergency medical care of animals.
- 25 • Provide equipment and personnel for animal search and rescue.
- 26 • Transport animals to alternate shelter sites, both locally or out-of-state as needed.
- 27 • Provide planning and information assistance.
- 28 • Serve as EOC Liaison or Subject Matter Expert, when requested.
- 29 • Provide equipment for emergency communications.
- 30 • Fill animal shelter supplies and other resource requests.
- 31 • Assist with requesting and securing resources.
- 32 • Provide personnel and equipment for temporary animal sheltering, based on scope of
33 event.

1 *C.R.O.W. (Clinic for the Rehabilitation of Wildlife)*

- 2 • Furnishes staff to serve as Subject Matter Experts in the event of a major oil spill or other
- 3 large event affecting wildlife, and staff to serve as the Animal Care Task Force Leader or
- 4 Animal Section Managers when requested.
- 5 • Provides volunteers and staff support for task forces conducting search & rescue efforts
- 6 for injured and stray wildlife.
- 7 • Provides humane care and handling of animals and provides wildlife shelter or holding
- 8 area.
- 9 • Provides resources to transport injured wildlife to relief facilities and back after
- 10 treatment.
- 11 • Provides support to stray and displaced animal identification and tracking programs.
- 12 • Helps in distribution of food and water to animals in need.
- 13 • Reports on apparent zoonotic disease outbreaks following disaster situations.
- 14 • Assists with domestic animal response in situations that do not require a large wildlife
- 15 response.
- 16 • Promotes related LCEM training to volunteers as appropriate.

17 *Florida Department of Agriculture (FL-SART)*

- 18 • Provide relief efforts related to animal and agricultural issues during a disaster or
- 19 emergency.
- 20 • When requested, coordinate activation and deployment of support agencies, including
- 21 volunteer personnel and resources.
- 22 • Provide an informational database to support animal handling, pet evacuation, and
- 23 sheltering for various species of animals and pets.

24 *Florida Department of Health – Lee County Public Health Unit*

- 25 • Helps investigate animal bites and provides rabies control.
- 26 • Helps release information to the public on quarantine areas, rabies alerts, and public
- 27 service information announcements.

28 *Florida State Beekeepers Association (FSBA)*

- 29 • Provide first responder education/consultation in containment and removal.
- 30 • Assist with plan and procedure development for situations based on severity.
- 31 • Provide on-site response for site securement, removal, and clean-up, as needed.
- 32 • Available as technical specialists and resource support.

33 *Florida Fish and Wildlife Conservation Commission (FWC)*

- 34 • Law enforcement response.

- 1 • Search and rescue capabilities.
- 2 • Captive wildlife inspection.
- 3 • Bear and alligator response.
- 4 • Available consult for endangered and threatened wildlife.

5 *Gulf Coast Humane Society*

- 6 • Provides humane care and handling of animals and provides shelter or holding areas.
- 7 • Assist with catching and housing of stray animals (domestic pets).
- 8 • Triage and treatment of injure, sick, or displaced pets.
- 9 • Transport of injured, sick, or displaced pets.
- 10 • Provide volunteers for additional animal care needs, as available.

11 *Lee County Emergency Management*

- 12 • Maintains and updates the Animal Disaster Operations Plan.
- 13 • Helps develop, maintain, and distribute public information brochures on animal-related emergency preparedness issues.
- 14 • Provides initial notification to the Animal Group Supervisor to implement all or portions of this Plan.
- 15 • Helps coordinate requests for assistance from State, Federal, or other resource networks.

18 *Lee County Domestic Animal Services*

- 19 • Staffs EOC Animal Group Supervisor position and desk and coordinates response of partners as related to animal welfare.
- 20 • Provides service and support resources to sustain animal care operations. This includes: personnel, communications, supplies (food, water, medicines, etc), and facility.
- 21 • Responsible for staffing and managing pet shelter operations at all pet shelter locations.
- 22 • Responsible for developing and delivering pet shelter training to Emergency Management pet shelter volunteers, as needed.
- 23 • Coordinates with ASPCA to remove animals from county animal shelter when necessary.
- 24 • Investigates animal bites and provides rabies control.
- 25 • Helps capture escaped animals or animals displaced from their natural habitat.
- 26 • Oversees task forces responsible for removing and disposing animal carcasses.
- 27 • Coordinates release of information to the public.

31 *Lee County Sheriff's Office (AG Crimes Unit)*

- 32 • Part of Florida Region 6 Large animal rescue team.
- 33 • Partners with State Animal Rescue Team (SART) and Florida Department of Agriculture & Consumer Services (FDACS).

- 1 • Maintains livestock rescue equipment and transport resources.
- 2 • Available for quick response to beekeeping issues.

3 *South West Florida Horse Rescue, Inc. (SWFHR)*

- 4 • Provide volunteers and staff, as available, for task forces conducting search and rescue
- 5 efforts for injured and stray equines.
- 6 • Provide humane care and handling of equines.
- 7 • Furnish volunteer/support task forces to provide medical care to injured equines
- 8 transported to SWFHR facility.
- 9 • Provide resources, when available, to transport injured equines to and from relief
- 10 facilities for treatment.

11 *University of Florida (Lee County Extension)*

- 12 • Handling of large animals and exotic animals.
- 13 • Can perform site/animal assessment.
- 14 • Master gardeners and naturalists for consult.
- 15 • Capabilities of housing livestock with use of barns and pastures.

16 **Operating Guidelines**

17 *Activation*

18 In a major or catastrophic disaster, Lee County Emergency Management (LCEM) will activate the
19 Animal Disaster Operations Plan, or portions of the plan, as needed. The Animal Services
20 representative reports to Animal Group Supervisor desk of the EOC.

21 *Notification*

- 22 • Each agency activated by the Animal Group Supervisor notifies their staff to report for
- 23 assignment.
- 24 • Initial notification will be made by telephone, email, or text.
- 25 • Under certain circumstances, local broadcast media may be used to announce reporting
- 26 and work assignments.

27 Notification procedures cover the following factors:

- 28 • Notification to essential personnel of status (stand-by or activated).
- 29 • Protection of personnel, facilities, and equipment, (if applicable).
- 30 • Acquisition of essential supplies.
- 31 • Identification of work area(s).
- 32 • Completion of other essential preparedness activities.
- 33 • Execution of assignment tasks.

1 **Emergency Organization**

2 Animal Disaster Operations are assigned to the Animal Group Supervisor and will operate in the
3 Mass Care Branch of the Operations Section. The Animal Group Supervisor will manage, direct,
4 and coordinate the animal care and relief operations and task participating entities with duties
5 required during response operations.

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Attachment C
Emergency Transportation Plan

Purpose and Scope

This attachment presents the plan to provide emergency transportation resources to residents of Lee County (unincorporated and municipalities) that are transportation dependent, both before and after a disaster. Transportation may be provided by some or all of the following resources: Lee County Transit Division (LeeTran) fixed route and paratransit buses, Lee County Emergency Medical Services (LCEMS) ambulances, Lee County School District’s (LCSD) school buses, Good Wheels, Pine Island Beacon of Hope, and other available transportation as needed.

Lee County has a significant number of healthcare facilities located in all five evacuation zones. All healthcare facilities licensed by the Agency for Health Care Administration (AHCA) in the state of Florida are required to have emergency transportation agreements for evacuation.

Authorities and References

- Lee County Public Shelter List
- Interlocal Agreement BOCC & LCSD
- Emergency LeeTran Evacuation Routes Map

Definitions

- Evacuation Pickup Location – Located at existing bus stops in the LeeTran system. Riders can board buses to be transported to a Shelter Transfer Point.
- Shelter Transfer Point – Existing LeeTran transit service stops that, when activated, serve as gathering points for residents requiring transportation to shelters. From these locations, residents will be transported to open shelters.

Overview

Lee County may provide transportation to shelters, reception centers, or other designated safe locations during notice and no-notice events when Lee County Emergency Management (LCEM) determines that emergency transportation for evacuation is required.

LeeTran is Lee County’s bus transportation provider, with a fleet of fixed route and Paratransit buses that travel along designated routes or corridors throughout parts of the county at pre-defined hours/days. LCEMS is Lee County’s ambulance transportation provider. The LCSD bus fleet is also available and may be requested and integrated into the evacuation by LCEM to increase available resources when required.

Good Wheels is a not-for-profit corporation that meets the door-to-door transportation needs of the disabled, disadvantaged, and elderly in Southwest Florida. Pine Island Beacon of Hope is a

1 not-for-profit organization that serves communities in need on Pine Island. Both organizations
2 have vehicles available to assist with emergency transportation during disasters.

3 Local resources will use their existing operating procedures for implementing this plan, including:

- 4 • Maintenance/repairs
- 5 • Fuel
- 6 • Payroll
- 7 • Communications
- 8 • Reimbursement

9 If outside resources are needed, LCEM will provide information and instructions on:

- 10 • Fuel
- 11 • Maintenance/repairs
- 12 • Time keeping/records/logs
- 13 • Communications
- 14 • Food/billeting
- 15 • Reports

16 **Emergency Organization**

17 Emergency Transportation Services are assigned to Mass Transit (LeeTran) and will operate in the
18 Mass Care Branch of the Operations Section. The Mass Care Branch Director, in conjunction with
19 LCEM staff, will determine which shelters to open, and LeeTran will select the appropriate
20 evacuation transfer points.

21 **Emergency Transportation Plan for Evacuations**

22 *LeeTran Bus Transportation*

23 Lee County Emergency Management works closely with LeeTran to prepare for evacuations due
24 to notice and no-notice events identified by LCEM as requiring evacuations. LeeTran will utilize
25 all regular bus routes and transfer points, with additional locations activated as determined by
26 LeeTran and LCEM. For areas with limited or no transit service during normal operations,
27 evacuation services will be coordinated for these areas.

28 See *Emergency Transportation Standard Operating Procedure* for current map, shelter transfer
29 points, etc.

30 *Lee County Emergency Medical Services Ambulance Transportation*

31 LCEMS provides ambulance transportation to people registered with the Special Needs Program
32 that are unable to travel by bus due to being bedridden or unable to sit upright while traveling.
33 The ambulance crew will transport the registered individual from their home to their assigned

1 shelter. Due to the limited space inside the ambulance, companions/caregivers are encouraged
2 to bring their personal belongings in a separate vehicle, following the ambulance. Once it is safe
3 to leave the shelter, transportation will be provided.

4 LCEMS may also be called upon to assist with evacuations in minor disasters as they occur.

5 *Pets*

6 LeeTran will allow pets to be transported on the buses, providing the rider complies with
7 LeeTran’s pet policy¹. Service animals are allowed on all LeeTran buses. Venomous or dangerous
8 exotic animals are not allowed on LeeTran buses.

9 *Events Affecting Limited Areas or Population*

10 Some events may only require evacuating a limited area of the county or transporting a small
11 number of people, and may not require the full activation of this plan or any Shelter Transfer
12 Points. When LCEM calls for the evacuation of a limited area or a limited number of people,
13 portions of this plan will be activated on an as needed basis. Events of this nature will be
14 coordinated among LCEM, LeeTran, and LCSD to meet the imminent life safety needs, while
15 minimizing impacts to regular transportation services, where possible. Resources may be pulled
16 from existing services, but this decision will be coordinated through LCEM, LeeTran, and LCSD,
17 and will be made based on the needs assessed and the availability of all resources.

18 For events of this nature, fees will not be waived throughout the county; however, transportation
19 will be provided free of charge to those involved in, or evacuating from, the incident. Regular
20 fees for the rest of the county will remain in effect and other service routes will continue
21 operating as usual, if resources are not required to assist with the evacuation.

22 *Notice Events*

23 Evacuations to shelters will be carried out in the time available prior to the disaster impacting
24 the area, using the resources necessary to complete the evacuation.

25 *No-Notice Events*

26 LCEM will coordinate with LeeTran and/or LCSD to respond to the incident as quickly as possible.
27 Coordination will include determining where to evacuate to and from, what portions of this plan
28 to activate, what resources are needed, and what services can and should be interrupted in order
29 to fill existing resource needs.

¹ LeeTran Customer Policy

1 *Phased Evacuations*

2 For evacuations related to hurricanes or tropical storms, LCEM will implement a “phased
3 evacuation” approach, beginning with Evacuation Zone A, which includes the low-lying coastal
4 high hazard areas, mobile and manufactured homes, and those registered with the Special Needs
5 Program. Residents in these Evacuation Zones will be ordered to leave the area and advised of
6 open shelters where they may take refuge from the storm. As updates are received from the
7 National Hurricane Center (NHC) and the National Weather Service (NWS), LCEM will determine
8 if and when it will be necessary to evacuate Zone B, Zone C, etc.

9 Using this “phased evacuation” will help deter gridlock on the roads, while helping to spread out
10 the public transportation riders over several hours, which may eliminate the need for LCEM to
11 call on outside resources to meet rider demand.

12 This phased evacuation may be implemented for other notice events should they require
13 evacuating the entire County.

14 *Re-Entry*

15 Once the disaster ends, shelters will close and shelterees will need transportation to return
16 home. This return transportation will be situation dependent. When feasible, Shelter Transfer
17 Points will be activated again, allowing them to connect to routes that take them to their regular
18 pickup stop. Should the magnitude of the event prevent this from being easily reestablished, the
19 Shelters Group Supervisor and/or the Mass Care Branch Director will work with Mass Transit
20 (LeeTran) to determine the best method for transporting shelterees from the shelters to their
21 homes.

22 If they have registered with the Special Needs Program, they will be transported back to the curb
23 of their front door. (See Annex D6 – Special Care Shelter Plan.) For those transportation
24 dependent shelterees who cannot return to their homes due to damage, transportation will be
25 provided to in-county long-term sheltering facilities, as needed.

26 *Recovery Shelter Support*

27 Some disasters may require shelters to remain operational for weeks and even months. During
28 this recovery process, the EOC Mass Care Branch will coordinate transportation resources for
29 these shelter operations, which may include:

- 30 • Bus transportation to and from schools for students
- 31 • Shuttles for shelter consolidation
- 32 • Shuttles for medical appointments or other critical services

1 **Roles and Responsibilities**

2 *Lee County Emergency Management*

- 3 • Serves as the designated County Coordinator for the implementation of the Emergency
- 4 Transportation Plan.
- 5 • Determines when an evacuation order must be issued.
- 6 • Determines when and where emergency shelters will be established.
- 7 • Notifies necessary partners of anticipated shelter openings.
- 8 • Works with transportation providers to execute the evacuation order and provide
- 9 transportation to shelters.
- 10 • Coordinates the calls to Special Needs registry for evacuation to shelters.
- 11 • Responsible for notification of transit service changes to the general public in
- 12 coordination with LeeTran representative assigned to the Emergency Operations Center
- 13 (EOC).

14 *Lee County Emergency Medical Service*

- 15 • Works with LCEM to provide ambulance transportation during notice and no-notice
- 16 events that require evacuations.
- 17 • Coordinates emergency transportation as needed.
- 18 • Located in the Operations Section during activations.

19 *LeeTran*

- 20 • Works with Mass Care Branch Director to determine which shelters and shelter transfer
- 21 points will be activated.
- 22 • Provides emergency transportation during evacuations to transportation dependent Lee
- 23 County residents.
- 24 • Coordinates transportation resources activated by the Emergency Transportation Plan.
- 25 • Located in the Operations Section during activations as the Mass Transit lead.

26 *Lee County School District*

- 27 • Serves as the designated School District Coordinator per Interlocal Agreement with Lee
- 28 County and the Lee County School District.
- 29 • Coordinates and oversees the use of school buses and drivers (when available) in
- 30 conjunction with other resources.

31 *United Way*

- 32 • 211 staff and designated volunteers will report to the EOC to assist with the evacuation
- 33 calls to the Special Needs Registry.
- 34 • Manages the Emergency Information Hotline, receiving calls from the public and
- 35 disseminating incident specific information.

- 1 • Located in the Planning Section during activations.

2 *Pine Island Beacon of Hope*

- 3 • Coordinate with the Islands Geographic Division to provide shuttle service between
4 Pineland Marina and Pine Island evacuation pickup locations for evacuees using water
5 taxi service from barrier islands.
- 6 • Provide Spanish interpretation as needed at evacuation pickup locations, shelter transfer
7 locations, and shelters.
- 8 • Assist Lee County Emergency Management in disseminating evacuation and shelter
9 information to Pine Island residents, especially populations with limited access to
10 traditional information sources.
- 11 • Provide shuttle service to vulnerable populations on Pine Island to shelters.

12 *Good Wheels*

- 13 • Coordinates with the Mass Care Branch to provide transportation resources during
14 disasters.

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PURPOSE AND SCOPE

This Annex describes in concept the County’s plan to respond to and recover from a mass casualty incident within Lee County or any of its municipalities. Multiple Lee County response agencies have their own tactical procedures for responding to an MCI (see Authorities and References section below). As such, this Annex focuses on the following:

- Roles and responsibilities of key agencies involved in MCI response and recovery,
- Key response activities after the scene is secure,
- Provision of assistance to family/friends of victims and survivors, and
- Overall support to the whole community.

While this Annex is intended for County and local/municipal government representatives, agencies and organizations with assigned roles and responsibilities must follow their agency’s policies and work within their established guidelines for emergency response.

AUTHORITIES AND REFERENCES

- District 21 Medical Examiner’s Office, Disaster/Mass Fatality Incident Response Manual
- Lee County Emergency Medical Service, Mass Casualty Incident Standard Operations Protocol (SOP)
- Florida Department of Health in Lee County, Emergency Operations Plan, Functional Annex G: Mass Fatality Management
- Lee County Fire Chief’s Association, Lee County Operations at Violent Incidents, Standard Operating Guideline
- Lee County Fire Chiefs All Hazard Incident Management Plan
- Lee Control Mass Casualty Standard Operating Procedure
- Southwest Florida International Airport (RSW) Airport Emergency Plan
- Lee Health Mass Casualty External Disaster Plan
- Lehigh Regional Medical Center Policy Title: EM.02.02.11.7 – Mortuary Services During an Emergency
- State of Florida, Field Operations Guide, Chapter 10 B, Mass Casualty, October 2012. <http://www.floridadisaster.org/FOG/chapter10B-MassCasualty.pdf>.
- Aviation Disaster Family Assistance Act of 1996
- Response to the Terrorist Attack on the Pentagon: Pentagon Family Assistance Center (PFAC) After Action Report, March 2003
- U.S. Centers for Disease Control and Prevention, Humanitarian Assistance Team Handbook FY2012
- FEMA G-386 Mass Fatality Incident Response
- Broward County Mass Casualty Incident Plan, January 2017

- 1 • Lee County Comprehensive Emergency Management Plan (CEMP) Annex J1, Terrorism
2 Response Plan
3

4 INTRODUCTION

5 Mass casualty and/or fatality response scales are based on the factors that led to or are
6 confounding the incident. These may include the:

- 7 • Cause of the incident;
8 • Impact on the surrounding area, community, and region; and
9 • Availability of resources

10 To achieve an effective recovery for incidents where the impact exceeds the local emergency
11 response, the responding agencies will consider coordinating MCI response and recovery
12 activities through the Lee County Emergency Operations Center (EOC). In response to such an
13 event, Lee County will use an “all hazards” approach to emergency management and response.
14 This type of plan is designed to respond to events which can potentially take many forms. It will
15 require all of the resources available to Lee County to mitigate and resolve a mass
16 casualty/fatality incident.

