

**Board of County Commissioners
Leon County, Florida**

**Workshop
on the
Hurricane Hermine
After Action Report**

**December 13, 2016
1:00 p.m. – 3:00 p.m.**

**Leon County Board of County Commissioners
Leon County Courthouse, 5th Floor**

**Leon County
Board of County Commissioners**

Notes for Workshop

Leon County Board of County Commissioners

Workshop Cover Sheet

December 13, 2016

To: Honorable Chairman and Members of the Board
From: Vincent S. Long, County Administrator 
Title: Presentation of the Hurricane Hermine After-Action Report

County Administrator Review and Approval:	Vincent S. Long, County Administrator
Department/ Division Review:	Alan Rosenzweig, Deputy County Administrator
Lead Staff/ Project Team:	Ken Morris, Assistant County Administrator Andy Johnson, Assistant to the County Administrator

Fiscal Impact:

This item does not have a fiscal impact.

Recommended Action:

Option #1: Accept the Hurricane Hermine After-Action Report and direct staff to implement the report's recommendations.

Report and Discussion

Statement of Issue:

This workshop item presents and requests Board acceptance of an after-action report illustrating the activities of Leon County and partner agencies in preparing for, responding to, and recovering from Hurricane Hermine. The report highlights the strengths of these efforts and also includes specific findings and recommendations to identify opportunities for continuous improvement of Leon County's organizational readiness to manage future emergencies.

Background:

On September 13, 2016 staff provided a status report on the County's response and recovery efforts related to Hurricane Hermine. During the presentation of this item, the County Administrator noted that an upcoming after-action report would be presented to the Board within 60 to 90 days following the incident. Staff has developed the attached Hurricane Hermine After-Action Report to provide a comprehensive evaluation and assessment of the plans, preparations, response, and recovery efforts associated with the storm.

Options:

1. Accept the Hurricane Hermine After-Action Report and direct staff to implement the report's recommendations.
2. Do not accept the Hurricane Hermine After-Action Report.
3. Board direction.

Attachment:

1. Hurricane Hermine After-Action Report

Hurricane Hermine After-Action Report

Report and Recommendations to the Leon County
Board of County Commissioners

December 13, 2016

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Hurricane Hermine After-Action Report

Executive Summary

This After-Action Report details the activities of Leon County and partner agencies in preparing for, responding to, and recovering from Hurricane Hermine, which was the most severe weather event to affect the community since Hurricane Kate in 1985. As is the case with any emergency event or disaster, Hurricane Hermine presented a unique set of challenges for residents and responders which requires careful examination for improvements and refinements. Hermine made landfall as a Category 1 hurricane and passed directly through Leon County, presenting wind gusts of over 60 mph and sustained tropical storm force winds lasting for six hours. The storm left hundreds of downed trees in its wake which damaged homes, blocked numerous roadways, and inflicted extensive damage to electrical infrastructure systems. Nearly 100,000 electric customers lost power due to Hermine, leaving families without basic services in the aftermath of the storm and frustrated by the pace of restoration, amid rumors of delays due to the refusal of additional resources available to assist with the recovery, and expectations related to the reliability of information in the age of social media.

Response and recovery efforts associated with Hurricane Hermine occurred over an extended period of time and required the prolonged cooperation of numerous County and City departments, law enforcement agencies, and other community partners which tested the coordination and execution of resources and the effectiveness of established protocols. However, the implementation of clear plans, policies, and procedures, systematically updated to reflect continuous improvements over time and executed by well-trained professional staff, enabled Leon County and its partner agencies to respond quickly and effectively to meet citizens' needs following the disaster. Additionally, these efforts benefitted immensely from the close coordination facilitated in Leon County's state-of-the-art Emergency Operations Center, which performed at a level commensurate with its design during its first extended activation involving fully-integrated multi-agency staffing over multiple operational periods.

Every emergency exposes different vulnerabilities, tests a community's partnerships differently, and reveals opportunities for improvement in different ways. However, a common element of every emergency is that they all require responding agencies to learn from them so that we remain in a constant state of becoming more prepared for the next one. This principle is fundamental to the field of emergency management. According to the National Incident Management System, which was developed by the U.S. Department of Homeland Security and is universally regarded as the comprehensive national approach to incident management:

Preparedness is essential for effective incident and emergency management and involves engaging in a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action to achieve and maintain readiness to respond to emergencies.