17 The following areas are identified as possible locations in which a MCI could occur based upon
18 vulnerability, proximity to large population areas, community/public visibility, and/or political
19 significance.

- 20 ▪ Transportation centers (airports, railroads, bus stations, causeways, major highways,
21 waterways)
22 ▪ Government facilities (local, state or federal government offices/buildings)
23 ▪ Commercial and Recreational facilities (Shopping centers, tourist attractions, sports arenas,
24 industrial manufacturers, recreation areas)
25 ▪ Other vulnerabilities (entertainment districts, schools, medical centers, religious facilities,
26 utility systems)
27

28 ASSUMPTIONS

- 29 • Incidents may occur that will result in mass casualties and fatalities.
30 • Lee County response partners have a finite amount of resources. Mass casualty/fatality
31 incidents may occur that may exceed the resources of the County.
32 • Response to a mass casualty/fatality incident will require coordination with partner
33 agencies and organizations.
34 • Victims family members will require a secure place to receive accurate and credible
35 information.
36 • Response of the incident may be hindered by circumstances of the disaster (e.g.,
37 hazardous materials contamination, severe weather, man-made or natural
38 complications).

- 1 • Mass casualty/fatality incidents will draw attention from national and international
2 media.
- 3 • Following a mass fatality incident, there will be substantial pressure from the public to
4 identify victims quickly.
- 5 • District 21 Medical Examiner’s Office covers Lee, Hendry, and Glades counties. For
6 some disasters that affect areas beyond Lee County, the District 21 Medical Examiner’s
7 Office’s response activities may be spread across these counties.

8

9 ROLES AND RESPONSIBILITIES

10 Multiple Lee County agencies have a role in a large scale mass casualty/fatality incident. In the
11 event that federal or state agencies are required to assume command (e.g., terrorist attack),
12 these roles and responsibilities are a guideline for local response agencies unless otherwise
13 directed by the federal or state officials in charge. Lee County Emergency Medical Service’s
14 (EMS) manages the Lee County EOC Health and Medical Branch at the EOC and follows through
15 on authorized requests from the District 21 Medical Examiner’s Office. The District 21 Medical
16 Examiner’s Office will be responsible for initiating and authorizing additional resources through
17 the EOC Health and Medical Branch. By virtue of federal regulations, mass fatality incidents
18 involving most commercial transportation methods mandate a response by National
19 Transportation Safety Board (NTSB) officials as the responsible authority under the Aviation
20 Disaster Family Assistance Act of 1996.

21
22 The following section lists major response partners and their roles and responsibilities in an
23 MCI:

24

25 **Emergency Medical Services (EMS)**

26 Lee County EMS supports the transport of injured victims from the incident scene to the
27 healthcare facility. Fort Myers Beach and Lehigh Acres Fire Districts also have ambulance
28 transport capability. Responsibilities include:

- 29 • Serving as the EOC Health and Medical Branch Director
- 30 • Initiate triage activities on the scene,
- 31 • Ensure hospitals are alerted regarding imminent mass casualties,
- 32 • Provide emergency medical care to victims,
- 33 • Provide transport for victims based upon priority coding,
- 34 • Provide ground or air transport to critical victims, as indicated and available,
- 35 • Maintain ongoing communication with the trauma centers and hospital emergency
36 rooms to ensure capacity, and
- 37 • Request additional resources to support operations on the scene.

38

39 **Florida Department of Health in Lee County (DOH-Lee)**

- 40 • Coordinates resources needed through the State EOC ESF-8,
- 41 • Coordinates the provision of emergency behavioral health crisis counseling for
42 individuals and the community,

- 1 • Coordinates the re-establishment of all health and medical systems,
- 2 • Leads disease control/epidemiology investigation response,
- 3 • Assists health care agencies in locating and providing health/medical care personnel,
- 4 • Assists with coordination of patient evacuation with state and local agencies,
- 5 • Disseminates public health information,
- 6 • Assists with coordination of environmental health activities, vector control monitoring,
- 7 water potability and disposal of sewage, wastewater, and solid waste,
- 8 • Coordinates with the District 21 Medical Examiner to file death records (DOH-Lee Office
- 9 of Vital Statistics),
- 10 • Prints death certificates, as needed,
- 11 • Activates Southwest Florida Medical Reserve Corps (MRC) resources to assist with
- 12 response efforts, if needed, and
- 13 • In coordination with Lee County EOC, EMS, and hospitals, considers activating Alternative
- 14 Care Facility (i.e., alternate locations for the provision of care that would usually be
- 15 provided in an inpatient facility, including acute, sub-acute, and chronic care, activated
- 16 during disasters that cause hospital surge).
- 17

18 **District 21 Medical Examiner's Office**

19 As detailed in the District 21 Medical Examiner's Office Disaster/Mass Fatality Incident Response
20 Manual, the Medical Examiner serves as the Morgue Team leader and is responsible for managing
21 all morgue operations. Responsibilities include, but are not limited to:

- 22 • Sharing fatality response/recovery information (e.g., number of victims, estimates of
- 23 timeframe to complete identifications, names and number of missing person reports)
- 24 with Incident Command,
- 25 • Determining whether Florida Emergency Mortuary Operations Response System
- 26 (FEMORS), U.S. Department of Health and Human Services Disaster Mortuary Operational
- 27 Response Team (DMORT) or another fatality management support organization needs to
- 28 be activated,
- 29 • Establishing a data collection system for recording information on all deaths resulting
- 30 from the disaster,
- 31 • Maintaining security of bodies and personal effects,
- 32 • Coordinating the transport of bodies,
- 33 • Coordinating the identification of deceased persons,
- 34 • Determining the cause and manner of death,
- 35 • Performing tasks necessary to ensure accurate certification of death,
- 36 • Overseeing the returning of human remains to families, and
- 37 • Working with designated County official/agencies to coordinate news releases and media
- 38 requests.
- 39

40 **Lee County Emergency Operations Center/Lee County Emergency Management**

- 41 • Coordinate the overall operation of the EOC,

- 1 • Activate partner agencies to provide field support (e.g., The Salvation Army, The Red
- 2 Cross, Lee County Parks and Recreation, Lee Tran, Lee County Department of
- 3 Transportation),
- 4 • Coordinate the release of public information,
- 5 • Ensure timely and efficient information flow for a common operating picture and
- 6 situational awareness (Planning Section),
- 7 • Oversee the Family Assistance Center (FAC) operation until state/federal FAC resources
- 8 arrive,
- 9 • Provide transportation (e.g., buses, shuttles) to transport un-injured victims or victims
- 10 with minor injuries to the Reunification Reception Center (Operations Section),
- 11 • Provide on-scene and field location resource support (e.g., communication devices,
- 12 equipment for temporary morgues, food and water, portable toilets, shade tents, staging
- 13 areas, barricades, light towers, generators, Mobile Command Units) (Logistics Section),
- 14 • Provide information hotline services at the onset of the incident to collect missing persons
- 15 reports and other information from the public. Continue this operation until FEMORS or
- 16 another mass fatality response organization arrives in the county with resources to
- 17 manage the hotline,
- 18 • Coordinate with District 21 Medical Examiner's Office/DOH-Lee to identify facilities for
- 19 mass fatality operations (Operations and Logistics Sections). If necessary, activate Use of
- 20 Premise agreements to utilize facilities (Logistics Section),
- 21 • Serve as the liaison with the State EOC for state and federal resource needs,
- 22 • Monitor weather via National Weather Service (NWS) Tampa Bay,
- 23 • Coordinate with appropriate agencies to handle donations (goods and money),
- 24 • Assist in planning for and monitoring large memorial services and vigils throughout the
- 25 community,
- 26 • Coordinate with the United Way to establish a Volunteer Reception Center (VRC) to
- 27 process spontaneous volunteers who would like to volunteer services, but are not already
- 28 affiliated with an agency, if needed, and
- 29 • Coordinate services for victims' pets until pet can be reunited with owner or family of
- 30 owner.

31

32 **Lee County Dispatch Centers [Public Safety Answering Points (PSAPs) and Lee Control]**

33 Lee County has four primary PSAPs (Lee County Sheriff's Office, City of Ft Myers Police
34 Department, City of Cape Coral Police Department, City of Sanibel Police Department) and Lee
35 Control, the Dispatch Center for EMS and Fire. Dispatch Centers take initial calls from the public
36 regarding the incident and ensure appropriate agencies are dispatched and notified.

- 37 • Records initial details/information on incident,
- 38 • Dispatches first responders,
- 39 • Relays appropriate information to first responders prior to their arrival on scene (if
- 40 available),
- 41 • Notifies Lee County Emergency Management and others, as required,

- 1 • Directs friends and family calling for incident information to the 211 Emergency
- 2 Information Hotline, and
- 3 • Notify Charlotte and Collier County PSAPs.
- 4

5 **Hospitals**

6 Lee County has seven hospitals. Lee Health oversees five (Gulf Coast, Cape Coral, Health Park,
7 Golisano Children’s Hospital, and Lee Memorial). Additionally, Lehigh Regional Medical Center is
8 located in Lehigh Acres and Promise Hospital is located in Ft Myers. Hospital responsibilities
9 include:

- 10 • Activate hospital mass casualty plans.
- 11 • Activate Hospital Incident Command System and ensure that all critical information goes
- 12 through the command center.
- 13 • Establish communication with Lee County EOC. If possible, send liaison to EOC.
- 14 • Coordinate with EMS and Lee Control to triage patients as Emergency Departments’
- 15 capacity becomes overwhelmed.
- 16 • Aid in communication with outside county hospitals (Naples, Port Charlotte, Tampa Burn
- 17 Center)
- 18 • In coordination with Lee County EOC and DOH-Lee, consider activating Alternative Care
- 19 Facility (i.e., alternate locations for the provision of care that would usually be provided
- 20 in an inpatient facility, including acute, sub-acute, and chronic care, activated during
- 21 disasters that cause hospital surge)
- 22

23 **Lee County Fire Districts/Departments**

24 Fire Districts/Departments manage and coordinate on-scene rescue and coordinate with EMS for
25 triage, treatment, and transport operations. Responsibilities include:

- 26 • Assist EMS with assessment of on-scene casualties and fatalities,
- 27 • Identify and quantify resource needs to support operational objectives,
- 28 • Direct on-scene fire suppression, search, and rescue operations,
- 29 • Activate hazardous materials response teams, if necessary, and
- 30 • Notify and activate resources from the State Fire Marshal if the mass casualty/fatality
- 31 incident was a result of a fire, explosion, or hazardous materials release.
- 32 • Assist ME with extraction of deceased (if body is not trapped) (See Annex D-3 Search and
- 33 Rescue Operations)
- 34

35 **Law Enforcement**

36 Law enforcement will coordinate and manage on-scene access and perimeter security, and
37 criminal investigations on-scene. Responsibilities include:

- 38 • Conduct initial size up of on-scene impacts,
- 39 • Assess for additional threats, if applicable,
- 40 • Establish traffic control for scene access,
- 41 • Establish a perimeter around the incident scene, staging area, and command post(s) to
- 42 prevent the entrance of unauthorized individuals, members of the public, or media,

- 1 • Prevent the unauthorized removal or disturbance of materials at the scene that may have
2 bearing on the cause of the event or the identification of victims,
3 • Request eye-witnesses to the event to identify themselves for future interviews,
4 • Identify safety concerns of the site area and respond in accordance with established
5 health and safety procedures,
6 • Support the release of public information,
7 • Provide security for hospitals receiving victims, staging areas, Reunification Reception
8 Center, Family Assistance Center, large memorial services, and community vigils,
9 • Coordinate with Fire, EMS, hospitals, and District 21 Medical Examiner’s Office to
10 repatriate personal belongings left on-scene to survivors and family members of the
11 deceased.
12

13 **Lee County Visitor and Convention Bureau (VCB)**

14 VCB will work closely with Emergency Management/the Family Assistance Center operation to
15 provide families with local hotel accommodations and meal vouchers (if available) to local
16 restaurants. If the incident occurs in a municipality, VCB and the municipal Chamber of
17 Commerce will coordinate to provide these services.
18

19 **Non-Governmental Agencies (NGOs)**

20 NGOs (e.g., The American Red Cross, The Salvation Army) will coordinate through the EOC to
21 provide services to survivors and family members at selected locations (e.g., Family Assistance
22 Center, Reunification Reception Center). Services may include meals, mental health counseling,
23 temporary housing, clothing, and childcare.
24
25

26 **Medical Reserve Corps (MRC)**

27 MRC is a national network of volunteers with medical and public health backgrounds. If the
28 MCI is a prolonged event or involves large number of victims, DOH-Lee may activate local MRC
29 resources to assist with the response efforts. In Lee County, DOH-Lee oversees the Medical
30 Reserve Corps (MRC) and MRC volunteers are deployed by the DOH-Lee Director.
31

32 MUTUAL AID AGREEMENTS

33 Lee County Fire Districts have entered into mutual-aid agreements in the event that a MCI
34 impacts and exhausts local resources. The supporting jurisdictions are positioned to play a
35 mutually supportive role in the response and recovery process. This includes responses under
36 the State Emergency Response Plan (SERP). Florida Sheriffs also have a mutual aid agreement.
37 Lee County Sheriff’s Office could call upon surrounding counties for localized mass
38 casualty/fatality events, if needed.
39

40 MCI RESULTING FROM VIOLENT INCIDENTS

1 If the incident is clearly a violent incident, or there is a potential that the event could be non-
2 accidental, the event will directly involve the investigative efforts of law enforcement. The site
3 of the incident will be considered a crime scene and will require coordination with other response
4 agencies. In addition to the agencies listed in the above Roles and Responsibilities Section, the
5 responding organizations during this kind of mass casualty incident would likely include, but are
6 not limited:

- 7 • Law Enforcement with Jurisdiction (e.g. Lee County Sheriff's Office, City of Sanibel Police,
8 City of Cape Coral Police, City of Fort Myers Police, Florida Gulf Coast University Police,
9 Florida Southwestern Police, Lee County Port Authority Police Department)
- 10 • Florida Department of Law Enforcement (FDLE)
- 11 • Additional state and federal law enforcement agencies

12 To enable all first responders to conduct a safe and effective initial response to a MCI and to
13 allow Lee County to respond to the consequences presented as the incident unfolds, the
14 following assumptions are established for violent incidents:

- 15 1. The first priority will be for the care of victims and safety of responders, while maintaining,
16 to the extent possible, the integrity of the crime scene.
- 17 2. The response phase may take several hours to several days to complete. Local and
18 regional resources will need to maintain security of the incident and the integrity of the
19 crime scene while mitigation efforts are in progress.
- 20 3. The progression of the incident response will be dynamic. The response of numerous
21 emergency management personnel may overwhelm the scene and the emergency
22 response personnel dealing with the effects of the incident.
- 23 4. Lee County views the roles of crisis response management and consequence
24 management as mutually supportive and largely sequential. In the case of a MCI, fire-
25 rescue, EMS, law enforcement, and health and medical facilities should expect to function
26 without federal support. In the event of a terrorist attack, a full federal response and
27 support could take as long as 24 hours to be operational. Local and regional resources will
28 need to respond accordingly.
- 29 5. Per FSS 943.03101, the initial response to an act of terrorism, should be coordinated by
30 FDLE, working closely with the Florida Division of Emergency Management (FDEM), in
31 accordance with the state comprehensive emergency management plan to s. 252.35(2)(a).
32 These coordinated efforts are through the state EOC, the Regional Law Enforcement
33 Coordination Team (RLECT) and the Regional Domestic Security Task Force.

34 According to the Florida Incident Field Operating Guide (FOG), when it is determined or
35 suspected that an incident is the result of a WMD/terrorist event, or when Incident Command
36 determines local responders need additional resources, a request for additional assistance will
37 be made through the County EOC to the State EOC.

38 The RDSTF's primary role in the response phase is to coordinate the use of the Regional Domestic
39 Security Response Teams. Its mission is to support the local incident or unified command and
40 not to assume command and control of the incident. However, if the County requests such

1 command and control support, then the Task Force may coordinate the activation of a separate
2 Overhead Incident Command System team to handle these operations in coordination with the
3 State EOC. These teams will be made up of emergency service personnel trained in the ICS
4 positions needed to assume command and control operations.

5 No single agency at the local, state, federal, or private-sector levels possesses the expertise to
6 act unilaterally on the many difficult issues that may arise in response to a threat or act of
7 terrorism, particularly if a WMD is used.

8 9 211 EMERGENCY INFORMATION HOTLINE

10 During a large-scale MCI with multiple fatalities, the Lee County EOC will activate their 211
11 Emergency Information Hotline to begin receiving missing persons reports from friends and
12 family looking for family members. In this scenario, FEMORS will likely be asked to provide
13 support to Lee County. FEMORS has a call-taking capability, but will not be able to be operational
14 for multiple hours following the incident. To make the transition from 211 Emergency
15 Information Hotline to FEMORS call center easier, Lee County will use the FEMORS forms as they
16 take initial calls from loved ones reporting a friend/family member missing. The EOC will
17 coordinate with the Joint Information Center (JIC) through the EOC Public Information Officer
18 (PIO) to determine what information to release to callers.

19 20 REUNIFICATION RECEPTION CENTER

21 The Reunification Reception Center (RRC) is a physical facility where uninjured, slightly injured
22 victims, and family members of victims of the MCI can be reunited. Survivors and family
23 members may receive mental health support, status information, food/water, and
24 communication devices to contact friends and family. The RRC should be located at a reasonable
25 proximity to the disaster scene, but not directly at the scene. Lee County Emergency
26 Management may provide assistance to the impacted agency/jurisdiction to locate a suitable RCC
27 location, activate a County Use of Premise Agreement if a non-county location is utilized, and
28 activate partner agencies to assist with providing services at the Center. Lee Tran and Lee County
29 School District may provide transportation support to the RCC.

30 In the event that the MCI occurs across multiple locations, one central RRC may be activated and
31 transportation provided from each location that has walking wounded to the RRC. Friends and
32 family will be directed to wait at the RRC for victims to arrive.