The purpose of this After-Action Report is to build upon the strengths of Leon County Emergency Management and its partnerships with other responding agencies and to identify areas for continuous improvement to enhance our capacity during future incidents. This report reflects a holistic and comprehensive effort, which began even while the County was still in the recovery mode (as recommended by the Federal Emergency Management Agency), to extract every possible lesson learned so that improvements and refinements can be made in order to be better prepared in the future. Following Hurricane Hermine, Leon County Administration and Leon County Emergency Management compiled and analyzed information over a three-month period from five community listening sessions which gathered feedback from over 400 citizens, held eight debriefing meetings with personnel involved in response and recovery efforts, conducted follow-up interviews with key staff, and met with an organized group of local residents to examine their findings. Staff also reviewed numerous planning documents, policies, agreements, training logs, and other records for consistency with the actions taken

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during this emergency event. To assist with the evaluation of specific actions during Hermine and benchmark with industry best practices, the County engaged one of the premier emergency management consulting firms in the nation for its expert and objective guidance. In their review of this After-Action Report, the consulting firm noted that the report is among the most comprehensive, relevant and valuable assessments undertaken in recent history by any local or state entity in the nation. This extensive review led to the development of 110 findings and 80 recommendations to build upon the successful response efforts and refine the areas identified for improvement.

The analysis, findings, and recommendations presented in this After-Action Report are vital for continuously improving Leon County's ability to respond and recover from future disasters. They include recommendations to further enhance the County's emergency plans and overall strategies for emergency management as well as recommendations addressing tactical, operational, technological, and procedural components of the County's response and recovery efforts.

Among all of the findings presented in this After-Action Report, two major recommendations stand out as significant policy initiatives for consideration by the Board of County Commissioners. To continue strengthening the community's readiness and resilience to disasters of this nature, staff has included a recommendation to engage a disaster planning professional in partnership with the City of Tallahassee to evaluate the community's overall vulnerabilities, resiliency, and community expectations associated with a severe weather event. This proposed joint exercise would include a review of public infrastructure from buildings to electric facilities, determine if there is a need for a long-term investment plan to enhance the resiliency of public infrastructure, and evaluate existing tree protection and maintenance practices. The second major policy initiative recommended for Board consideration is to return the emergency management program under the County Commission on a year-round basis. Many of circumstances that supported the 1999 Interlocal Agreement shifting the day-to-day oversight of Leon County Emergency Management to the Sheriff, only to return under the Board in the event of a disaster, are no longer applicable today. In addition, most Florida counties (57 of 67) place the day-to-day responsibilities of emergency management under the Commission's purview, reporting to the County Administrator, as the emergency management field is a confluence of planning and administrative responsibilities with an emphasis on year-round training and intergovernmental coordination. These recommendations and major policy initiatives are the result of voluminous community input and careful examination of the County emergency management operations and responsibilities.

Leon County Government wishes to acknowledge and thank the City of Tallahassee, partner agencies and their staff, local nonprofit service providers, the hundreds of citizens who attended community listening sessions, the Citizens for Responsible Spending Hurricane Hermine Best Practices Task Force, and all other individuals and groups that have shared their thoughts and provided suggestions for this report.

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Summary of Findings and Recommendations:

Finding #1: The community listening sessions held following Hurricane Hermine provided important opportunities to discuss response and ongoing recovery efforts and to learn from citizens about how Leon County Government and partnering response agencies can best meet the needs of the community during future disasters.

Recommendation 1.1: Update the Leon County CEMP to provide for community listening sessions to be held following major emergency events, and encourage the City's joint participation in these sessions.

Finding #2: As evidenced through the community listening sessions and the CRS Task Force report, perceptions and confusion linger regarding the command structure and who is in charge during an emergency.

Finding #3: The confusion regarding the chain of command and reporting structures did not permeate within the EOC as the CEMP explicitly recognizes the LCEM Director as the lead executive in command of emergency operations and responsible for coordination with partner agencies.

Finding #4: Despite any public confusion, the emergency activation and response to Hurricane Hermine represented the greatest level of intergovernmental and partner agency coordination to date, fostering decisive decision-making in a collaborative environment.