33 34 FAMILY ASSISTANCE CENTER

35 The Family Assistance Center (FAC) is a physical facility where services are provided for family
36 members of victims. A FAC is more “long-term” than a RCC and can remain opened for multiple
37 weeks/months. FACs are designed to meet the immediate and short-term needs of family
38 members: safety, security, information (about the victim recovery and identification process, and
39 the investigation), and crisis/grief counseling. In addition, family members may be interviewed
40 to gather antemortem information about the victims and to submit DNA samples to facilitate
41 victim identification. Most FACs are established at hotels or similar facilities. Consideration
42 should be given to a facility that has multiple meeting rooms, a large ballroom, up-to-date

1 information technology infrastructure, and food services. In Lee County the following facilities
2 may be considered for use as a FAC facility:

- 3 • Lee County Civic Center
- 4 • A Lee County Parks and Recreation facility
- 5 • Hertz Arena
- 6 • Hotel with large conference room/ballroom

7 According to the *Response to the Terrorist Attack on the Pentagon* report, the following are
8 essential FAC guiding principles.

- 9 • Maintain a single focus of supporting the families.
- 10 • Convey this single focus in all communications and actions both internally and externally.
- 11 • Deliver only straight unequivocal information to families with honesty and empathy
12 (although painful, the truth is always most supportive to the families).
- 13 • Guide family member expectations from the beginning of the operation.
- 14 • Accommodate families' requests (group or individual situations) to the maximum extent
15 possible and recognize that some requests cannot be met.
- 16 • Remain flexible, allow room to adapt and evolve to meet new requirements and family
17 needs.
- 18 • Provide every opportunity for family members to make decisions to regain control of their
19 lives.

20 The FAC size and staffing requirements are dependent upon the nature of the incident. The
21 following are FAC location considerations:

- 22 • Off-site at a pre-determined location
- 23 • Large enough to accommodate approximately 8-10 family members for each affected
24 person.
- 25 • Accessible to the public and compliant with the Americans with Disabilities Act
26 requirements
- 27 • Ample parking for the family members
- 28 • Adequately secure in order to keep the media away from the families and provide a quiet,
29 respectful environment
- 30 • Staffed appropriately and have communications equipment available
- 31 • Facilities for personal relief, comfort, and refreshment (e.g., bathrooms, dining area, heat,
32 air-conditioning)
- 33 • Rooms for face-to-face notification and counseling

34

35 Lee County Emergency Management would assist the impacted agency/jurisdiction with
36 identifying a suitable Family Assistance Center location and assist with staffing until a State or
37 Federal team arrived to oversee FAC operations. For aviation disasters, the airline carrier is
38 responsible for identifying a FAC location (see Federal Family Assistance Plan for Aviation
39 Disasters and the RSW Airport Emergency Plan).

1 Depending upon the emergency and the impact that it has on the larger community, the
2 American Red Cross and The Salvation Army may assist with the FAC to the extent of their
3 available resources. The Red Cross may assist with staffing the registration desk; providing
4 psychological support counselors for affected persons, their families, and responders; supplying
5 food support; and locating credentialed child care services for the center. The Salvation Army
6 may assist with food support and logistical supplies for the FAC.

7
8 The following critical functions may take place at the FAC:

- 9 • Safety and security, including badging of staff and family members
- 10 • Daily briefings, typically held twice daily
- 11 • Death notifications and interviews conducted by the District 21 Medical Examiner's
12 Office personnel or their designee
- 13 • Assistance and messaging to family members on transporting remains, funeral, and burial
14 arrangements
- 15 • Crisis counseling, spiritual care, and childcare (American Red Cross, Lee County Spiritual
16 Care Team)
- 17 • Transportation assistance for family members trying to travel to Lee County (Coordination
18 with airlines)
- 19 • Lodging assistance to family members coming to the area (Lee County VCB)
- 20 • Pet care and assistance for pets of victims (Lee County Animal Services)
- 21 • Assisting family members of foreign nationals (US Dept of State, Office of Foreign
22 Missions, Miami Regional Office)
- 23 • Dealing with children who may have lost parents (FL Department of Children and Families)
- 24 • Overall logistics support to the Family Assistance Center (Lee County Logistics, The
25 Salvation Army)

26
27 Typically, the FAC will remain operational until the decedents have been identified, or until
28 families are notified that the identification process will continue for an extended period of time.
29 If this should occur, families will be contacted at home regarding positive identifications.

30 31 SITE VISITS, MEMORIALS, AND VIGILS

32 Lee County Emergency Management will assist with the coordination of site visits (when
33 possible) for those who have lost loved ones in the incident. Prior to the site visit, a trusted
34 official (e.g., City Manager, Public Safety Director, Medical Examiner) should brief the family
35 members to set the stage for what they are expected to see at the site visit. Depending on the
36 circumstances, it may not always be possible to make a site visit. In this scenario, family
37 members should be told why a site visit is not feasible at that time and when they may expect
38 to visit the scene. If necessary, pictures of the scene may be made available to family members
39 while they wait for a site visit.

1 Lee County Emergency Management will also assist with the coordination of large memorial
2 services and vigils throughout the community. Law enforcement will provide traffic control,
3 perimeter control, and security at these events. When available, grief counselors will be made
4 available at site visits, memorials, and vigils for anyone who needs their services.

5 Families should be provided a private environment during site visits and memorial services.
6 Media should be kept away or at a distance. When possible, Lee Tran will provide vehicles to
7 transport families together to the planned events.

8

9 PUBLIC INFORMATION OFFICER AND MEDIA

10 One of the key response elements in an emergency is the public relations (information) function.
11 From the onset, the media and public will demand facts and information concerning the incident.
12 The media will demand constant feeding of information and updates. If the media cannot get
13 the information they need from the official source, they may resort to any source that may have
14 information without regard for accuracy or correctness.

15

16 In an event of any magnitude, certain public information assumptions usually apply:

- 17 • The first 12 hours of the emergency will be the most critical for the Public Information
18 Officer (PIO).
- 19 • The event will attract media and public attention in direct proportion to its significance.
- 20 • Media representatives will arrive at the scene within minutes.
- 21 • Initial reporting of the facts may become distorted or confused.
- 22 • The public's perception of how well the emergency is being handled will be based on the
23 media's perceptions—or misperceptions.

24 The PIO must work with Unified Command to do everything possible to ensure the facts are
25 accurately conveyed to the public through the media. While the PIO is gathering information, all
26 media related calls should be directed to a specified office; someone should be assigned to that
27 office phone to read a pre-approved, fill-in-the-blank statement to any media who call. This will
28 buy the PIO precious time to gather information, network with the appropriate authorities, and
29 implement the response plan. The person responding to phone calls from the media should not
30 deviate from the selected statement.

31 Media will focus on the facts: who, what, where, when, why, and how. They will want to know
32 how many people perished or were injured, extent of injuries, and degree of damage to the
33 building(s), and will eventually ask for cost figures. The PIO should have those figures on-hand,
34 broken down by personnel, equipment, logistics, communications, etc., and be prepared to
35 defend them.

36 It is critical during emergencies of any kind that the emergency management response
37 community speaks with one voice. All public and media inquiries should be referred without
38 comment to the Joint Information Center (JIC). The PIO will act as the primary spokesperson for

1 the affected jurisdiction. As directed by Unified Command, the PIO will assess the public relations
2 scope of the emergency and determine the appropriate response to the media and public. If PIO
3 resources are available, a PIO will be assigned to each treatment facility, reception center, and
4 Family Assistance Center to assist in the coordination of information. No information will be
5 released without direct or delegated approval of the Unified Command.

6 DONATIONS MANAGEMENT

7 After a mass casualty/mass fatality incident, members of the public often desire to contribute
8 to the response and recovery by donating items to support both impacted individuals and
9 responders. In certain cases these donations can be helpful but they can also become
10 burdensome on the response if a plan is not in place to effectively accept, sort, manage
11 distribute these items.

12
13 In most cases, monetary donations to well established and respected organizations in the best
14 way for the public to assist. Funding can then be used to increase already existing capabilities
15 in these organizations. Public Information Officers in the EOC should develop messaging that
16 encourages these monetary donations over donating goods. If a need emerges for specific
17 items for those affected by the disaster or responders, then public messaging can reflect that
18 need.

19
20 Additionally, when needed, the Southwest Florida Community Foundation can quickly establish
21 a fund and manage donations from the public. This fund has been activated in the past and
22 allows those who desire to donate financially the ability to do so quickly after a disaster. This
23 funding can also be quickly distributed to local partner agencies for use in support of disaster
24 survivors.

Lee County	Comprehensive Emergency Management Plan	Page 1 of 10
Approval Date: 12/14/2018	Foreign Nationals / International Visitors	Annex C-13

1 **Background**

2 A function of governments has long been to provide services to their citizens/nationals abroad.
3 These “consular” services include certain legal services, such as notarizing documents or assisting
4 with the estate of a citizen who has died abroad. They also include looking for missing citizens,
5 determining whether citizens are safe, assisting in evacuating citizens from countries where their
6 lives are endangered, and other similar “welfare and whereabouts” services.

7 The performance of such consular functions was originally a subject of customary international
8 law; however, it was not uniformly addressed in any treaty. Eventually, efforts were made to
9 codify in international treaties the rights of governments to provide consular services to their
10 citizens. In 1963, the multilateral Vienna Convention on Consular Relations (VCCR¹) was
11 completed. The VCCR to a large extent codified customary international law and therefore
12 represents the most basic principles pertaining to the performance of consular functions. Since
13 the VCCR entered into force for the United States on December 24th, 1969, it has been relied
14 upon as the principle basis for the conduct of U.S consular activities.

15 Because of its comprehensive nature and near-universal applicability, the VCCR now establishes
16 the “baseline” for most obligations with respect to the treatment of foreign nationals and
17 international visitors in the United States. To date, more than 170 different countries are party
18 to the VCCR. Article 5 of the VCCR enumerates appropriate consular functions and includes a
19 “catch-all” provision that consular functions include “helping and assisting nationals...of the
20 sending state, safeguarding the interests of nationals...of the sending state in cases of succession
21 mortis causa in the territory of the relieving state...”

22 The special need for government assistance in cases of death, vulnerability due to incompetence,
23 and major accidents are also reflected in the VCCR by giving these matters additional treatment,
24 in Article 37:

25 **Article 37**
26 **Information in cases of deaths, guardianship or**
27 **Trusteeship, wrecks and air accidents**

¹ Done at Vienna April 24, 1963; entered into force for United States December 24. 1969; 21 UST 77; TIAS 6820; 596 UNTS 261.

1 *If the relevant information is available to the competent authorities of the receiving State,*
2 *such authorities shall have the duty:*

3 *(a) in the case of the death of a national of the sending State, to inform without delay the*
4 *consular post in whose district the death occurred;*

5 *(b) to inform the competent consular post without delay of any case where the*
6 *appointment of a guardian or trustee appears to be in the interests of a minor or other*
7 *person lacking full capacity who in a national of the sending State. The giving of this*
8 *information shall, however, be without prejudice to the operation of the laws and*
9 *regulations of the receiving State concerning such appointments;*

10 *(c) if a vessel, having the nationality of the sending State, is wrecked or runs aground in*
11 *the territorial sea or internal waters of the receiving State, or if an aircraft registered in*
12 *the sending State suffers an accident on the territory of the receiving State, to inform*
13 *without delay the consular post nearest to the scene of the occurrence.*

14 The obligations of consular notification and access are binding on states and local government as
15 well as the federal government, primarily by virtue of the Supremacy Clause in Article VI Cl. 2 of
16 the United States Constitution, which provides:

17 *“All Treaties made, or which shall be made, under the Authority of the United States, shall*
18 *be the supreme Law of the Land; and the Judges in every State shall be bound thereby,*
19 *any Thing in the Constitution or Laws of any State to the Contrary notwithstanding.”*

20 **Purpose and Scope**

21 The purpose of this plan is to establish a framework for response to a crisis event involving foreign
22 nationals in Lee County according to the National Incident Management System (NIMS)
23 guidelines. A foreign national is any person who is not a U.S. citizen; same as “alien.” Aliens who
24 are lawful permanent residents in the United States and who have a resident alien registration
25 card (green card) as well as undocumented or “illegal” aliens are foreign nationals.

26 During a crisis event, foreign consulates will be contacting local agencies to obtain information
27 regarding the status of their citizens and any impact the crisis might have on them. Issues
28 including victim identification, language barriers, reunification with family members, and
29 repatriation of remains can add layers of complexity to a dynamic and rapidly evolving incident.

30 Utilizing the comprehensive system outlined in this plan will ensure that Lee County authorities
31 meet their legal obligations concerning foreign national response and Consul Notification
32 outlined under the Vienna Convention on Consular Relations Treaty.

1 **Special Consideration/Applicability**

2 The United States has entered into a number of bilateral consular treaties which require consular
3 officials be notified of the arrest, detention, serious injury, and/or death of their nationals
4 regardless of their national’s request. These are commonly called Mandatory Notification
5 Agreements and the countries to which they pertain are called Mandatory Notification Countries.

6 All countries with consulates in the Southeast region of the United States along with their 24-
7 hour contact information and Mandatory Notification status can be found in Attachment B of this
8 document.

9 Currently the United States has mandatory notification agreements with 57 countries and they
10 are located in Attachment A.

11 **Authorities and References**

- 12 • Vienna Convention on Consular Relations, Article 37(c)

13 **Terms/Definitions/Acronyms**

- 14 • ESF – Emergency Support Function, used by some other counties and the Florida Division
15 of Emergency Management to organize functions in the Emergency Operations Center.

16 **Roles and Responsibilities**

17 *Consular Officials and the Emergency Operations Center*

18 In the event of a natural or manmade disaster in Lee County which results in the death or serious
19 injury of a foreign national and which requires activation of the Emergency Operation Center
20 (EOC), consular officials from the concerned country may be sent to provide logistical assistance
21 in order to better provide the services entitled to them in Article 5 of the VCCR. In this event
22 consular officials will be organized and grouped under Mass Care (ESF 6). Within Mass Care,
23 consular officials’ primary focus will be assisting in providing Disaster Welfare Information (DWI)
24 and disseminating that information back to the families of affected foreign nationals. This
25 includes providing assistance with victim identification, family reunification, and repatriation of
26 remains if necessary.

27 *Services Provided by Consular Offices and their Officials*

28 Article 5 of the VCCR outlines the functions of Consular Offices and their officials, and should be
29 used as a reference for a comprehensive list of these functions. However, the functions which
30 would directly pertain to a crisis incident in which local authorities would be required to notify
31 the concerned Consular Offices are listed below:

- 1 • Issuance of passports and travel documents to nationals of the sending State, and visas
- 2 or appropriate documents to persons wishing to travel to the sending State.
- 3 • Acting as a notary and civil registrar and in capacities of a similar kind.
- 4 • Safeguarding the interests of nationals of the sending state in cases of succession mortis
- 5 causa in the territory of the receiving State.
- 6 • Transmitting judicial and extra-judicial documents or executing letters of request or
- 7 commissions to take evidence for the courts of the sending State in accordance with
- 8 international agreements in force, or in the absence of such international agreements.
- 9 • Exercising rights of supervision and inspection provided for in the laws and regulations of
- 10 the sending State in respect of vessels having the nationality of the sending State, and of
- 11 aircraft registered in that State, and in respect of their crews.
- 12 • Conducting investigations into any incidents which occurred during the voyage of vessels
- 13 and aircraft of the sending state.

14 **Concept of Operations**

15 *Death of a Foreign National*

16 In the event of a crisis event which results in the death of a foreign national in Lee County, the
17 nearest consulate of that national's country must be notified without delay. This will allow the
18 foreign government to make an official record of the death for its own legal purposes. It will help
19 ensure that passports and other legal documentation issued by that country are canceled and
20 not reissued to fraudulent claimants.

21 In addition, it may help ensure that the foreign national's family and legal heirs, if any, in the
22 foreign country are aware of the death and that the death is known for estate purposes in the
23 foreign national's country. Once notified of a death, consular officers may in some circumstances
24 act to conserve the decedent's estate, in accordance with the laws and regulations applicable in
25 the jurisdiction.

26 *Hospitalization/Quarantine of a Foreign National*

27 If the foreign national is hospitalized or quarantined pursuant to governmental authority and is
28 not free to leave, under the VCCR and most bilateral agreements he or she must be treated like
29 a foreign national in detention and appropriate notification must be provided. Consular officers
30 **must** be notified of the detention (regardless of the foreign national's wishes) if the detention
31 occurs in circumstances indicating that the appointment of a guardian for the foreign national is
32 required.

1 *Accidents Involving Foreign Ships or Aircraft*

2 If a ship or airplane registered in a foreign country wrecks or crashes in the United States, the
3 nearest consular officers of that country must be notified without delay. This requirement is set
4 out in Article 37(c) of the VCCR. Once notification has been made, consular officers may
5 undertake to coordinate contact with the victims' families or to provide other emergency
6 assistance on behalf of the foreign government concerned. Some of the other functions consular
7 officers may undertake in cases involving shipwrecks or air crashes are enumerated in Article 5
8 of the VCCR.