Finding #5: The 911 Dispatch (CDA) and the Emergency Operations Center are no longer collocated with the Leon County Sheriff's Office out of necessity. They are now collocated in the Public Safety Complex, which is managed by the County, alongside other intergovernmental public safety resources.

Recommendation 5.1: Direct staff to prepare an agenda item to return the emergency management function on a year-round basis under the Board of County Commissioners, reporting to the County Administrator.

Finding #6: Florida Statutes authorizes and encourages municipalities to create municipal emergency management programs which shall be coordinated with the county emergency management agency and be consistent with a county's emergency plan.

Finding #7: LCEM periodically reviews and provides feedback to the City on its Incident Management Plan.

Finding #8: To effectuate the City's incident management objectives, the City employs an Emergency Preparedness Coordinator to serve as the City's central point of contact for emergency management coordination and planning. The City's Emergency Preparedness Coordinator is required to submit requests for state and federal assistance through LCEM during a declared state of emergency.

Finding #9: Since the City maintains its own emergency management program, there is a need for ongoing coordination between the City's Emergency Preparedness staff and Leon County Emergency Management to ensure the greatest level of emergency management coordination and planning.

Recommendation 9.1: The City's emergency management plan should be included as an annex to the County's CEMP.

Finding #10: As the central command and control facility for the effective coordinating of disaster management, the County EOC fostered a collaborative environment for partner agencies focused on resolving challenges in the field.

Finding #11: At the local level, the process of activating and coordinating resources between the County, City, and partner agencies has worked well with few exceptions.

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Finding #12: In its review of the County's response and recovery operations associated with Hurricane Hermine, DSI interviewed staff, reviewed the County's CEMP, and found that the County appropriately implemented Hermine operations consistent with the existing CEMP.

Finding #13: The Leon County CEMP is due for an update in accordance with state requirements and as outlined in the CEMP. Hurricane Hermine was a valuable learning experience and provided several opportunities to continually enhance Leon County's emergency preparedness and ability to respond to and recover from disaster events. These opportunities are detailed throughout this report.

Recommendation 13.1: Update the Leon County CEMP to incorporate the findings and recommendations identified in this report.

Finding #14: The PDRP, developed in 2012, is updated on a five-year schedule and should be updated following any disaster event. The PDRP and the Disaster Housing Strategy should be updated to incorporate lessons learned from Hermine.

Recommendation 14.1: Engage the Apalachee Regional Planning Council to initiate a comprehensive update of the PDRP and Disaster Housing Strategy, as appropriate, incorporating lessons learned from Hurricane Hermine.

Finding #15: As a result of the Debris Management Plan, the removal of debris along private roads was seamlessly integrated into the recovery plans. However, uncertainty remains regarding FEMA's willingness to fully reimburse the County for these roads.

Finding #16: In light of the three pre-approved temporary debris management sites as identified in the Debris Management Plan having already been inspected and approved by the Florida Department of Environmental Protection, the County was able to immediately accommodate the 200,000 cubic yards of debris gathered throughout the community.

Finding #17: The need for a temporary debris removal site in the northeast was identified following Hurricane Hermine in order to enhance the debris collection process.

Recommendation 17.1: Staff should explore establishing a permanent temporary debris removal site on the northeast side of town, and once identified, include this site in an updated Debris Management Plan.

Finding #18: Many Leon County staff have received both general and position-specific NIMS training. As a result of turnover that naturally occurs in the workforce, however, there is a continual need to identify and provide emergency management training opportunities for County staff.

Recommendation 18.1: Working with Leon County Human Resources, continue to identify NIMS training needs for new and existing County staff and provide training opportunities to meet these needs.

Recommendation 18.2: Staff concurs with DSI's recommendation to undergo a self-assessment of the County's emergency management program through the Emergency Management Accreditation Program.

Finding #19: Leon County's establishment of the Catastrophe Reserve Fund proved beneficial as protocols were established and funding was readily available to assist with local response and recovery efforts.

Recommendation 19.1: Amend the Leon County CEMP to reflect Leon County's Catastrophe Reserve Fund and its allowable uses during emergency events.

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Finding #20: The widespread distribution of the Disaster Survival Guide indicates substantial engagement and interest in personal preparedness. The number of printed guides distributed in 2016 declined slightly from the prior year; however, staff expects interest to increase in 2017 in light of Hurricane Hermine.

Finding #21: Leon County's Build Your Bucket event has helped over 350 citizens to become better prepared for disasters in the two years since it was launched.

Finding #22: Partnering with the Capital Medical Society for the May 2016 Citizen Engagement Series event on public safety was successful and provided an opportunity for local physicians to see how public safety services are provided in Leon County.

Recommendation 22.1: Continue to pursue targeted partnerships with local civic organizations to build awareness and familiarity with Leon County's public safety services including emergency management.

Finding #23: Leon County makes several efforts throughout the year to help citizens become better prepared for disasters. Because citizens systematically misjudge low-probability, high-impact events such as natural disasters, it is often difficult to get people engaged in disaster preparedness. However, the County's personal preparedness initiatives can potentially save lives and protect property and are worth every effort.

Finding #24: Talquin Electric Cooperative and the City of Tallahassee both offer tree removal on private property at no cost to the property owner if, based on a professional assessment, a determination is made that the tree causes a threat to the utility's power lines. Both utilities provide replacement trees to the property owner free of charge.

Recommendation 24.1: Work with Talquin Electric and City Utilities to further promote tree removal and replacement programs through the annual Disaster Survival Guide and other methods.

Finding #25: Additional opportunities exist to assess our community's overall disaster vulnerability and resilience.

Recommendation 25.1: Direct staff to prepare a future agenda item for the consideration of partnering with the City of Tallahassee in engaging a disaster planning professional to evaluate the community's overall vulnerabilities, resiliency, and community expectations.

Finding #26: The timely issuance of state of emergency declarations was beneficial and provided the support needed to conduct important emergency response and recovery activities such as debris removal operations and the waiver of building permit fees for citizens.

Finding #27: Despite the extended activation period, the EOC did not experience any shortages of County staff during the Hurricane Hermine operations, due in part to a modification to the County's Personnel Policy that maximizes staffing levels by designating County employees as "EOC Essential" during a Declared State of Local Emergency. This was a lesson learned from Tropical Storm Fay in 2008.

Finding #28: During its first test since the construction of the new Public Safety Complex, the EOC facilitated an unprecedented level of interagency coordination.

Finding #29: Establishing sandbag sites the day prior to Hurricane Hermine was beneficial and many citizens took advantage of this opportunity.

Finding #30: 65% of the City's electric customers and 77% of Talquin's electric customers lost power, reflecting the severity of Hurricane Hermine.

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Finding #31: Closer coordination with state, university, and school partners regarding the timing of announcements related to closures and reopenings would help citizens to plan for returning to school and work.

Recommendation 31.1: Work with Leon County Schools, higher education institutions, and state agencies to coordinate the timing of announcements related to facility closures and reopenings.

Finding #32: Closer coordination with the EOC would have benefitted Leon County Schools with regard to debris removal needs for roads, sidewalks, and bus stops prior to reopening schools.

Recommendation 32.1: In coordination with Leon County Schools, amend the County's Debris Management Plan to reflect needs for road, sidewalk, and bus stop clearance prior to reopening schools following a disaster. Coordinate with the City to similarly amend its debris management plan.

Finding #33: The Leon County EOC performed exceptionally well during its first significant test. The EOC facilitated the close coordination of a massive amount of information and resources and was a primary factor contributing to the success of response and recovery operations.

Finding #34: During Hurricane Hermine, electrical service to the Public Safety Complex was disrupted and the facility relied on generator power for 25 hours. The Public Safety Complex experienced no disruption of facilities or equipment during the incident.

Finding #35: There were multiple instances of communications outside of the established protocols during Hurricane Hermine that provided contradictory information and led to unnecessary delays. County staff agrees with DSI's assessment that the County should work with the Florida Division of Emergency Management on the use of the SMAA and the submission of requests for assistance through EM Constellation.

Recommendation 35.1: Review the pre-landfall requests with the State EOC and FDOT representatives to identify the state resources available to the community prior to an anticipated emergency.

Recommendation 35.2: Review the mission status terms in the EM Constellation Standard Operating Procedures with FDEM and remedy the reasons for labeling denied mission requests as "complete."