9 **Attachments**

- 10 • Attachment A – 57 Mandatory Notification Countries
11 • Attachment B – Foreign Mission 24 Hour Emergency Contact List
12 • Attachment C – Consular Notification Fact Sheet

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2

Attachment A
57 Mandatory Notification Countries

1. Albania	20. Ghana	39. Saint Kitts and Nevis
2. Algeria	21. Grenada	40. Saint Lucia
3. Antigua and Barbuda	22. Guyana	41. Saint Vincent and the Grenadines
4. Armenia	23. Hungary	42. Seychelles
5. Azerbaijan	24. Jamaica	43. Sierra Leone
6. Bahamas	25. Kazakhstan	44. Singapore
7. Barbados	26. Kiribati	45. Slovakia
8. Belarus	27. Kuwait	46. Tajikistan
9. Belize	28. Kyrgyzstan	47. Tanzania
10. Brunei	29. Malaysia	48. Tonga
11. Bulgaria	30. Malta	49. Trinidad and Tobago
12. China (incl. Macao & Hong Kong)	31. Mauritius	50. Tunisia
13. Costa Rica	32. Moldova	51. Turkmenistan
14. Cyprus	33. Mongolia	52. Tuvalu
15. Czech-Republic	34. Nigeria	53. Ukraine
16. Dominica	35. Philippines	54. United Kingdom
17. Fiji	36. Poland	55. Uzbekistan
18. Gambia	37. Romania	56. Zambia
19. Georgia	38. Russia	57. Zimbabwe

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Attachment B
Foreign Mission 24 Hour Emergency Contact List

Consulate-General	Address	Phone Number	Fax	Mandatory Contact
Antigua & Barbuda	25 SE 2nd Avenue, Suite 300 Miami, FL 33131	305-381-6762	305-381-7908	YES
Argentina	1101 Brickell Avenue North Tower, Suite 900 Miami, FL 33131	305-373-1889	305-373-1598	NO
Austria	2445 Hollywood Blvd. Hollywood, FL 33020	954-925-1100	954-925-1101	NO
Bahamas	25 SE 2nd Ave, Suite 600 Miami, FL 33131	305-373-6295	305-373-6312	YES
Barbados	2121 Ponce De Leon Blvd, Suite 1300 Coral Gables, FL 33134	786-515-1201	305-455-7975	YES
Belgium	230 Peachtree Street NW, Suite 2250 Atlanta, GA 30303	404-659-2150	404-659-8474	NO
Bolivia	700 S. Royal Poinciana Blvd, Suite 505 Miami Springs, FL 33166	305-358-6303	305-358-6305	NO
Bolivia	700 S. Royal Poinciana Blvd, Suite 505 Miami Springs, FL 33166	305-358-6303	305-358-6305	NO
Brazil	3150 SW 38th Avenue, Suites 100,200,300 Miami, FL 33146	305-285-6200	305-285-6229	NO
Canada	200 S. Biscayne Blvd., Suite 1600 Miami, FL 33131	305-579-1600	305-374-6774	NO
Chile	800 Brickell Avenue, Suite 1200 Miami, FL 33131	305-873-8623	305-379-6613	NO
Colombia	5850 T G Lee Blvd Orlando, FL 32822	407-650-4274	407-650-4281	NO
Costa Rica	2730 SW 3rd Avenue, Suite 401 Miami, FL 33129	305-423-3952 305-423-3953 305-871-7485	786-522-0119	YES
Denmark	3107 Stirling Road, Suite 101 Fort Lauderdale, FL 33312	954-967-8800	954-322-0064	NO
Dominican Republic	1038 Brickell Avenue Miami, FL 33131	305-358-3220	305 358-2318	NO
Ecuador	117 N.W. 42nd Ave, Suite CU4/CU5 Miami, FL 33126	305-373-8520	305-539-8313	NO
El Salvador	2600 Douglas Road, Suite 104 Coral Gables, FL 33134	305-774-0840	305-774-0850	NO
France	1395 Brickell Avenue, Suite 1050 Miami, FL 33131	305-403-4150 (EXT 52)	305-403-4151	NO
Germany	New World Tower 100 N. Biscayne Blvd, Suite 2200 Miami, FL 33132	305-358-0290	305-358-0307	NO
Greece	400 N Tampa St, Suite 1160 Tampa FL 33602	813-865-0204	813-865-0206	NO
Grenada	400 Arthur Godfrey Rd, Suite 506 Miami Beach, FL 33140	305-570-2716	305-397-2441	YES

Guatemala	1101 Brickell Avenue, #603-5 Miami, FL 33131	305-679-9945/46/47	305-679-9983	NO
Haiti	1616 East Colonial Drive Orlando, Florida 32803	407-897-1262	407-897-8163	NO
Honduras	7171 Coral Way, Suite 311 Miami, FL 33155	305-269-3131	305-269-9445	NO
Iceland	1820 SW 73 Avenue Plantation, FL 33317	954-792-4451	954-792-4451	NO
Israel	100 N. Biscayne Blvd, Suite 1800 Miami, FL 33132	305-925-9401	305-925-9451	NO
India	5549 Glenridge Drive NE Atlanta, GA 30342	404-941-7528	678-905-9591	NO
Italy	4000 Ponce De Leon Blvd # 590 Coral Gables, FL 33146	305-374-3595	305-374-4311	NO
Jamaica	25 SE 2nd Avenue, Suite 609 Miami, FL 33131	305-374-8431	305-577-4970	YES
Japan	80 SW 8th Street, Suite 3200 Miami, FL 33130	305-530-9090	305-530-9002	NO
Korea	1 SE 3 Ave, 25th Floor Miami, FL 33131	305-982-5573	305-374-5095	NO
Lebanon	1320 S. Dixie Highway, Suite 241 Coral Gables, FL 33146	305-665-3004	305-666-8905	NO
Lithuania	44 Coconut Row, Ste T10 Palm Beach, FL 33480	561-832-2232	773-582-5133	NO
Malta	200 S. Biscayne Blvd, Suite 1800 Miami, FL 33131	305-347-5290	305-377-8695	YES
Mexico	2550 Technology Drive Orlando, Florida 32804	407-422-0514	407-422-9633	NO
Monaco	2000 Ponce De Leon Blvd. #600 Coral Gables, FL 33134	305-421-6360	786-513-3241	NO
Netherlands	701 Brickell Avenue, Suite 500 Miami, FL 33131	786-866-0480	786-866-0498	NO
Nicaragua	1332 West Flagler Street Miami, FL 33135	305-265-1415 (EXT 106,109)	305-265-1780	NO
Norway	806 S Douglas Rd, #580 Coral Gables, FL 33134	305-987-8464	305-374-4369	NO
Panama	5775 Blue Lagoon Drive, Suite 200 Miami, FL 33126	305-447-3700	305-264-0587	NO
Paraguay	25 S.E. 2nd Avenue, Suite 705 Miami, FL 33131	305-374-9090	305-374-5522	NO
Peru	444 Brickell Avenue, Suite M-135 Miami, FL 33131	786-347-2432	305-677-0089	NO
Philippines	2333 N. State Road 7 Margate, FL 33063	954-729-6647	954-755-6367	YES
Poland	1440 79th St. Causeway, Suite 117 Miami, FL 33141	305-866-0077	305-865-5150	YES
Portugal	145 City Place Suite 300, Palm Coast FL, 32164	386-742-0370	386-742-0371	NO
St Kitts and Nevis	6855 Red Road Coral Gables, FL 33143	786-662-7222	786-662-7723	YES

Saint Lucia	2 Alhambra Plaza, Suite 850 Coral Gables, FL 33134	305-586-3076		YES
Senegal/Togo	4000 Ponce De Leon Blvd., Suite 700 Coral Gables, FL 33146	305-371-4286	305-371-4288	NO
Slovak	13325 Arch Creek Rd North Miami, FL 33181	239-822-8409	954-577-1318	YES
Slovenia	1501 Calais Drive Miami Beach, FL 33141	305-868-9635		NO
Spain	2655 LeJeune Road, Suite 203 Coral Gables, FL 33134	305-446-5511	305-446-0585	NO
Suriname	7205 NW 19th Street Suite 302 Miami, FL 33126	305-463-0694	305-463-0715	NO
Sweden	101 NE 3rd Avenue, Suite 1700B Fort Lauderdale, FL 33301	954-467-3507	954-766-2805	NO
Switzerland	825 Brickell Bay Drive, Suite 1450 Miami, FL 33131	305-377-6700	305-377-9936	NO
Trinidad and Tobago	1000 Brickell Avenue, Suite 800 Miami, FL 33131	305-374-2199	305-374-3199	YES
Turkey	80 SW 8th St, Suite 2700 Miami, FL 33130	786-310-7583	786-310-7584	NO
United Kingdom	1001 Brickell Bay Drive, Ste. 2800 Miami, FL 33131	305-400-6400	305 400 6868	YES

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Attachment B
Consular Notification Fact Sheet

Below is a checklist of basic information that Consular Officials will require when being notified of the death, serious injury, or illness of one of their Nationals. This checklist is intended for internal use only and is designed to expedite the process of Consular notification.

- Date/Time
- Name/Name of office/agency contacting the Consulate
- Address of contacting agency
 - City/State/Zip
 - Phone/Fax numbers
- Reason for Contact
 - Death of National
 - Serious injury of National
 - Serious illness requiring detainment/quarantine of National
 - Date of death/injury/illness
- Personal information of National
 - Name
 - Date of Birth/Place of Birth
 - Nationality/Country
 - Passport Issuing Nation
 - Passport Number
 - Date and place of death (If applicable)
 - Apparent cause of death (If applicable)
- Contact information for office/agency issuing notification
 - Phone number
 - Hours of operation
 - Case number for reference (if applicable)

Lee County	Comprehensive Emergency Management Plan	Page 1 of 3
Approval Date: 12/14/2018	Debris Management	Annex D-1

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Purpose:

Lee County maintains a FEMA reviewed Debris Management Plan¹ that describes the process used to remove and dispose of debris caused by a Major or Catastrophic Disaster Incident. The Plan identifies organizations and their roles. It also covers Plan Activation, Execution of Operating Procedures, and Checklists to assist in Plan implementation.

Scope:

- Lee County Solid Waste works closely with Lee County Emergency Management to prepare, maintain, and execute the Debris Management Plan.
- The Plan covers unincorporated Lee County’s operational effort for Debris Management; the City of Bonita Springs and the Village of Estero have entered into a mutual aid agreement with the County.
- The Town of Fort Myers Beach, and the Cities of Fort Myers, Sanibel, and Cape Coral have separate contracts for Debris Management.
- Lee County Natural Resources contracts separately for debris in waterways in Unincorporated Lee County.
- Lee County DOT is responsible for first push, road clearance, and debris removal activities.

Planning Assumptions:

The plan assumes the following:

- A disaster incident could cause a variety of debris including trees, sand, gravel, building construction material, vehicles, personal property, navigation hazards, and hazardous materials.
- The location and kind of incident, as well as its magnitude, duration, and intensity influences the amount and type of debris generated.
- The amount and type of debris generated, its location, and the size of the effected area directly impacts the type of collection and disposal methods, associated costs, and timeframe for removal.
- In a major or catastrophic disaster incident, Lee County will face challenges locating staff, equipment and funds to devote to debris removal for both short and long-term response and recovery efforts.

Special Considerations/Applicability:

The County anticipates requests from Municipalities to share temporary debris reduction sites as

¹ Lee County Debris Management Plan is found in the SupportingDocumentation_Plans folder, Debris Plan folder.

1 well as management of the debris disposal process. Lee County will include any willing
2 municipality under contract arrangements for debris management services. Sharing debris
3 reduction sites is encouraged only as a final option. The City of Bonita Springs and Village of
4 Estero are currently the only municipalities contracted through Inter-local agreement with the
5 County for debris management services.
6

7 **Authorities & References**

8 *Lee County Debris Management Plan*

9 *Lee County Ordinance 07-20*

10 *F.S. 206.606 and F.S. 376.315* – Establishment of program to provide grant funds to local
11 governments for reimbursement for the removal of derelict vessels from public waters of the
12 state.

13 *F.S. 327.4107* – At risk (of becoming derelict) vessels defined.

14 *F.S. 327.73* – Punishments for a person who anchors or moors a vessel at risk of becoming
15 derelict.

16 *Florida Incident Waterway Debris Response Guide 2016*

17 *Florida Incident Waterway Debris Response Guide: Field Reference Guide*
18

19 **Roles & Responsibilities:**

20 Lee County is vulnerable to several natural, human-caused, and technological hazards that could
21 cause destruction. Whether the incident is determined to have caused minor or catastrophic
22 damage, there will be some form of debris management required.
23

24 Lee County Solid Waste Management Division:

- 25 • Provides direction and management of operation.
- 26 • Helps prepare and maintain County Debris Management Plan.
- 27 • Utilizes damage assessments provided by Emergency Management and coordinating
28 agencies and assesses debris damage to determine need for additional assistance.
- 29 • Identifies debris management site locations and obtains required approvals and/or
30 agreements with regulatory agencies and/or property owners.
- 31 • Determines clearance priority of damaged areas based on guidance from Lee County Post
32 Disaster Ordinance and access to critical facilities.
- 33 • Manage engineering expertise necessary to prepare debris clearance removal and
34 disposal cost estimates.
- 35 • Prepares needed scopes of work, specifications, and contracts.
- 36 • Monitors debris clearance, removal, and disposal contracts.
- 37 • Provides the public information on debris pick up schedules, debris separation
38 procedures, methods of handling household hazardous waste, and how they can contact
39 the County for additional assistance and/or information.
- 40 • Works closely with Emergency Management to assist with, and help coordinate approved
41 debris removal activities from private property.
42

1 Lee County Department of Transportation:

- 2 • First push of debris from main roadway arteries and thoroughfares for resources and first
3 responders.
4 • Roadways clearance to provide accessibility for emergency vehicles.
5 • Debris removal activities from roadways.

6 Lee County Natural Resources Department:

- 7 • Waterway Debris Clearance Operations are guided by the following priorities:
8 ○ Clear debris from boat ramps that provide quick access to inaccessible barrier or
9 coastal islands.
10 ○ Clear the Mantanzas Pass Channel (if blocked) to open up a deep-water channel for
11 portage operations to barrier and coastal islands.
12 ○ Provide temporary portage and ferry service to Sanibel and Captiva Islands should the
13 Sanibel Causeway be damaged, or destroyed.
14 ○ Provide temporary aids to identify navigable waters and hazardous areas.
15 ○ Remove damaged or abandoned vessels from the water.
16 ○ Clean and snag drainage ways to reduce threat from storm-water flooding.
17 ○ Arrange for disposal of all debris recovered from waterway debris clearance
18 operations.
19

20 **Concept of Operations:**

21 The County plans to retain a contractor to assist staff handle the FEMA/State reporting and
22 compliance requirements. The contractor's responsibilities will include contract compliance,
23 planning, and training services. The training will help staff identify items eligible for
24 reimbursement, preparation of the Project Worksheet, and requirements for documentation.
25 The contractor determines whether the County's record system meets State and Federal
26 reporting requirements, documents debris recovery process, prepares claims, and reviews the
27 documents for accuracy.
28

29 **Methodology:**

- 30 • The County will work with State and Federal Agencies (FEMA, U.S. Army Corps of
31 Engineers) to develop and maintain the documentation needed to obtain PA funds.
32 • County staff will receive training on the following Sections of the Federal/State process:
33 ▪ Identifying items eligible for reimbursement, submitting requests for Project
34 Worksheet Inspections, preparing PWs for State and Federal Agencies, preparing
35 required supporting documentation, formulating projects, and maintaining case
36 management files.
37 • The County will also retain a consultant to assist debris management staff coordinates
38 with State and Federal personnel at the meetings and negotiation sessions.

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Overview

Damage assessment after a disaster is initiated through the Lee County Emergency Operations Center (EOC) in coordination with all six municipalities, the Lee County Building Inspectors Office, Lee County GIS, and Lee County Code Enforcement. Using a single, unified system enhances training, team member availability as well as consistency in applying the assessment process and criteria. This methodology enhances situational awareness and a common operating picture through real-time map population thereby preventing duplication and allowing teams to move rapidly through the affected areas. In the event no internet is available, synchronization can occur within the data network of each participating organization. All data systems are GIS based using current spatial data. This provides accurate property value accounting. It also ensures map-ready capability should the electronic system fail. If electronic failure of the data collection and reporting occurs, paper mapping and forms provide the foundation for team and collection assignment.

This Annex describes the two primary types of damage assessment – the Initial Damage Assessment (IDA) and the Joint State/FEMA Preliminary Damage Assessment (PDA).

Reference

Most current State/Federal Damage Assessment Criteria

Initial Damage Assessment (IDA)

The Initial Damage Assessment (IDA) is conducted immediately after a disaster by county and/or city officials. This assessment is meant to be a quick snapshot of the disaster area and identifies the following information:

- The boundaries of the disaster area(s), access points to the disaster area(s), and casualty information.
- Number of homes/business destroyed or with Major or Minor damage.
- The immediate physical needs of disaster victims (food, water, ice, medical, sanitation, shelter).
- The impact to the community's critical infrastructure (utilities, communications and transportation).
- The community's ability to meet disaster victim's need (status of fire, law enforcement, medical systems, critical facilities, and major resource needs/shortfalls).
 - The assessment is completed within 24 - 36 hours following the disaster. Agencies and organizations that own or manage the community’s critical infrastructure also complete reports to assess their damage and ability to continue to provide service. The assessment results are mapped and updated periodically to reflect current conditions.

- 1 ○ The Initial Damage Assessment is sent to the State Emergency Operations Center
2 as quickly as possible.
- 3 ● Initial Damage Assessment Information will be capture via ARM360 GIS software.
4

5 **Initial Damage Assessment Teams**

6 To conduct an accurate Initial Damage Assessment (IDA), Lee County Government must have
7 capable Damage Assessment Teams. These teams are identified and trained in advance of the
8 disaster so they will be prepared, when needed.

9
10 Team members are selected from the following groups and are to perform the function listed:

- 11 ● Independent Fire Districts: Initial, Preliminary and Detailed Damage Assessments
12 ● County and City Building Inspectors and Code Enforcement Officers: Same as above
13 ● City Public Works Departments: Same as above
14 ● Human Services and American Red Cross: Human Needs Assessments
15 ● Lee County DOT: Intersection Damage Assessments
16

17 The composition of the Initial Damage Assessment Teams will vary depending on the severity,
18 type of damage, and the availability of personnel. Each team should have a Team Leader who
19 makes sure their Team has the proper forms, maps with identified areas marked and
20 transportation. Coordination of the Teams is normally conducted through the County Emergency
21 Operations Center (EOC).

22
23 The task of initial damage assessment falls under many agencies and the roles and responsibilities
24 can vary. The primary task of the local damage assessment team is to identify structures damaged
25 as a result of the disaster. The damage assessment team will catalogue and report to the Chief
26 Building Official those structures which have: (1) been destroyed; (2) received major damage;
27 and (3) received minor damage. The Chief Building Official will then inspect the damaged
28 structures and place each structure in one of the damaged categories. The data gathered from
29 the initial damage assessment will be passed along to the State Emergency Operations Center to
30 determine the need for a Joint State/FEMA Preliminary Damage Assessment (PDA).

31
32 NOTE: Every effort should be made to use the most current damage assessment criteria as
33 defined by the Florida Division of Emergency Management and FEMA.
34

35 **Joint State/FEMA Preliminary Damage Assessment (PDA)**

36 In larger events, State and Federal damage assessment teams will be requested to perform a
37 Joint State/FEMA Preliminary Damage Assessment. This Joint State/FEMA Preliminary Damage
38 Assessment helps determine the need for a Federal Disaster Declaration. Their arrival may be
39 direct to the EOC or through a staging area based on impact. All federal assistance teams are
40 coordinated through the County EOC. The Planning Section is responsible for the development
41 and conduct of an impact assessment briefing, prior to State/Federal teams deploying. The
42 Planning Section Chief is the initial point of coordination with the state and federal agencies. The
43 Planning Chief, or their designee, will arrange for a local Representative to meet the Joint

1 Preliminary Damage Assessment (JPDA) Team on arrival to provide initial information and escort
2 JPDA members to the EOC for an initial briefing/coordination meeting.

3

4 Team members for this Joint State/FEMA Preliminary Damage Assessment (PDA) include:

- 5 • Public Safety/Emergency Management Representative
- 6 • FDEM Representative(s)
- 7 • Small Business Administration Representative
- 8 • Long Term Recovery Committee Representative
- 9 • Economic Development Representative
- 10 • Executive Policy Group Representative (as required)
- 11 • FEMA Representative(s)

12

13 **Damage Assessment Teams, Equipment & Training**

14 Personnel and Equipment:

- 15 • Each municipal jurisdiction is responsible for providing initial damage assessment
16 numbers to the Lee County EOC unless other agreements have been made.
- 17 • Personnel will use their County, City or District laptop computers with the ARM360
18 Damage Assessment Software.
- 19 • Agencies to contact for call down roster.
 - 20 ▪ Lee County Building Inspectors
 - 21 ▪ Lee County Code Enforcement
 - 22 ▪ Lee County Human Services
 - 23 ▪ Lee County Economic Development
 - 24 ▪ Bonita Springs, Cape Coral, Estero, Fort Myers, Fort Myers Beach, Sanibel,
 - 25 ▪ All Fire Districts
 - 26 ▪ American Red Cross
 - 27 ▪ Lee County Port Authority Fire
 - 28 ▪ Lee County DOT Traffic

29

30 **Training**

31 Damage Assessment Teams are trained as needed in the use of the ARM360 software developed
32 by the Lee County Geographic Information Systems (GIS). The training should take place prior to
33 the start of hurricane season or June 1st of each year.

34

35 The Lee County GIS Coordinator is responsible for training the County and City departments that
36 have a role in damage assessment. A two (2) hour training session is conducted using ARM360
37 software on their computers for immediate use. Each department or jurisdiction is responsible
38 for contacting their personnel.

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ACTIONS	TIME FRAME CONDUCTED		RESPONSIBLE SECTION/GROUP
	Short Term	Long Term	
Community Redevelopment Steps			
Assess Community Administrative Capability to deal with recovery	X		Recovery Taskforce Planning
-- Appoint Financial Recovery Coordinator	X		
-- Review Organizational Mechanisms in Place	X		
-- Determine New Mechanisms Needed	X		
-- Intergovernmental Meeting/Coordination Required	X		
Examine/Revise existing Plans or Initiate Redevelopment Plans for Badly Damaged Areas of the Community	X	X	Elected Policy Makers, Recovery Task Force, Planning, Crisis Response Agencies
-- Neighborhood Redevelopment Plan	X	X	
-- Regional (Area) Redevelopment Plans	X	X	
-- Reuse/Redevelopment Plan	X	X	
-- Tourist Attraction Recovery Plan	X	X	
-- Labor Adjustment Plan	X	X	
Determine Mitigation Measures To Take or to Comply with Federal or Local Law during Reconstruction	X	X	Planning, Interagency Hazard Mitigation Team
-- Revised Building Code	X	X	

-- Buildback Policy	X	X	
-- Mobile Home Construction Standards	X	X	
Coordinate Public Policymaking with Business and Industry Leaders	X	X	Elected Policy Makers, Recovery Task Force
Environmental & Ecological Issues/Concerns	Short Term	Long Term	
Air Quality	X		
-- Open Air Burning	X		
-- Air Curtain Incineration	X		
Water	X		
-- Quality	X		Public Works, Health Dept
-- Supply	X		Public Works
Solid Waste	X		Public Works
-- Landfill Capability	X		
Sewage	X		
-- Lift Station Operations	X		
-- Sewage Processing	X	X	
Soil Conditions	X	X	State DEP, Public Works
-- Contamination	X	X	
-- Erosion	X	X	
Hazardous Materials	X	X	State DEP, Hazmat Teams
-- Spills, Accidents	X	X	
-- Clean-up	X	X	
-- Disposal	X	X	
Natural Resources	X	X	Forest Service, Fish and Wildlife
-- Wildlife	X	X	

-- Fish	X	X	
-- Plants	X	X	
Re-vegetation		X	Forest Service, Conservation Agencies
-- Native Species Policy		X	
-- Exotic Species Policy		X	
Beach/Shoreline Management	X		Natural Resources
-- Beach Re-nourishment	X		
-- Dune Replenishment	X		
-- Re-Vegetation	X		
Wetland Revitalization		X	Natural Resources
Public and Private Finance	Short Term	Long Term	
Estimate Remaining Tax Base	X		Recovery Task Force
Revise Estimates of Revenue	X	X	Recovery Task Force, Admin
Estimate Costs of Disaster-generated Projects & Activities	X	X	Administration
Identify Likely Sources of Disaster Fund	X	X	Recovery Task Force, Admin
-- All Hazards Protection District	X	X	
-- Community Development Block Grant	X	X	
-- FEMA Reimbursements for Community Losses	X	X	
-- Other Federal and State Aid	X	X	
Project Budget for Coming Year		X	Administration
Identify New Sources of Revenue		X	Recovery Task Force, Admin
-- Tax Increases		X	
-- Bond Issues		X	
-- Private Funds		X	
-- Recovery Trust Funds		X	
-- Economic Development Administrative Grants		X	
Coordinate Use of Public & Private Funding Sources		X	Elected Policymakers

RECOVERY MANAGEMENT INFORMATION SYSTEM	X	X	
Develop Recovery Database	X		Planning
Use Existing or Develop Geographic Information System (GIS)	X		Planning
Establish Integrated Database		X	Planning
Establish Network to Exchange Data with Recovery Agencies		X	Planning
Building and Construction Issues	Short Term	Long Term	
Assess Capability to Handle Increased Workload	X		Planning, Operations
-- Increase Staff Levels	X		
-- Establish AFast Track@ Permitting Process	X		
-- Open Satellite Zoning Service Offices	X		
Examine/Revise Building Codes & Standards to Meet Established Requirements Regarding Resistance to Damage	X	X	Elected Policymakers, Recovery Task Force
Enforce Codes and Standards for New Residential and Business		X	Recovery Task Force, Operations
Units to be Constructed			
Establish/Implement Program on Non-conforming Structures		X	Recovery Task Force, Operations
Establish Policy/Program on Abandoned or Unsafe Structures		X	Recovery Task Force, Planning, Operations
-- Clean/Secure/Demolition Program		X	
-- Code Enforcement Sweeps		X	
Identify and Evaluate Alternative Types of Construction	X	X	Recovery Task Force, Planning
License and Monitor Building Contractors Conducting Both Repair work and New Construction	X	X	Planning, Operations

Implement Established Building Permit Process	X	X	Recovery Task Force, Planning, Operations
-- Initial Building Moratorium	X	X	
-- Damaged Structure Moratoria	X	X	
-- Emergency Permitting System	X	X	
-- Permitting Temporary Structures	X	X	
Determine How Construction Fraud Will Be Handled	X	X	Recovery Task Force, Planning
-- Construction Fraud Task Force	X	X	
Seek Consultants & Other Specialists to Assist in Pursuing Federal and Other Assistance Sources to Small Businesses	X	X	
Seek Consultants & Other Specialists to Assist in Pursuing Federal and Other Assistance Sources to Small Businesses	X	X	
Economic Redevelopment Issues/ Concerns	Short Term	Long Term	
Assess Usable Business Locations/Establishments	X		Recovery Task Force, Planning
Identification of Government/Private Assistance to Aid Impacted Businesses	X	X	Recovery Task Force, Administration
Determine the New Type of Construction to Use in Repairing Damaged Firms	X	X	Recovery Task Force, Planning
Identify Building and Construction Issues	X	X	Recovery Task Force, Planning
-- Compliance with Revised Building Codes		X	
-- Compliance with Future Construction Standards to Meet criteria from Federal/State Agencies		X	
Seek Sources of Financial Assistance to:			Recovery Task Force, Planning
-- Assist Return of Existing Businesses		X	
-- Attract New Businesses		X	

Economic Redevelopment Steps	Short Term	Long Term	
Analysis of Former Major Employers Likelihood of Return, When and at What Former Capability		X	Recovery Task Force, Planning
-- Tourist/Visitor Facilities		X	
-- Banking/Financial Institutions		X	
-- Other Major Employers		X	
-- Agricultural, Ornamental Nursery Products		X	
-- Commercial, Retail Establishments		X	
-- Others		X	
Plan for Economic Base & Job Generation Activities	X	X	Elected Policy Makers, Recovery Task Force, Planning, Horizon Council
-- Appoint Economic Recovery Coordinator	X	X	
-- Determine Need for Emergency ABridge@ Loan Program	X	X	
-- Implement Emergency Loan Program	X	X	
-- Formation/Activation of Local Economic Development Authority	X	X	
-- Participate in Rebuilding efforts	X	X	
Determine if/how volunteers may be used to augment contractors in rebuilding residences having no insurance coverage or under insured.		X	Planning and Operations
Public Information/ Citizen Outreach			
Liaison with Community Organizations	X	X	
-- Chambers of Commerce	X	X	
-- Homeowners Associations	X	X	
-- Business Organizations	X	X	
-- Civic Organizations	X	X	

-- New Groups/Councils	X	X	
Establish Information Hotline	X	X	Planning
-- Debris Removal Information	X	X	
-- Contractor Fraud	X	X	
-- Insurance Problems	X	X	
-- Housing Needs	X	X	
-- FEMA Issues	X	X	
-- Permits & Inspections	X	X	
-- Abandon Homes	X	X	
-- Elevation Requirements	X	X	
-- Business Assistance	X	X	
Conduct Community Forums & Workshops		X	Elected Policy Makers, Recovery Task Force, Planning
-- Recovery Forums		X	
-- Hurricane/Hazard Preparedness Workshops		X	
-- Town Hall Meetings		X	
-- Housing Opportunity/Re-housing Workshops		X	
Prepare/Distribute Newsletters or News Articles		X	Planning
Special Events		X	Elected Policy Makers, Recovery Task Force, Planning
Take A Break Events		X	
Children Orientated Activities		X	
-- Anniversary Celebration		X	
-- Ground Breakings		X	
Media Relations		X	Planning
Speaking Engagements		X	Elected Policy Makers, Recovery Task Force, Planning
-- County Commission/City Council Meetings		X	

-- Congressional Hearings		X	
-- Workshops		X	
-- Conferences		X	
Residential Communities/ Neighborhood Issues/ Concerns	Short Term	Long Term	
Assess Usable Existing Housing Stock	X		Recovery Task Force, Planning
Consideration of Past Social & Neighborhood Patterns	X		
Provide Funding/Mutual Aid to Complete:	X		
-- Traffic Signal/Signal Cabinet Replacement	X		
-- Street Sign Replacement	X		
-- Restoring Lighting on Major Roads/Neighborhoods	X		
-- Removal of Neighborhood debris	X		
-- Reforestation/Re-landscaping of Major Access Routes	X		
Provide Personnel to Enforce Current Codes on:	X		Law Enforcement
-- Illegal Signs	X		
-- Illegal Venders	X		
-- Illegal Contractors	X		
Preference of Former Residents Regarding:	X	X	Recovery Task Force, Planning
-- Street & Neighborhood Patterns	X		
-- Priorities in Returning to Reconstructed Neighborhoods	X		
Determine New Types of Housing & Patterns to be Used for New Construction		X	Recovery Task Force, Planning
Determine Sources of Housing Units	X		Recovery Task Force
Development of Low & Moderate Income Housing		X	Recovery Task Force
Restoration of Community Recreational Services & Neighborhood Parks		X	Recovery Task Force, Planning
Use of Temporary Offices to House Public Agencies & Community Org	X		Recovery Task Force, Planning

Transportation Infrastructure	Short Term	Long Term	
Traffic Signals	X		Department of Transportation
-- Signal Head Removal	X		
-- Span Wire Signal Installation Damage	X		
-- Signal Cabinets Flooded/Damaged Removal	X		
Traffic Signs	X		DOT
-- Removal/Replacement of Signs (Damaged and Destroyed)	X		
-- Debris Removal Damage	X		
-- Cantilever and Bridge Sign Failure/Removal	X		
Obstructions	X		DOT
-- Wind Blown and Water Driven Debris	X		
-- Streetscaping Impacts	X		
-- Determining # of Days to Clear Initial Debris from County Roads	X		
Roadways			DOT
-- Determine Coastal Road Damage	X		DOT/ Law Enforcement
-- Identify Isolated Areas/Communities	X		DOT/ Law Enforcement
-- Determine Secondary Damages from Debris removal/hauling operations	X		DOT
-- Determine Poor Road Conditions	X		DOT/ Law Enforcement
Bridges			
-- Bridge Embankment Scouring	X		DOT
-- Bridge Approach Flooding/Erosion	X		
-- Bridge Failures	X		

-- Identify Isolated Areas/Communities	X		Law Enforcement
Roadway Lighting			
-- Determine Extent and Area of Damage	X		DOT
-- Airports	X		Port Authority
-- RSW & Page Field Runway/Access, Obstructions and Flooding	X		Port Authority
-- Buckingham Field Runway/Access, Obstructions	X		Mosquito Control

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Purpose

The Lee County Disaster Housing Plan is intended to further enhance the coordination, design, effectiveness, and delivery of Federal Emergency Management Agency (FEMA) disaster housing assistance to Lee County in the event of a large disaster. As past events have shown, many residents will need assistance with temporary housing, relocation, and emergency home repairs or reconstruction following a catastrophic event. The timely delivery of these services is critical to an effective and efficient recovery. How well this assistance can be appropriately provided will depend on how well all the stakeholders, from the local to state to the federal government, can coordinate, communicate, adapt, and execute the Disaster Housing Plan.

Public and non-governmental organizations must also be integrated into the Disaster Housing Plan. Many services can be provided by non-profit organizations and private industry. These services must be organized prior to the disaster to minimize the stressful environment that occurs after a disaster. Immediately after a disaster, local communities are overwhelmed by the disaster losses and immediate emergency needs. This Disaster Housing Plan will help pave the way to enhancing our collective response and housing recovery effort.

Scope

Lee County is dedicated to ensuring that every member of our community has a safe and secure living environment. To achieve this vision, this Disaster Housing Plan provides a framework to help integrate existing disaster housing efforts and focuses on the following six goals consistent with the FEMA National Disaster Housing Strategy (January 2009).

1. **Support individuals, households, and communities in returning to self-sufficiency as quickly as possible.** A collaborative effort to help individuals, households, and communities meet their own housing needs and become self-sufficient as soon as possible. This is vital for the recovery of the community and the region following a disaster.
2. **Affirm and fulfill fundamental disaster housing responsibilities and roles.** This includes enhancing coordination and developing partnerships across all levels of government, nongovernmental organizations, and the private sector.
3. **Increase our collective understanding and ability to meet the needs of disaster victims and affected communities.** Individual needs affect housing choices and shape the demands for assistance especially our at-risk populations which include those with medical needs, disabilities and/or service animals, pet owners, cultural diversity, languages, etc.
4. **Build capabilities to provide a broad range of flexible housing options, including sheltering, interim housing, and permanent housing.** The strategy should incorporate a

1 comprehensive, innovative, and flexible set of options which can move community
2 recovery forward and meet the needs of our residents.

3 5. **Better integrate disaster housing assistance with related community support services**
4 **and long-term recovery efforts.** Best practices and disaster housing success stories
5 highlight the need to incorporate the community/institutional support in the provision
6 of disaster housing. Survivors will need health and human services in order for the
7 community to rebuild.

8 6. **Improve disaster housing planning to better recovery from disaster, including**
9 **catastrophic events.** This disaster housing strategy should be flexible and expandable
10 to provide direction in local emergencies such as an isolated tornado to major or
11 catastrophic events.

12 **Attachments**

13 Attachment A – Assessing Disaster Housing Needs

14 Attachment B – FEMA Disaster Housing Assistance

15 Attachment C – Strategic Disaster Housing Plans

16 Attachment D – Procedure to Place Temporary Housing Units on Private Sites

17 Attachment E – Procedure to Develop Emergency Group Site for FEMA Manufactured Homes

18 Attachment F – Case Management

19 Attachment G – Flow Chart

20 Attachment H - Partner Agencies

21 **Planning Assumptions**

22
23 In developing the *Lee County Disaster Housing Strategy*, it was necessary to first describe the
24 potential impacts to the community from different levels of disasters. In addition, it is
25 recognized that Lee County, based on its demographic characteristics and geographical
26 location, will face unique challenges in disaster recovery and provision of disaster housing. The
27 following are major assumptions based on known vulnerabilities and historic disaster response:
28

- 29 • Urgency must be balanced with informed decisions.
- 30
- 31 • Significant damage will trigger a Presidential Disaster Declaration (Individual Assistance
32 Declaration and Public Assistance).
- 33 • A substantial quantity of displaced disaster victims, as determined by percentage of
34 housing losses, is expected in disasters of major or catastrophic levels.
- 35 • An incident may occur with little to no warning.
- 36 • A disaster may cause significant disruption to critical infrastructure.
- 37 • Response in the immediate aftermath of the event must begin with the rapid damage
38 assessment
- 39 • A large number of people may be left temporarily homeless.

- 1 • Demographics and socioeconomic characteristics will create unique challenges.
- 2 • The success of the housing mission will depend on how timely mission-critical
- 3 information and issues can be collected, confirmed, and circulated in a consistent
- 4 format and with a frequency to make them readily accessible and useful to all key
- 5 stakeholders.
- 6
- 7

8 **Concept of Operations**

9 Housing Objectives

- 10 1. Determine available rental and hotel/motel stock.
- 11 2. Accelerate removal of storm damage on private lots that have requested temporary travel
- 12 trailers to make placement feasible.
- 13 3. Identify primary liaison to work with the County, municipalities, and contractors on permitting
- 14 issues and general troubleshooting.
- 15 4. Rental resources will be assessed prior to providing direct housing assistance.
- 16 5. When direct housing assistance is necessary, FEMA will continue to rely on commercial parks
- 17 when private sites placement are not feasible or available. Take advantage of the large resource
- 18 of existing commercial parks. Build upon or initiate better information sharing and resource
- 19 coordination with the local government and park owners.
- 20 6. Identify areas of County that would be available for travel trailer/RV communities to include:
- 21 empty car dealerships, large parking lots, and similar areas of land.
- 22 7. Identify foreclosed homes and determine if homes would be an alternative for long term
- 23 housing (trailers, RVs, and manufactured homes).
- 24 8. Locate temporary group sites close to existing housing where private sites are not viable.
- 25 Design to expand or contract to meet demand.
- 26 9. Work with the State to identify publicly owned lands where underground utilities could be
- 27 installed that could accommodate temporary housing in an environmentally sensitive manner.
- 28 Finally, where appropriate, these improved properties could serve to meet the recreational
- 29 needs of the residents or visitors of the County.
- 30 10. Where publicly-owned parcels are not appropriate for group site development, the State
- 31 agencies, (DCA, DEP, etc.) should be called upon to assist with the permitting issues involved in
- 32 the development of group sites on private property.
- 33 11. Evaluate the need for emergency permitting sites. Establish site close to most severely
- 34 damaged area of County.
- 35 12. Identify other housing alternatives to include tents, railcar, box store community sites, and
- 36 floating options.
- 37

38
39 Ultimately, the Lee County Disaster Housing Plan can be broken into five different sections:

- 40
- 41 1. Activation of Housing Plan
- 42 2. Maximize Available Housing Resources

- 1 3. Use Traditional Forms of Interim Housing
- 2 4. Employ Innovative Forms of Interim Housing
- 3 5. Authorize Permanent Construction

4 Activation Procedures

5

6 Activation: The following principles will apply:

- 7 • Implement Disaster Housing Shelter Phase: Execution of a State of Local Emergency by
- 8 the Board of County Commissioners when a large scale disaster event or incident
- 9 threatens or impacts the community.
- 10 • Implement remaining Disaster Housing Phases: Execution of a major or catastrophic
- 11 disaster declaration by the Board of County Commissioners according to the provisions of
- 12 the Lee County Post Disaster Ordinance.
- 13

13

14 Notification:

- 15 • Disaster Housing Shelter Phase: The Lee County Emergency Operations Center will notify
- 16 the responsible agencies through established communication protocols.
- 17 • Remaining Disaster Housing Plan Phases: The Long Term Recovery Committee will notify
- 18 and convene the necessary agencies to implement these phases of the plan.
- 19

19

20 Housing Strategies

21 It is vital to transition displaced families to a more stable and secure housing alternative in the

22 aftermath of the disaster. As disaster situations improve, all internal and external partners will

23 focus their efforts on transitioning displaced residents back to their pre-disaster dwellings or, if

24 those dwellings cannot be re-inhabited, other permanent housing options.