Finding #36: The state's communication and responses through EM Constellation regarding pre-landfall mission requests were inconsistent and not in accordance with FDEM's EM Constellation Standard Operating Procedures. County staff agrees with DSI's assessment that the County should work with the Florida Division of Emergency Management on the use of the SMAA and the submission of requests for assistance through EM Constellation.

Finding #37: The vastly improved GIS system provided important support during Hurricane Hermine, including mapping the locations of emergency shelters, Points of Distribution, and comfort stations; as well as assisting with the damage assessment process following the storm.

Finding #38: The continued utilization of the joint Public Information function provided for consistent information and messaging through official County and City websites.

Finding #39: As provided in the CEMP, Public Information staff in the EOC worked closely with local media partners throughout the incident to keep the media informed about the status and progress of response efforts.

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Finding #40: Three press conferences were hosted during the incident involving County and City elected and appointed officials, providing consistent and unified information to the public and media partners.

Recommendation 40.1: Amend the CEMP to reflect hosting a press conference prior to the landfall of any hurricane or tropical storm anticipated to affect Leon County to provide transparent and timely communications about both policy and tactics.

Finding #41: Partner agencies have responsibilities to their constituencies and customers, which may represent geographic areas beyond Leon County, and conflict with efforts to provide unified, clear, and consistent information.

Finding #42: City Electric and Talquin independently issued public information, advisories, and social media posts during the incident, which in some instances may not have been coordinated or consistent with official communications from the EOC.

Recommendation 42.1: Ensure that all public information and communication efforts among response agencies are coordinated through the Joint Information Center in the EOC.

Finding #43: Social media is a valuable tool for quickly alerting the public to sudden or rapidly developing emergency situations but must be closely monitored for inaccurate information posted and shared by other parties.

Recommendation 43.1: All social media communications by government officials during emergencies should be consistent with, informed by, and refer back to the Emergency Information Portal.

Finding #44: Social media has the ability to fill in the gap in communication during a disaster when wired communications or electricity fails by directly reaching residents.

Finding #45: Many citizens relied on mobile devices for emergency communications during Hurricane Hermine and opportunities continue to be identified to strengthen the County's ability to communicate with the public via mobile devices.

Recommendation 45.1: Evaluate opportunities to reconfigure existing mobile apps or implement a new mobile app for emergency management, preparedness, and disaster communications.

Recommendation 45.2: Work with FDEM to leverage the use of AlertFlorida upon implementation by the State to provide mass notification in the event of future emergencies.

Finding #46: Additional opportunities exist for the County to enhance its radio presence during emergencies.

Recommendation 46.1: Work with local radio partners to increase awareness of the availability of emergency public information.

Recommendation 46.2: Working with WFSU, evaluate opportunities for County and City Public Information Officers to provide live, on-air emergency information during future incidents.

Recommendation 46.3: Designate WFSU as the definitive resource for emergency and public safety information on the radio and identify the personnel needed at the EOC to report this information.

Recommendation 46.4: Re-examine and upgrade if necessary the existing telecommunications link with WFSU in the Public Safety Complex.

Recommendation 46.5: Working with the City of Tallahassee, evaluate including the WFSU facility on the list of critical circuits for power restoration.

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Recommendation 46.6: Work with FSU to provide additional backup generator support to the WFSU broadcast facility.

Recommendation 46.7: Explore providing video production support (satellite uplink, etc.) for media partners in the Public Safety Complex to broadcast briefings and community updates.

Finding #47: County Commissioners were provided regular and comprehensive information on response and recovery efforts but additional information regarding opportunities for elected officials to participate as described above should be communicated with Commissioners as recovery efforts evolve.

Recommendation 47.1: Designate a dedicated Commission Liaison(s) during future large-scale emergency events to provide a coordinated two-way communication link with elected officials and entities involved in response and recovery operations.

Finding #48: Despite misinformation originating from the Governor's office, at no point during the Hurricane Hermine response and recovery efforts did Leon County refuse assistance from the State. The County made every effort to avail itself of the resources available from the State as well as community partners.

Finding #49: The City of Tallahassee was steadfast and consistent in its position throughout the recovery that City Utilities would accept help from any person or organization that could accelerate the speed at which they could safely restore power to citizens.