25

26 Emergency Sheltering (0-21 days)

27 Lee County has a number of shelters which service as an emergency evacuation refuge prior to,

28 during and, to a limited capacity, in the post-disaster environment. These shelters have sufficient

29 capacity and support services to accommodate numerous vulnerable individuals and families. In

30 addition, these facilities are dispersed throughout the community and their location is generally

31 known to the immediate community members. These shelters offer limited privacy for the family

32 unit because individualized space is not practical. Although these shelters can potentially house

33 a large number of people, they should not be utilized for long-term housing needs due to the

34 need to re-open these facilities, particularly schools for their primary use. Returning children to

35 school allows parents to return to work, which represents a vital step in the community recovery

36 process. Detailed operational procedures for the management of evacuation shelters may be

37 referenced in the *Public Shelter Operations Plan* (Annex F-7 in the CEMP)

38 Transitional Shelter Phase (10- 60 days)

39 Transitional Housing (also referred to as transitional sheltering) fills the gap between emergency

40 shelters and permanent housing. When emergency shelters are no longer sufficient or available

41 and transitional interim housing is not yet available, communities may use transitional housing

1 which may include: hotel/motels, rapid temporary roofing/repairs, temporary housing units, and
2 congregate shelters.

3 4 Hotel/ Motel Placement

5 Placement of survivors in hotel/motel accommodations is the preferred and more immediate
6 transient housing solution. Lee County has approximately 300 hotel/motel accommodations with
7 a total capacity of close to 25,000 units. The attached map provides the facilities' vulnerability to
8 storm surge or flooding. This would be a major factor in a coastal flooding event, as many of the
9 hotel/motel facilities are located on the coast. Less common lodging types may include resort
10 condominiums and resort dwellings that regularly provide rental units more than three times in
11 a calendar year for periods each lasting less than one calendar month.

12 The Lee County Visitors and Convention Bureau (VCB) will contact all hotel/motel management
13 to determine their damage status and the availability of rooms as part of the Damage
14 Assessment. Power will need to be restored in order for the rooms to be available for disaster
15 survivors, emergency response workers, or disaster volunteers. The VCB will continue to monitor
16 the status and report to the Disaster Housing Coordinator.

17 18 Rapid Temporary Roofing/Repairs

19 Minimal roofing repairs will be governed by the Emergency Permitting Procedures Administrative
20 Code enacted under a major or catastrophic disaster declaration by the County. Under this code,
21 temporary roof repairs with plywood or plastic sheeting are exempt from the emergency
22 permitting process if such repairs make the structure habitable and prevent continuing damage.
23 Additionally, covering exterior wall openings with plywood or plastic sheeting, repairs to interior
24 ceilings to make the building habitable or to drain accumulated water, and temporary shoring
25 measures to avoid imminent building collapse are also exempt. Local volunteer groups will assist
26 state and federal agencies assigned this mission in performing this. If the Governor issues orders
27 temporarily lifting roofing restrictions that allows shingle re-roofing work to be done by
28 contractors of other trades, such work will require an Expedited Minor Permit (see Attachment
29 A). .

30 31 Temporary Housing Units

32 Placement of travel trailers, mobile homes or park trailers on a single family lot will require the
33 issuance of a temporary use permit as per Land Development Code Section 34-3046. *Attachment*
34 *D* lists the steps needed to place a temporary housing unit on a private site. The property owner's
35 Florida state-licensed mobile home installer must secure permits for the temporarily occupied
36 trailer to include the permit application, electrical application, and plumbing application. The
37 unit must also pass the septic tank inspection conducted by the County Health Department
38 before occupancy.

39 40 Interim Housing (Up to 18 months)

41 Interim housing is provided during the intermediate period (generally up to 18 months or the
42 maximum amount of financial assistance available) between sheltering and the securing of a
43 permanent housing solution by a disaster survivor. Interim housing solutions should refocus on

1 strategies that provide safe, sanitary, functional housing for individuals and families. Options for
2 interim housing vary greatly and may include:

3
4 Private Rental Properties

5 Based upon available vacancy rates and affordability, rental properties may be available as
6 temporary housing for survivors. Initially, eligible applicants receive two months of rental
7 assistance with the ability to qualify for additional assistance. The amount of rental assistance is
8 based on the Fair Market Rent (FMRs) as determined by Housing and Urban Development (HUD)
9 and may be viewed at http://portal.hud.gov/app_nhls on the National Housing Locator (NHL).
10 The NHL is a searchable, web-based clearinghouse of available rental housing available only after
11 a disaster. In the aftermath of Hurricane Katrina, the policy of FMR was redefined to include not
12 only the HUD stipulated FMR but also the cost of any transportation, utility hook-ups, or unit
13 installation.

14
15 Depending upon the time of year, Lee County has an influx of available properties. The summer
16 and early fall months tend to have the most units available; therefore, it would be highly valuable
17 to identify the properties that are typically vacant during this period ahead of time. Data related
18 to vacant rental and seasonal property can be located at numerous sources including:

- 19
20
- 21 • The Community Property Appraiser, which has a database listing all commercial income-
22 producing properties.
 - 23 • Property Management Companies who maintain comprehensive lists of properties that
24 is available for rent.
 - 25 • Realtors who have access to multiple listing databases.
 - 26 • Properties in Foreclosure

27 Lee County, FEMA, and the State of Florida would not typically provide programs or services
28 associated with subsidized post-disaster housing programs with single family homes currently in
29 some level of foreclosure. The utilization of vacant homes which are currently in foreclosure is
30 highly controversial and may not be viewed favorably by the financial industry. There are many
31 potential legal, financial, and long-term economic implications such as unpaid liens, property
32 condition, and rental arrangements. The use of foreclosed property would be established as a
33 last resort only as a referral program by Lee County which would place disaster survivors in
34 contact with property owners, banks, or property manager who might offer the property for
35 rental purposes. Ideally, the Federal, state, and local partners would work cooperatively to
36 identify vacant homes where the lender has already officially filed a *Lis Pendens*. Some homes
37 may require repairs while others would be available for immediate occupancy if permission were
38 granted. Under these circumstances, the lender has the ultimate decision whether the home may
39 be leased to disaster survivors.

40
41 Big Box Options, Warehouses

1 Lee County has numerous vacant warehouses and large retail stores located along the primary
2 transportation corridor. Vacant warehouses may serve a number of purposes in the aftermath of
3 a disaster including disaster temporary housing. It is possible to transform the existing
4 infrastructure of an abandoned Big Box into a personalized space to serve as an interim housing
5 solution. Prefabricated pods, aluminum framing systems, and structural insulated panels can be
6 customized to provide temporary housing. Big Box structures are simple in design with a large
7 open floor plan and are located in either a strip of retail stores or stand-alone site. The isolated
8 site avoids sandwiching the residents' homes between a retail center and a parking lot. However,
9 the isolated site may be at a geographic distance from other necessary services including retail
10 providers, medical care, and schools. Some vacant facilities may have had a food center. The Big
11 Box could be expediently retrofitted to accommodate families through the installation of
12 prefabricated pods which include fixtures, plumbing and electrical capabilities.

13

14 Universities/Colleges

15 In the event of a disaster, colleges and universities may be used to temporarily house survivors.
16 Many campus housing units are left unoccupied for several months during the year. Lee County
17 has one university and one private college that may be evaluated for use in the post-disaster
18 environment.

19

20 Soft-sided Shelter Options (Tent)

21 If persons displaced from their homes by a disaster cannot be accommodated in existing shelters
22 and/or vacant residential units, the Florida Division of Emergency Management may request that
23 FEMA establish tent cities to meet temporary disaster housing needs. A tent city is a self-
24 contained community where all basic human needs can be met. Facilities may include potable
25 water trucks, restroom trailers, shower trailers, laundry trailers, a recreation/school structure,
26 and an administrative structure. Other items such as telephone banks, ATM machines,
27 convenience stores, and a post office could also be provided on-site. Law enforcement and fire-
28 rescue services would be provided on a 24-hour basis by local government or through mutual
29 aid. Depending on the magnitude of demand for housing units and the amenities furnished, tent
30 cities can require up to 46 acres of open space, which Lee County does not have, thus making
31 this a less appealing option. Development of an emergency group site for mobile homes must
32 meet the requirements of a Normal-Destroyed permit in the Emergency Permitting Procedure.
33 *Attachment E* lists the basic steps needed to establish an emergency group site. Every effort will
34 be made to approve and initiate an emergency group site within 60 days of the declared disaster,
35 if necessary.

36

37 Permanent Housing (Direct Housing/Factory Built Housing) (18+ months)

38 A direct housing mission may include placing manufactured housing units on private sites to
39 enable homeowners to remain on their properties while they repair and/or rebuild their
40 permanent residence. Temporary housing units may also be placed in pre-existing commercial
41 parks to accommodate renters or owners without a feasible place for a unit. The Lee County
42 Disaster Housing Task, in coordination with FEMA, State, local, and tribal governments, will
43 determine priorities for placement of individuals and households. Individuals do not request

1 temporary housing initially. Financial Assistance (rental assistance) is provided before Direct
2 Housing Assistance. If applicants are found eligible, they will be contacted by FEMA for a Pre-
3 Placement Interview (PPI). The time between determining eligibility and a PPI varies based on
4 time/date registered, number of people affected and assessment of local temporary housing
5 options.

6
7 Direct housing is used only when all other housing options, including financial assistance for rent,
8 transitional shelters, and relocation, have been exhausted or are unreasonable. When
9 determining which populations have precedence to ensure that everyone is housed in a manner
10 best suited for their individual needs, the Disaster Housing Task Force may consider the following:
11

12 **Medical Needs:** Any person who may not remain in optimum health in a shelter or other
13 emergency facility. Such persons may include those dependent upon oxygen or dialysis
14 equipment. However, disaster survivors with medical needs should not be provided with
15 housing until the services they need to assist them are available. One consideration for housing
16 locations is proximity to facilities that will assist in meeting their medical needs.

17
18 **Accessibility Requirements:** As outlined in the Uniform Federal Accessibility Standards (UFAS); a
19 UFAS compliance check-list is used to determine accessibility, and strategic consideration is
20 given to the number of UFAS-compliant units that will be required as well as which residents
21 will be placed specifically into UFAS-compliant units.

22
23 **Court Restrictions:** Although FEMA may not discriminate in housing applicants, court orders
24 take precedence. Applicants with court orders excluding them from living in proximity to
25 specified groups or individuals may not be suitable for housing in a community site. Special
26 housing arrangements will need to be provided and State and local partners should be engaged
27 to help facilitate the placement of these applicants.

28
29 **Disaster-dependent Considerations:** Considerations may be made for first responders or any
30 person who has a need to remain in the community to help in the response and recovery
31 Hometown Community Disaster Housing Strategy for the event. Such persons may include
32 police, firefighters, medical staff, and other emergency personnel.

33 Direct Housing on Private Lot

34 The preferred method of providing direct housing assistance is to install factory built housing
35 units (e.g. modular homes, manufactured homes, etc.) on an applicant's private lot and
36 temporarily connect it to existing utilities. This allows homeowners to remain within close
37 proximity to their home during the repair and rebuilding process, and allows children to remain
38 within their existing schools and daycare centers. Direct housing on private lots provides

1 survivors access to their customary social setting, existing medical services, and retailers. This
2 strategy takes advantage of the existing infrastructure capacities for the community.

3 A number of environmental and regulatory obstacles may hinder the implementation of this
4 strategy. Many communities within Lee County are deed restricted or gated communities with
5 restrictive homeowner association policies which limit where a factory built housing unit may be
6 placed and how long this unit may remain onsite. The homeowners' association would make the
7 decision to waive any restrictions limiting the use of factory built housing units on private
8 homeowner lots. Some communities lie within flood zones; therefore, placement of factory built
9 housing units is generally not recommended unless catastrophic level conditions mandate
10 extreme measures.

11 Direct Housing on Commercially-Owned Property

12 Economic redevelopment is vital to community restoration in the aftermath of a large-scale
13 disaster. The business community must immediately resume activities in order to provide
14 necessary goods and services to the residents. When feasible, business owners may choose to
15 place manufactured housing units on their commercial property in order to permit employees
16 and their families to continue to work. While it is preferable to place all manufactured housing
17 units on privately-owned residential lots, many employees may not have this option. Some
18 employees may not own a residential lot, have the ability to safely access their home or business
19 site, or other public safety or utility challenges preclude this option. On a case by case basis, Lee
20 County may choose to temporarily waive zoning restrictions on business and commercial
21 property to temporarily allow disaster housing options.

22
23
24 In a worst-case scenario when all other temporary housing resources are exhausted, various
25 commercial or industrial structures may be suitable for conversion to temporary housing. In
26 addition, partially developed or undeveloped commercial/industrial properties may be suitable
27 for the placement of manufactured housing units. Vacant office space in surrounding businesses
28 may serve as an appropriate means for temporarily housing individuals if manufactured homes
29 prove to be overly problematic. Lee County will make every effort to consider these options in
30 their housing strategy

31 Direct Housing on Pre-existing Commercial Parks

32 Lee County currently has a large number of commercial manufactured home parks. These
33 commercial sites have existing utilities (water, electric, sewer/septic) for pre-developed pads or
34 lots and available community services. In parks where there are vacancies, FEMA may lease the
35 pad or lot and install the housing unit. These parks may become an important immediate housing
36 alternative.
37

38
39 In the event of a significant wind event, a large portion of the Community's existing commercial
40 manufactured home parks stock could be destroyed or otherwise rendered uninhabitable. Once
41 the debris of the former housing units has been cleared, additional vacant spaces over the current
42 estimated number may become available. Spaces which become available due to the destruction
43 of units will be utilized by the former resident households for the location of a new housing unit.

1 Therefore, the number of spaces, which would be available to disaster survivors who are not
2 currently residents of commercial manufactured home parks, should be estimated at the current
3 vacant number. When possible, it may be advantageous to expand existing commercial
4 manufactured home parks on a temporary basis in order to increase the total number of
5 manufactured housing units at the site.

6
7 Manufactured home parks remain politically and socially controversial in the State of Florida.
8 Manufactured homes represent a low cost housing alternative and are largely occupied by elderly
9 and low income populations. These groups are particularly vulnerable in the post-disaster
10 environment. When evaluating the use and/or expansion of existing commercial parks, the stress
11 factor that this places on the existing population must be considered along with compromises to
12 unit spacing and overall size. Manufactured home parks may have age restrictions in place which
13 would restrict placement options.

14 15 Direct Housing on Community Sites

16 Direct housing may be placed in community site configurations. As a last resort, direct housing is
17 used only when all other housing options, including financial assistance for rent, transitional
18 shelters, and relocation have been exhausted or are unreasonable.

19
20 Upon thorough examination of available resources, Lee County, in partnership with State and
21 Federal agencies may decide that the development of community sites may be an option to meet
22 the needs of displaced renters or homeowners who cannot place a manufactured housing unit
23 on their private property.

24 25 **Rehabilitation/Reconstruction**

26 27 Disaster Advisory Council

28 The Lee County Disaster Advisory Council (DAC) is designated to guide pre-disaster hazard
29 mitigation efforts and on-going mitigation efforts. The DAC, initially formed in 1990 as the
30 Recovery Task Force, has been established by the County's Post Disaster Ordinance and also
31 serves as the County's Local Mitigation Strategy Workgroup. The Local Mitigation Strategy
32 Workgroup Chair coordinates mitigation activities. Membership on the Council includes:

- 33
- 34 • County Department heads from a variety of administrative and operational agencies
 - 35 • Local planning Agency Member
 - 36 • Community representatives from the Chamber of Commerce, hospital, religious
37 community, utility companies
 - 38 • Liaisons from each municipal government in Lee County (Bonita Springs, Cape Coral,
39 Estero, Fort Myers, Fort Myers Beach and Sanibel)
 - 40 • Sheriff, School and independent fire district representatives
 - 41 • Regional governmental bodies
 - 42 • Other representatives as appointed by the Board of County Commissioners of Lee County
 - 43 • Long Term Recovery Committee

1
2 Once the need for a disaster housing program is established, the Long Term Recovery Committee
3 will be convened. The Committee will be chaired by the Emergency Management Coordinator -
4 Recovery. The Long Term Recovery Committee, through the EM Coordinator, will coordinate with
5 the LTRC, the State of Florida, and FEMA Housing Coordinators. It will find or provide space for
6 the State and Federal Housing Team. (EOC initially, followed by office space once recovery
7 operations are underway). It will be responsible for providing the following information to these
8 officials to promote effective use of available housing resources:

- 9
- 10 • The numbers of survivors needing disaster housing
 - 11 • The estimated numbers of homes which might be made habitable with minimal repairs
 - 12 • Available government owned or government subsidized housing units
 - 13 • Privately owned rental properties which could be used for disaster housing
 - 14 • Available manufactured housing or other fabricated dwellings which could be used for
 - 15 disaster housing.
 - 16 • Available land for emergency group sites
 - 17 • Priorities for available housing and fair/equitable distribution of resources
 - 18 • Tracking the distribution of resources and maintaining a database of disaster survivors
 - 19 housed.

20 And furthermore, be able to provide:

- 21 • List of contacts on the Long Term Recovery Committee
- 22 • Copy of the County's Disaster Housing Plan
- 23 • Damage assessment data as listed in the previous task and estimate of County housing
- 24 need
- 25 • Alternate housing solutions (i.e. Big Box housing)
- 26 • Possible emergency group site locations
- 27 • Contact list for utilities, permits and code requirements
- 28 • Zoning/land use restrictions affecting disaster housing missions
- 29 • List of commercial mobile home parks and contact information
- 30 • Status of transportation resources (daily updates)
- 31 • Location of "pop up" or community shelters (weekly updates)
- 32 • Status of evacuated areas
- 33 • Location of public housing
- 34 • Status/availability of HUD housing
- 35 • Areas of environmental concern.
- 36 • GIS based maps showing the following: boundaries of the affected areas, terrain of
- 37 affected areas, areas of storm surge (if applicable), population density affected by
- 38 event/incident, areas with disrupted utilities, utility grids, 100 and 500 year floodplain
- 39 areas, numbers/types of housing in affected areas, and locations of commercial parks and
- 40 possible emergency group site locations.

1

Case Management

3 The Long-Term Recovery Committee will also provide case management resources to ensure
4 permanent housing for those left homeless is provided within prescribed State and Federal
5 deadlines. A case work process will be implemented to address disaster recovery needs of
6 disaster survivors (see *Attachments F and G*). The ultimate goal of the case work effort is to
7 develop a recovery plan for the disaster survivor that, among other disaster-related needs, helps
8 to find a permanent housing option.

9

Mitigation

11 Hazard mitigation refers to sustained measures enacted to reduce or eliminate long-term risk to
12 people and property from natural hazards and their effects. In the long term, mitigation measures
13 reduce personal loss, save lives, and reduce the cost of responding to and recovering from
14 disasters. Lee County's Mitigation Functions can be found in Section 12 of the Comprehensive
15 Emergency Management Plan.

16

Special Topics

18

Accessibility (Americans with Disabilities Act compliance)

19 Lee County acknowledges the challenges faced by those with special needs. The community will
20 strive to meet all Americans with Disabilities Act (ADA) requirements as listed in the Authorities
21 section. Accessibility and placement issues for special needs populations will be a priority focus
22 in the client management process. Lee County will coordinate with individuals and/or
23 organizations that have knowledge and expertise of ADA regulations and requirements, such as
24 building code enforcement, local housing authorities, as well as representatives from the ADA's
25 Technical Assistance Program.

27

Pets and Service Animals

29 The Pets Evacuation and Transportation Act of 2006 (PETS) requires that state and local
30 emergency preparedness operational plans address the needs of individuals with household pets
31 and service animals following a major disaster or emergency. Lee County recognizes that pet
32 ownership may be a significant factor in the placement of displaced survivors. While pets may be
33 permitted in certain housing options, they may be prohibited in other condominiums,
34 apartments, hotels, and/or community sites. Lee County Comprehensive Emergency
35 Management Plan Annex D-9, the Animal Disaster Operations Plan, details various pet services
36 which may be provided. However, the ability to place animals in long-term care is severely limited
37 in Lee County and further options may become necessary.

38

Temporary Housing for Emergency Workers and Volunteers: Base Camps

40 Lee County will be inundated by emergency responders, recovery workers, and volunteers
41 assisting the recovery effort. This skilled and unskilled workforce from external public, private,
42 and non-profit based organizations is vital in the aftermath of a major or catastrophic event.
43 Voluntary organizations are willing to donate their time and talents to assist those affected by

1 the disaster to rebuild their homes and lives and do so by prioritizing assistance to need-based
2 and vulnerable populations. Lee County recognizes the need to support the provision of
3 temporary shelter to external workforces providing assistance to survivors. This may be
4 accomplished in partnership with State and Federal agencies through the provision of Base
5 Camps, manufactured housing units, or other forms of shelter.
6
7
8

Attachment A**ASSESSING DISASTER HOUSING NEEDS**
Preliminary Damage Assessment Method

An initial determination needs to be made in order to position the resources needed to deliver the Direct Housing Program. The first data set that becomes available may be the preliminary damage assessment (PDA). The PDA is a sampling of the most damaged areas in the county. It is not a comprehensive list of every damaged dwelling. Because there are gaps in the data, certain assumptions must be made to better estimate the need.

The assumptions used to calculate the need from the PDA data are:

- Only homes that are destroyed or have major damage will require direct housing.
- Renters will receive Direct Housing in commercial parks or group sites.
- Homeowners who have insurance will not be eligible for Direct Housing.
- Most homeowners will be able to have a unit on their private property. A percentage needs to be estimated of those homeowners that cannot have a unit on their private site based on the geography of the county. For instance, an area that is largely rural we easily allow for temporary housing installation. The estimated percentage in this case would be low, about 1%.
- An estimate must be made as to how many households will not want direct housing. This percentage is usually about 5%.

These assumptions then drive the calculation, as follows:

- The total of the destroyed homes and homes with major damage is multiplied by the percent of homeownership from the census data. This gives the number of renters and owners eligible for direct housing.
- The number of eligible homeowners is multiplied by the percentage of private sites that will not be feasible. This number is added to the eligible renter population.
- The number of rental resources available is deducted from the eligible renters. If there are more rental properties than eligible renters, the remaining rental property is deducted from the eligible homeowner number.
- The percentage of households that will not want FEMA assistance is multiplied by the number of eligible renters and eligible homeowners. This number is then deducted from appropriate category.
- The resulting number of eligible homeowners is the private site housing need.
- The number of commercial pads available is then deducted from the eligible renter population. If there are more commercial pads available than eligible renters a group site is not required. However, if there are not enough commercial pads, then a group site will be required.

1 Damaged Dwelling Assessment Data

2 The county will perform habitability inspections on damaged dwellings. These inspections will
3 indicate the damage severity and magnitude, and determine which homes can be occupied. The
4 Damaged Dwelling Assessment is much more comprehensive than the PDA data. This
5 information can be used in conjunction with the homeowner percentage from the census
6 information to arrive at the eligible population. The calculations and assumptions are the same
7 as above except the number used initially is the number of uninhabitable homes.

8 The County will estimate damage by:

- 9
- 10 • Incorporating data from the property appraiser and external sources
 - 11 • Estimating populations requiring disaster housing
 - 11 • Communicating accurate calculations to state and federal partners

12 Current Damage Assessment Process:

- 13 • Pre-printed damage assessment field work sheet or pop down menus on lap top
14 computers– each property has its section, township range area and parcel (STRAP)
15 number.
- 16 • County broken into geographical response districts for team deployments.
- 17 • The field assessment team applies a percentage of loss based to components of the
18 building based upon the damage assessment.
- 19 • The dwelling assessment is done by observation of the exterior structure only.
- 20 • The assessment is made on the FEMA standard (Affected, Minor, Major, Destroyed)
- 21 • Any vertical structures (high rises) are at higher risk. They will need “more area/land”
22 disaster housing. Prioritize high risk structures – high rises, mobile homes.
- 23 • When determining disaster housing demand:
- 24 • Who is eligible for disaster housing – **ALL** who have a destroyed home regardless of
25 insurance?
- 26 • Look at all Major and Destroyed homes – they may need a place to stay.
- 27 • 100% of all Major and Destroyed should be counted for disaster housing.
- 28 • Renter, owner information, and secondary homes – Take the pre-event percentages.
29 Apply the standards countywide and apply.
- 30 • Low income percentage household – HUD standards.
- 31 • How much government subsidized housing stock?
- 32 • How many mobile homes / RVs are considered primary dwellings?
- 33 • The state wants this information pre-disaster and immediately post disaster.
- 34 • Infrastructure damage may also impact disaster housing qualification. If the sewer and
35 water is out than they “should” not be living there.
- 36 • Transfer the data electronically to the State – Excel is an option. If the County can provide
37 geographic position (Lat/Long) for the worst areas, it would be helpful.

1

2

Attachment B

3

FEMA Disaster Housing Assistance

4

Disaster assistance available from FEMA:

5

6

7

- **Temporary Housing** (a place to live for a limited period of time): Financial assistance may be available to rent a different place to live, or a government provided housing unit when rental properties are not available.

8

9

- **Repair:** Financial assistance may be available to homeowners to repair damage from the disaster to their primary residence that is not covered by insurance. The goal is to make the damaged home safe, sanitary, and functional.

10

11

12

13

14

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19

20

Who qualifies for "Housing Needs Assistance"?

21

22

To receive money or help for "Housing Needs" that are the result of a disaster, all of the following must be true:

23

24

25

26

27

28

29

30

31

32

33

- You have losses in an area that has been declared a disaster by the President.
- You have filed for insurance benefits and the damage to your property is not covered by your insurance or your insurance settlement is insufficient to meet your losses.
- You or someone who lives with you is a citizen of the United States, a non-citizen national, or a qualified alien.
- You have a valid Social Security Number.
- The home in the disaster area is where you usually live and where you were living at the time of the disaster.
- You are not able to live in your home now, you cannot get to your home due to the disaster, or your home requires repairs because of damage from the disaster.

34

You may not be eligible for "Housing Needs" assistance if:

35

36

37

38

39

40

- You have other, adequate rent-free housing that you can use (for example, rental property that is not occupied).
- Your home that was damaged is your secondary or vacation residence.
- Your expenses resulted only from leaving your home as a precaution and you were able to return to your home immediately after the incident.
- You have refused assistance from your insurance provider(s).

- 1 • Your only losses are business losses (including farm business other than the farmhouse
- 2 and self-employment) or items not covered by this program.
- 3 • The damaged home where you live is located in a designated flood hazard area and your
- 4 community is not participating in the National Flood Insurance Program. In this case,
- 5 the flood damage to your home would not be covered, but you may qualify for rental
- 6 assistance or items not covered by flood insurance, such as water wells and septic
- 7 systems.
- 8

Attachment C**STRATEGIC DISASTER HOUSING PLANS****GENERAL OVERVIEW:**

Four strategic disaster housing plans will be issued within the first 90 days of the disaster declaration (D): the first on D + 15, the second on D + 30, third on D + 60 and the fourth on D + 90. These plans bridge the major phases of the housing missions from sheltering (emergency and extended) to temporary housing (including transitional housing) to long term housing. The Plans' intent is to guide disaster housing operations. Each plan has a particular focus and marks a transition from one time period to another. Below is a description of each plan:

- D + 15: This plan focuses on extended sheltering needs and resources. This includes identifying the most vulnerable population within the shelters, and expediting extended shelter assistance to disaster survivors needing it. Extended sheltering is typically for those who cannot return to permanent housing and require sheltering for 60 days or less. This plan assesses extended sheltering resources such as hotels and short term rentals, as well as the potential need for emergency group sites (EGS). The plan also establishes initial thoughts for potential temporary housing needs based on disaster damage and impact assessments and incorporates county specific strategies.
- D + 30: This plan marks a transition from sheltering to temporary housing needs. This refers to disaster survivors who need some form of disaster housing assistance lasting more than sixty days and possibly up to 18 months. The plan updates the preliminary forecast on the magnitude of temporary housing needs described in the D + 15 plan, and reports on the conditions of locally available housing resources and options. It forms a first general housing strategy incorporating all county-specific plans.
- D + 60: This plan continues to focus on the temporary housing mission. It presents a status review of the temporary housing mission, reviewing the progress on a county-by-county level, challenges to be overcome, and any recommendations for improvement. Overall temporary housing needs are validated or updated by FEMA data from applicant registrations and pre-placement interviews. Each impacted county also develops its updated housing plan based on its own circumstances and policies.
- D + 90: This plan marks a transition from temporary housing to long-term housing. While the temporary housing mission is likely to remain operational at this point (which the plan plans to report on the ongoing status of the temporary housing operation), this plan emphasizes the long term housing needs, and provides a preliminary strategy for long term housing recovery.

The County plays an important role in developing these plans. They provide much of the data to prepare the plan. The locally prepared and updated disaster housing plan is the backbone of the specific strategic housing plan. The State's Strategic Housing Plan is also reviewed to

1 ensure it meets local needs and conforms to local permitting and code requirements. The
2 next sections of the attachment describe the makeup of each plan and the data requirements
3 needed to develop them.

4 5 Planning Templates

6 The following job aides identify the plan outline and data needs for each strategic housing
7 plan.

8 STRATEGIC HOUSING PLAN D + 15 PLANNING TEMPLATE 9 SHELTERING

10 **Timing:** Completed at D + 15.

11 **Focus:** Sheltered population and population not in shelters requiring immediate housing

12 **Produced By:** Planning Section with assistance from the Relief Services Unit Leader, Logistics
13 Section and the County's Disaster Housing Coordinator

14 **What plan should cover:**

- 15 • How many households still reside in shelters at D + 15
- 16 • The number of American Red Cross/County managed shelters still open
- 17 • The capacity of opened shelters
- 18 • The housing need for the County
- 19 • Short term housing solutions
- 20 • Identify concentrations of destroyed residences and plan for their housing solutions
- 21 • Identify codes and permits pertinent to the County
- 22 • Identify locations of mobile home parks and available pad sites
- 23 • Identify potential group sites
- 24 • Recommend whether or not the fair market rent (FMR) needs increasing
- 25 • Identify housing goals and housing timeline
- 26 • Process for expediting the placement of shelter residents

27 28 **Plan Outline:**

29
30 **Introduction:** Identifies which county the plan is being developed for and briefly describes the
31 incident causing the damage. It also explains if the majority of the damage was wind or water
32 related.

33
34 **Purpose:** This section explains that the plan is an initial one focused mostly on removing
35 applicants from shelters. It also explains that follow on plans will be more oriented toward
36 temporary housing.

37
38 **Demographics of the applicants:** This section explains where the hardest hit areas are and the
39 population make up of the areas. It delineates then number of households, special needs,
40 income levels, type of housing affected and any other pertinent data.

41

1 **Shelter population:** This section describes which shelters are opened, the number of
2 households in the shelters, the number of applicants that were homeless before the disaster
3 event/incident, and when the shelters are planned to be closed.

4 **Sheltering Plan:** This section describes how the shelter population will be housed. The
5 following elements should be addressed:

- 6 • Registering applicants
- 7 • Temporary housing currently available for eligible applicants
- 8 • Schedule for housing the applicants
- 9 • Expedited assistance

10
11 **Temporary housing:** This section describes how the temporary mission will proceed and makes
12 an initial estimate of the housing need. The following elements should be addressed:

- 13
- 14 • Estimated number of applicants requiring assistance
- 15 • Number of housing units currently available/installed
- 16 • Codes and permits required to install units
- 17 • County's willingness to allow group sites
- 18 • County's willingness to allow relocation
- 19 • County's willingness to allow expedient housing such as tents
- 20 • The number of mobile home parks and site pads available in the County
- 21 • A recommendation to increase the FMR
- 22 • Timeline for the direct housing mission
- 23 • Number of rental resources available in the County

24
25 **Conclusion:** This section reiterates that this in an initial plan and follow on plans will be
26 developed once better data becomes available.

27 28 STRATEGIC HOUSING PLAN D + 30 PLANNING TEMPLATE 29 TEMPORARY HOUSING

30 **Timing:** Completed at D + 30.

31 **Focus:** Whether sheltering is completed or not, what is being done to close the shelters, defines
32 the disaster housing need based on applicants needing assistance and the number of resources
33 available.

34 **Produced By:** Disaster Housing Coordinator, Long Term Recovery Committee, and Post Disaster
35 Recovery Task Force with assistance from the Plans Section (if still activated) or Lee County
36 Emergency Management planning staff.

37
38 **Plan Outline:**

39
40 **Introduction:** Identifies which county the plan is being developed for and briefly describes the
41 incident causing the damage. It also explains if the majority of the damage was wind or water
42 related.

1
2 Purpose: This section explains that the plan is an update from the D + 15 plan and that this plan
3 describes the progress of the sheltering mission and a more detailed temporary housing
4 strategy.

5 Demographics of the applicants: This section explains where the hardest hit areas are and the
6 population make up of the areas. It delineates then number of households, special needs,
7 income levels, type of housing affected, and any other pertinent data.

8
9 Shelter population: This section describes which shelters are opened, the number of
10 households in the shelters, the number of applicants that were homeless before the disaster
11 event/incident, when the shelters are planned to be closed since the last plan, and how many
12 applicants have been housed from those shelters.

13
14 Sheltering Plan: This section describes how the shelter population was housed. It explains how
15 many pre-disaster event/incident homeless were in shelters and where they were placed. It
16 also explains how the eligible applicants were housed.

17
18 Temporary housing: This section describes how the temporary mission is proceeding and
19 makes a refined estimate of the housing need. It includes the number of rental resources
20 available in the County.

21
22 Estimated Number of applicants requiring assistance: This estimate should come from the
23 County's damaged dwelling assessment.

24
25 Number of housing units currently installed.

26
27 Codes and permits required to install units: This section describes what is being done to
28 expedite the permitting process, if necessary.

29
30 The County's willingness to allow group sites: This section indicates where potential emergency
31 group sites are located, a brief description of the sites and a site ranking based on suitability
32 and location to the displaced population.

33
34 The County's willingness to allow relocation.

35
36 The County's willingness to allow expedient housing such as tents: This section explains if any
37 expedient housing will be used. If it has already been used, then it describes the plan to move
38 the applicants into something more substantial.

39
40 The number of mobile home parks and pads available in the County: This section explains if any
41 issues exist that prevents FEMA from procuring as many pads as possible. Issues may include
42 unwillingness to rent to FEMA, background checks, debris, etc.

43

1 The County's willingness to install 403 housing: This section describes whether or not the
2 County is willing to install their own direct housing units under the 403 program.

3
4
5
6 A recommendation on increasing the FMR.

7
8 A timeline for the direct housing mission: The timeline includes the FEMA Federal Coordinating
9 Officers' goal for the housing mission, the number of units that need to be installed per day, the
10 progress so far, and the plan to meet the goal if a shortfall exists.

11
12 Conclusion: This section reiterates that this is an update plan and follow-on plans will be
13 produced once better data becomes available.

14
15 **STRATEGIC HOUSING PLAN D + 60 PLANNING TEMPLATE**
16 **TEMPORARY HOUSING**

17
18 **Timing:** Completed at D + 60.

19 **Focus:** Short term housing needs, resources, housing options, housing strategies, progress of the
20 housing mission, and possible long term solutions being worked on by the County.

21 **Produced By:** Disaster Housing Coordinator, Long Term Recovery Committee, and Post Disaster
22 Recovery Task Force with assistance from the Lee County Emergency Management planning staff.

23 **What plan should cover:**

- 24 • Need for an emergency group site for the County
25 • County's willingness to accept an emergency group site
26 • How an emergency group site will be secured and serviced by the local infrastructure
27 • County permit and code requirements
28 • Number of units forecasted to be installed
29 • Number of units installed
30 • Number of forecasted applicants
31 • Number of rental resources available in the County
32 • Number of commercial pads available in the County
33 • Alternative housing alternatives to include:
34 ○ Make ready Section Eight housing
35 ○ Made ready commercial property
36 ○ County owned housing resources such as fairground trailer pads
37 ○ Camp grounds
38 ○ Man camps for workers
39 ○ Tents
40 ○ Pre-fabricated structures
41 ○ Use of real estate agents to locate housing
42 ○ Relocation

- 1 • Amount of Housing Assistance awarded
- 2 • Description of the plan to house the remaining applicants
- 3 • Update the housing goal and timeframe
- 4 • Identify factors that are impeding the mission

5

6 **Plan Outline:**

7

8 **Introduction:** Identifies which county the plan is being developed for and briefly describes the
9 incident causing the damage. It also explains if the majority of the damage was wind or water
10 related.