Finding #50: The Governor's communications relative to state and federal disaster declarations were effective and helped to secure resources needed to support response and recovery efforts.

Finding #51: During community listening sessions following Hurricane Hermine, several citizens indicated that they were unaware of 2-1-1 Big Bend and the services it provides.

Recommendation 51.1: Explore opportunities to enhance promotion and awareness of 2-1-1 Big Bend and its role during emergencies to reach more citizens and expand services to those in need.

Finding #52: Through coordination at the Leon County EOC, emergency shelters were opened in a timely fashion prior to Hurricane Hermine. 231 citizens and an additional 27 special needs clients and their caregivers utilized the shelters that were established.

Recommendation 52.1: Evaluate the capability of all emergency shelters to accommodate special needs shelterees in future updates to the CEMP.

Finding #53: During Hurricane Hermine, staff observed a need to update the special needs registry questionnaire and enhance outreach to prospective registrants.

Recommendation 53.1: Explore opportunities to further enhance outreach regarding the special needs registry and to refine the questionnaire.

Finding #54: Based on a lesson learned from Tropical Storm Fay in 2008, Leon County Animal Control now has additional resources available to assist with pet-accessible sheltering operations. However, the Leon County CEMP, Annex 17 – Animal Issues has not been updated since 2007 and does not reflect these additional resources.

Recommendation 54.1: Update the Leon County CEMP, Annex 17 – Animal Issues to reflect the availability of the mobile pet shelter and other resources that are available from community partners.

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Finding #55: The restoration of electrical service to area health care facilities was prioritized, as discussed in Section 4.9.2 of this report. Local health care facilities are required to have emergency plans that include procedures to transport residents, if necessary, due to the effects of extended power outages but chose to remain at their facilities. Administrators of health care facilities are primarily responsible for the implementation of their emergency plans, and assistance in implementing these plans is available from FDOH as specified in the Leon County CEMP.

Recommendation 55.1: Coordinate with the Florida Department of Health in Leon County to identify training opportunities and technical assistance for local health care facilities in the development and implementation of emergency facility plans.

Finding #56: Between calling special needs registrants, providing medical assistance at emergency shelters, and assisting with the assessment of health care facilities following Hurricane Hermine, Leon County EMS' role in support of the Florida Department of Health continues to expand during emergency activations.

Finding #57: Leon County EMS was able to meet service demands throughout Hurricane Hermine by pre-deploying ambulances in the field prior to the storm and utilizing a dynamic staffing model to accommodate an elevated level of demand.

Finding #58: There were no reports of significant increases in crime or looting in the aftermath of Hurricane Hermine.

Finding #59: Mission requests for law enforcement assistance issued through EM Constellation were implemented seamlessly.

Finding #60: Road clearing assistance provided by law enforcement officers in the field immediately following Hurricane Hermine was useful and allowed County and City Public Works crews to focus efforts on clearing larger trees and major roadways.

Recommendation 60.1: Update the Leon County CEMP, Annex 16 – Law Enforcement and Security to reflect the availability of law enforcement officers to assist with initial road clearing operations in addition to their primary law enforcement roles. In this update, ensure that these officers are provided with the proper safety equipment, bottled water, and any other supplies needed to safely execute these responsibilities.

Recommendation 60.2: Identify other County personnel who may be in the field during emergency response operations (e.g., Animal Control, Code Compliance, etc.) and ensure these personnel are provided with bottled water and critical emergency public information that they can share with citizens in the field, such as the location of comfort stations and Points of Distribution.

Finding #61: No missed calls or system outages occurred at the Consolidated Dispatch Agency during Hurricane Hermine.

Finding #62: Pre-deploying Public Works crews at strategic locations throughout the County allowed for a faster and more efficient utilization of resources and accelerated the pace of road clearing efforts following Hurricane Hermine.

Finding #63: County, City, and Talquin staff have discussed and acknowledged the need to deploy Road Clearing Task Force crews during future emergency events.

Recommendation 63.1: Update the Leon County CEMP to formalize Road Clearing Task Force crews consisting of Leon County Public Works, City of Tallahassee Electric, and Talquin Electric. Coordinate with the City to similarly update its emergency plans.