11

12 **Purpose:** This section explains that the plan is an update from the D + 30 plan and that this plan
13 describes the progress of the sheltering mission and a more detailed temporary housing
14 strategy, and the County's initial long term housing strategy.

15

16 **Demographics of the applicants:** This section explains where the hardest hit areas are and the
17 population make up of the areas. It delineates then number of households, special needs,
18 income levels, type of housing affected, and any other pertinent data.

19

20 **Shelter population:** This section describes which shelters are opened, the number of
21 households in the shelters, the number of applicants that were homeless before the disaster
22 event/incident, and when the shelters are planned to be closed since the last plan, and how
23 many applicants have been housed from those shelters.

24

25 **Sheltering Plan:** This section describes how the shelter population was housed. It explains how
26 many pre-disaster event/incident homeless were in shelters and where they were placed. It
27 also explains how the eligible applicants were housed.

28

29 **Temporary housing:** This section describes how the temporary mission is proceeding and
30 makes a refined estimate of the housing need. It includes the number of rental resources
31 available in the County.

32

33 **Estimated Number of applicants requiring assistance:** This estimate should come from the
34 County's damaged dwelling assessment. At D + 60, the County should have a good idea of how
35 many homes have been damaged.

36

37 **Number of housing units currently installed.**

38

39 **Codes and permits required to install units:** This section describes what is being done to
40 expedite the permitting process, if necessary. It should discuss permitting issues that are
41 preventing the expedient placement of direct housing units.

42

1 The County's willingness to allow group sites: This section indicates where potential emergency
2 group sites are located; give a brief description of the sites and a site ranking based on
3 suitability and location to the displaced population. It explains if a group site will be built.
4

5 The County's willingness to allow relocation: This section talks about the process for relocation,
6 how alternate housing is identified, and how the applicant is made aware of these resources.
7

8 The County's willingness to allow expedient housing such as tents: This section explains if any
9 expedient housing will be used. If it has already been used, then it describes the plan to move
10 the applicants into something more substantial.
11

12 The number of mobile home parks and pads available in the County: This section explains if any
13 issues exist that prevents FEMA from procuring as many pads as possible. Issues may include
14 unwillingness to rent to FEMA, background checks, debris, etc.
15

16 The willingness of utility companies to expedite inspections: This section describes how long it
17 takes for a temporary power pole to be inspected, how the process can be expedited, and the
18 County's willingness to hire additional inspectors.
19

20 The County's willingness to install 403 housing: This section describes whether or not the
21 County is willing to install their own direct housing units under the 403 program.
22

23 A recommendation on increasing the FMR.
24

25 A timeline for the direct housing mission: The timeline includes the FEMA Federal Coordinating
26 Officers' goal for the housing mission, the number of units that need to be installed per day, the
27 progress so far, and the plan to meet the goal if a shortfall exists.
28

29 Conclusion: This section reiterates that this is an update plan and follow-on plans will be
30 produced once better data becomes available.
31

32 STRATEGIC HOUSING PLAN D + 90 PLANNING TEMPLATE 33 LONG TERM HOUSING 34

35 **Timing:** Completed at D + 90.

36 **Focus:** Long term housing needs, resources, housing options, and housing strategies.

37 **Produced By:** Disaster Housing Coordinator, Long Term Recovery Committee, and Post Disaster
38 Recovery Task Force with assistance from the Lee County Emergency Management planning staff.

39 **What plan should cover:**

- 40 • Whether a sales program is needed and its goal
41 • Outline the sales process
42 • Define how FEMA will move residents out of temporary housing after 18 months. Options
43 include:

- 1 ○ Charge rent
- 2 ○ Eviction
- 3 ○ Relocation
- 4 ○ Rental housing
- 5 • The procedures for closing emergency group sites and the timeline for closure
- 6 • The process of recertification and reports on the progress
- 7 • Identification of the number of applicants still in temporary housing by type of unit
- 8 • List long term housing solutions being pursued by the County
- 9 • Identify long term resources that maybe developed or repaired before the end of the
- 10 temporary housing time frame
- 11 • Update the housing goal and timeframe

12

13 Plan Outline:

14 Introduction: Identifies which county the plan is being developed for and briefly describes the
15 incident causing the damage. It also explains if the majority of the damage was wind or water
16 related.

17

18 Temporary housing: This section describes how the temporary mission was delivered. It lists
19 the number of units yet to be installed, the number of eligible applicants, the number of rental
20 resources, the number of group sites, the number of commercial sites and the number of
21 private sites.

22

23 Transition: This section describes how the applicants will be transitioned from temporary
24 housing to long term housing. This section describes the recertification process, describes how
25 many applicants are moving per day, describes the sales process, describes the rent policy if
26 applicants are in the units past 18 months, and describes the eviction policy. The section
27 explains how the emergency group sites will be closed.

28

29 Long term housing: This section describes the projects, programs that the County has initiated
30 to provide long term housing. The section identifies the stakeholders within the County and
31 explains what initiatives have been taken to solve the housing problem. The Section also
32 describes any transitional communities that were developed and any other opportunities that
33 have been identified.

34

35 Conclusion: This section emphasizes that long term housing is the County's responsibility. The
36 purpose of the document is to continue the transition between temporary housing and long
37 term housing.

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Attachment D

PROCEDURE TO PLACE TEMPORARY HOUSING UNIT ON PRIVATE SITES

- County’s Disaster Housing Coordinator or designee notifies Joint Housing Operations Command and requests a temporary unit for a private site.
- Contractor provides the temporary unit initiates unit tracking form with an identification number for the unit.
- Contractor sends an inspector to check private site for debris, utilities and size, and determines necessary permits.
- If site is approved, then the inspector notifies the Contractor and provides the field coordinate units (GPS) to the Contractor.
- Contractor determines if permits are necessary and works with the County’s Housing Coordinator to apply for any necessary site permits.
- Once necessary permits are received, the Contractor’s logistics structure is notified and a unit is assigned to the site from a staging area. The unit’s serial number is assigned to the unit tracking form.
- Unit leaves the staging area site and meets the inspector making the initial assessment of the site and assures that the following set up steps are taken
 - Blocking
 - Skirting
 - Anchors
 - Access built
 - Clean up and ready for occupancy
- Once site is approved, the unit tracking form is completed with the address and serial number of the unit, as well as a picture of the unit on site.

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Attachment E

PROCEDURE TO DEVELOP EMERGENCY GROUP SITE FOR FEMA MANUFACTURED HOUSING

Site Design and Location Guidelines

- Should be as close as possible to survivors' neighborhoods
- Site selection should consider environmental, zoning, floodplain and wetland rules and restrictions, and avoid the Coastal High Hazard Areas and FEMA Flood Zones
- Utilities should be available and easily installed
- Fire protection nearby
- Preferred FEMA manufactured home size: 14' X 60"
- Six to ten units can be planned per acre
- Trailer emergency group sites can consider using 8' X 32' trailers. Plan: five acres per 100 trailers

Considerations for Sites

- Activities for children
- Availability of public transportation
- Health services at remote sites
- Availability of public telephone services
- Surrounding land uses (noise hazards, land use types)
- Smaller sites provide a better social and health environment

Procedure

- Site design completed and approved by appropriate authority.
- County notifies State that construction can begin
- Contractor starts site construction
- County assigns quality assurance/quality control inspectors to monitor construction activities.
- Inspectors monitor and provide input on the following activities
 - Site preparation
 - Utility installation
 - Unit(s) arrival
 - Set up completion
 - Blocking
 - Skirting

- 1 ▪ Anchors
- 2 ▪ Access built
- 3 ▪ Furniture set up
- 4 ○ Individual unit ready for occupancy
- 5 ▪ Clean up
- 6 ○ Entire site completion
- 7 • As work is completed, inspectors notify County Housing Coordinator of status.
- 8 • County Housing Coordinator notifies Joint Housing Operations Command to ship temporary
- 9 housing unit.
- 10 • Inspectors notify County Housing Coordinator of overall certificate of completion

11

12 **Other Potential Forms of Interim Housing (FEMA National Disaster Housing Strategy, 2009)**

13 Recent developments in housing design and construction technology show promise for
14 innovative ways to house disaster victims. These advances must be assessed to determine how
15 they can improve quality of life, provide high-density housing for urban environments, expedite
16 delivery and installation of housing units, and provide options that are more acceptable to
17 communalities. Applying new design options may also result in structures that can be used as
18 permanent homes.

19

20 Disaster housing efforts are expanding to explore other forms of factory-built housing, such as
21 new designs for modular, panelized, and precut housing described below:

22

- 23 • **Modular Homes:** Housing units assembled in three dimensions at the factory and may
24 be more than 90% complete. They are towed to the site on flatbed trailers, where the
25 three-dimensional units are assembled in a variety of configurations. Most modern
26 modular homes, once fully assembled, are indistinguishable from site-built homes.
- 27 • **Panelized Homes:** Consist of panels – a whole wall with windows, doors, wiring, and
28 exterior siding – that are built in a factory, transported to the site, and assembled. These
29 panels can be combined in a wide variety of sizes and designs and allow a high level of
30 customization. Panels can be shipped flat, which is less costly than moving three-
31 dimensional components of modular housing.
- 32 • **Precut Homes:** Consist of building materials that are factory cut to design specifications,
33 transported to the site, and assembled. Precut homes include kit, log, and dome homes.

34 There are an increasing number of efforts underway across the Nation to explore and accelerate
35 the use of alternative housing that can be used to support disaster-housing operations.
36 Additional information can be found at the FEMA Housing Resources page:
37 <https://www.fema.gov/housing-resources>.

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Attachment F

Case Management

Effective case management to address disaster-related recovery needs can be accomplished through a series of steps in casework:

1. Screening for Disaster-Related Needs

Screening is the process that determines whether a disaster-related need exists, and provides the initial assessment of need for agency casework.

2. Interviewing the Client/Survivor

The interview process provides, using an accepted case file form, in-depth information about the client, their loss, relief and recovery support already received, and personal resources that can be applied to the loss/needs. The interview should result in at least a preliminary plan for identifying and isolating immediate and long-term needs.

Promises of assistance should only be offered when the interviewer has verified the need and the client's lack of resources for meeting the need, and when the assistance being offered has been confirmed as available.

3. Verification of Information

Verification of the loss suffered, assistance already received from all sources, and family budgets/assets/income/resources will help assure the wisest use of available funds and help prevent duplication of benefits.

4. Developing a Recovery Plan for the Client/Survivor

The survivor has the first responsibility for developing an action plan with goals for how he or she will recover from the impact of the disaster. The case manager and the survivor should discuss how to bridge the gaps between what the survivor is able to accomplish and what is actually required from outside sources to stabilize and become self-sufficient. Client needs without identified resources create the gaps in the Recovery Plan that may be addressed by the long-term recovery committee once casework is complete.

To develop a Recovery Plan, the case manager and client working together should:

- Identify the disaster-related need or needs to be addressed.

- 1 • Identify the resources (personal, family and program assistance available to meet the
- 2 needs.
- 3 • Determine steps needed to obtain support for these aspects of the Recovery plan.
- 4 o goal
- 5 o steps taken to achieve goal
- 6 o person responsible (case manager or client)
- 7 o date start & end

Goal	Steps	Person responsible	Date start	Date end
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8 **5. Case Presentation to the LTRC**

9 Interim Case Presentation

10 A case is presented to the LTRC only when the casework is complete. However, there are
 11 situations when an interim presentation may be appropriate if the case manager needs
 12 assistance or creative problem solving to enable moving ahead with the casework. As a courtesy,
 13 the case manager should state clearly that gathering information or ideas is their intent, and not
 14 to use the interim presentation as a substitute for doing the casework.

15

16 **Presentation after Completion of Casework**

17 After determination of the unmet needs and all verifications required by the committee are
 18 completed, the case should be prepared for presentation. Remember:

19

20 The case manager should bring copies of the appropriate presentation form, signed release of
 21 confidentiality forms, budget, all estimates, and other pertinent documents to distribute to
 22 agencies that may be willing to assist.

23

24 Confidentiality should be maintained, but use of the family name is suggested rather than codes
 25 including letters or numbers; no more information than that which is required to present the
 26 needs should be given.

27

28 During the presentation, the disaster-related needs should be summarized. The case manager
 29 should be specific in identifying the continuing long-term recovery needs.

30

31 The case manager should itemize what is needed to complete the recovery. If there are
 32 alternatives, the case manager should explain why they were not chosen.

33

34 **Commitments by Agencies**

35 The commitments should be recorded. The agencies providing assistance should commit to a
 36 date the funds or services will be provided and identify whether delivery will be to the survivor
 37 or a vendor.

38

39 **6. Follow Up and Case Closure**

40 The case manager has the responsibility to report to the client on the status of their case (at least
 41 once a week) and make sure that the survivor understands any commitments for assistance and

1 how that assistance will be provided.

2

3 The case manager should follow up with the agency making a commitment to the case. If the
4 completion dates are missed, the agency representative should be contacted for additional
5 information.

6

7 The case manager should report regularly to the LTRC Coordinator on the status of the survivor's
8 recovery until the case is closed. Remember:

- 9 • It may be necessary to bring the case back to the LTRC for reconsideration for additional
10 resources.
- 11 • A follow-up report should be made back to the LTRC Coordinator on the results of the
12 commitments.

13

14 When all stated needs are met or it is determined that the need cannot be met or is
15 inappropriate, the case is closed to the LTRC and to the case manager's agency, if appropriate.

16

17

**IN SPITE OF ALL BEST EFFORTS,
IT MAY NOT BE POSSIBLE TO MEET ALL NEEDS**

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IT MAY BE NECESSARY TO DECLINE ASSISTANCE TO SOME REQUESTS

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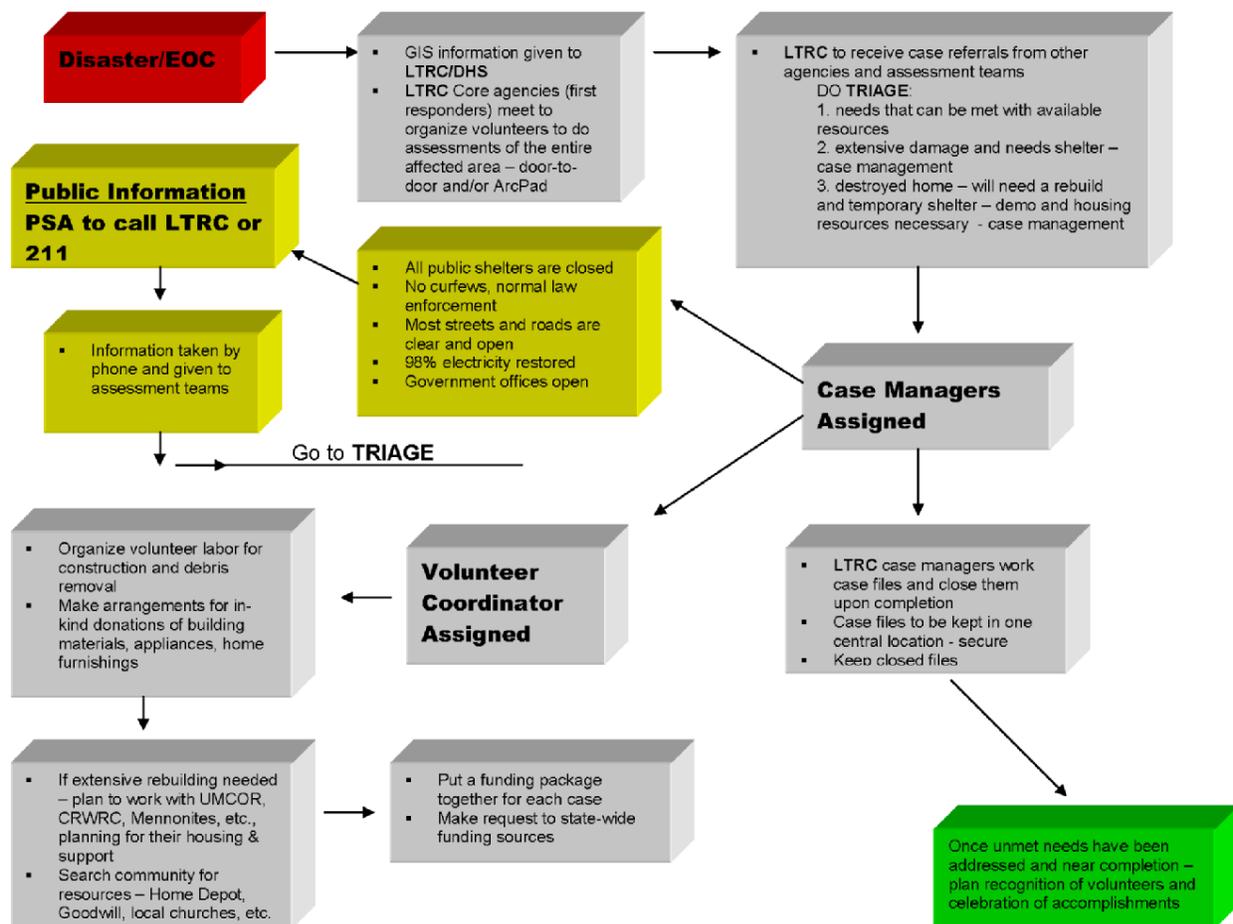
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Attachment G CASE MANAGEMENT FLOW CHART



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Attachment H
Partner Agencies

There are many possible partner agencies that would be needed to advance strategic housing planning. The interagency coordination of these groups will improve resiliency, promote partnerships, encourage innovation, and enable communities to address housing needs with appropriate resources in response to a disaster.

Federal Agencies/Organizations

- Federal Emergency Management Agency (FEMA)
- Department of Housing and Urban Development (HUD)
- Department of Health and Human Services (HHS)
- US Army Corp of Engineers
- American Red Cross
- Salvation Army
- Habitat for Humanity

State Agencies

- Florida Department of Children and Families
- Florida Division of Emergency Management
- Florida Department of Health
- Florida Housing Coalition

Local Agencies

- Lee County Human Services
- Lee County Long Term Recovery Committee
- Lee County Emergency Management
- Lee County School District
- United Way of Lee County
- Lee County Department of Transportation
- Realtors Associations
- Lee County Public Works

- 1 • Lee County Animal Services
- 2 • Lee County Community Development
- 3 • Visitor & Convention Bureau
- 4 Non-Profit and Faith Based Community Organizations
- 5 • Volunteers Active in Disaster (VOAD)
- 6 • Florida Interfaith Networks in Disaster
- 7 • Lutheran Disaster Response
- 8 • Christian Reformed World Relief Committee
- 9 • Mennonite Disaster Services