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Finding #64: Communications from the State EOC and Governor Scott regarding assistance with cut and toss operations were unclear and counterproductive to response and recovery efforts. Additionally, FDOT representatives should have contacted the Leon County EOC rather than City staff to communicate the availability of resources following the storm (more discussion is provided in Section 4.1.1 of this report and Recommendation #34.1).

Finding #65: While technical advancements have been made to detect and locate power outages since Hurricane Kate over 30 years ago, the physical task of repairing a line or replacing a pole remains a time-consuming process.

Finding #66: Following disasters involving extensive damage to electrical system infrastructure, repairs to major power transmission lines and substations are prioritized in order to expedite power restoration to the greatest number of customers.

Finding #67: City of Tallahassee Utilities and Talquin Electric followed industry guidelines in the restoration of electrical service following Hurricane Hermine – specifically, by restoring the critical transmission system first, followed by electrical substations, then the restoration of neighborhood-level circuits and sub-circuits.

Finding #68: Following a major disaster, it is difficult to accurately predict how long electrical service may be out. This presents significant challenges to public information efforts, as citizens generally want to know how long the restoration process will take in order to make accommodations for food, lodging, and other needs. During Hurricane Hermine, EOC staff reported that callers to the Citizen Information Line appreciated having information about the locations at which utility personnel were working. The City and Talquin made this information available beginning Tuesday, September 6.

Recommendation 68.1: Throughout an incident, work with City of Tallahassee Utilities and Talquin Electric to communicate the overall plan for utility restoration as well as general information regarding where utility crews are working to restore service each day.

Finding #69: Following an internal after action review, City of Tallahassee Electric is exploring ways to improve reporting of power outages through its online mapping application, incorporating public input received during community listening sessions.

Finding #70: The Leon County CEMP provides that the City of Tallahassee and Talquin Electric prioritize restoration of electrical power to vital community resources by coordinating with outside agencies and private entities as needed for the restoration of power. Both agencies maintain mutual aid agreements in order to repair or restore energy systems.

Finding #71: During community listening sessions following Hurricane Hermine, several citizens observed a need to enhance driver awareness during emergency events regarding inoperable traffic signals. Many drivers were unaware that inoperable traffic signals should be treated as a 4-way stop.

Recommendation 71.1: Include additional traffic safety information in pre- and post-disaster emergency communication efforts.

Finding #72: The Leon County CEMP, Annex 3 – Public Works and Engineering does not list Talquin Electric Cooperative as a support agency similar to the City of Tallahassee, although Talquin is listed elsewhere in the CEMP as an agency with primary responsibility for infrastructure restoration. The Recovery Annex of the CEMP and Annex 3 should be updated for consistency and to reflect the City of Tallahassee and Talquin Electric as the lead agencies for water and wastewater infrastructure restoration.

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Recommendation 72.1: Update the Recovery Annex of the Leon County CEMP and Annex 3 – Public Works and Engineering for consistency and to reflect the City of Tallahassee and Talquin Electric as the lead agencies for water and wastewater infrastructure restoration following a disaster.

Finding #73: Not all wastewater pump stations are equipped with backup generators. Generators would help in reducing the incidence of sanitary sewer overflows during disasters. The Board of County Commissioners has established a legislative priority for the 2017 Legislative Session to seek hazard mitigation funding for this purpose in partnership with the City.

Recommendation 73.1: Work with the City of Tallahassee to seek funding to install backup generators on pump stations.

Finding #74: The State of Florida has proposed an administrative rule prescribing certain reporting requirements for pollution events such as sanitary sewer overflows. County and City emergency plans should be updated to reflect the new reporting requirements.

Recommendation 74.1: Amend the CEMP to reflect new reporting requirements for pollution events as outlined in Proposed Rule 62-4.161.

Finding #75: The process for requesting mutual aid assistance for bottled water from the State EOC worked seamlessly. Bottled water was shipped immediately and delivered on time to the County staging area, allowing County personnel to quickly distribute the water to areas in need.

Finding #76: During Hurricane Hermine, representatives from the Salvation Army and American Red Cross observed a need to identify a list of predetermined sites throughout Leon County that may be suitable for food service. The Leon County CEMP does not identify these locations.

Recommendation 76.1: Amend the Leon County CEMP to provide for the identification of sites throughout the County that can serve as stationary food service locations.

Finding #77: The Board of County Commissioners has established a legislative priority for the 2017 Legislative Session to seek funding to improve the disaster resilience of community centers and other facilities in Leon County that could serve as Points of Distribution or comfort stations.

Recommendation 77.1: In support of the Board's 2017 State and Federal Legislative Priorities, seek funding to enhance the disaster resilience of facilities throughout the County that may serve logistical needs during emergency events.

Finding #78: During Hurricane Hermine, many residents needed a location to recharge mobile devices. The County, City, and private sector partners were able to meet this need by opening libraries and community centers and deploying mobile charging stations.

Finding #79: During community listening sessions following Hurricane Hermine, some citizens indicated that they were unaware of the availability of comfort stations despite efforts to promote them through a variety of communications avenues as described above. Citizens suggested creating greater awareness of comfort stations by deploying signage along major roadways.

Recommendation 79.1: Deploy variable message boards on major roads directing citizens to comfort stations during future emergencies.

Recommendation 79.2: Identify all Leon County Libraries as potential comfort stations for future emergencies.

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Finding #80: The joint decision made by the County and City to waive permit fees for storm-related repairs was effective and allowed citizens to immediately make emergency home repairs while permit offices were closed.

Recommendation 80.1: Amend the Leon County CEMP to include the emergency waiver of building permit fees for disaster-related repairs.

Finding #81: Leon County Public Works and the County's debris removal contractors ultimately collected over 200,000 cubic yards of debris associated with Hurricane Hermine.

Finding #82: Debris removal efforts were communicated by an automated call system and regularly updated maps posted on the EIP.

Recommendation 82.1: Although there were many communications efforts related to establishing debris removal expectations to the public, additional operational and communication improvements should be made to better identify the planned allocation of resources.

Finding #83: As demonstrated by the initial impact damage assessments accepted by FEMA, Hurricane Hermine caused extensive damage to residential homes across Leon County.

Finding #84: Initial Impact Damage assessment is a function traditionally facilitated by the American Red Cross. However, the County and City together deployed 40 personnel to assist with data collection during Hermine, and the Red Cross and LCEM provided just-in-time training on initial impact damage assessments. These teams were able to conduct a county-wide damage assessment in two days that successfully enabled Leon County to be eligible for FEMA Individual Assistance.

Recommendation 84.1: Evaluate opportunities for Leon County to assume the lead role in conducting damage assessments in the future and amend the CEMP as appropriate.

Recommendation 84.2: Identify and recruit personnel from County and City departments to staff initial impact damage assessment teams and provide training in the FEMA Damage Assessment criteria annually prior to hurricane season.

Recommendation 84.3: Implement updated technology that will allow for field data collection that integrates with GIS technology.

Finding #85: While the CEMP calls for the deployment of Community Recovery Centers (CRC) following a disaster, Leon County and the City of Tallahassee recognized the limited availability of trained volunteers across the region and decided to establish navigation teams to provide this service.

Finding #86: While Leon County and the City of Tallahassee recognized the need to establish navigation teams following Hurricane Hermine to meet the needs of affected citizens, the Leon County CEMP provides for the establishment of a Community Recovery Center (CRC) following a disaster. Staff observed an opportunity to continue to enhance this resource for future emergency events.

Recommendation 86.1: Direct staff to identify a community organization that can assist with navigating insurance claims as a member of COAD and as a participant at Community Recovery Center following a disaster. Amend COAD governing documents and the Leon County CEMP as appropriate.

Recommendation 86.2: Pre-identify suitable sites that can serve as Community Recovery Centers, as well as logistical support needs and site layouts. Assign sworn law enforcement officers to direct facility security operations.

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Finding #87: The utilization of an experienced consultant is vital to navigate the FEMA application and reimbursement process for expenses incurred as a result of Hurricane Hermine.

Recommendation 87.1: Retain a consultant on an ongoing basis to assist with navigating the FEMA reimbursement process, similar to the County's contracts for emergency debris removal.

Finding #88: Storm-related damage identified during County and City staff-led initial impact damage assessments and verified by FEMA's Joint Preliminary Damage Assessment Team supported the federal authorization of the Individual Household Assistance program in Leon County.

Finding #89: State Emergency Support Function #18 gathers and provides information regarding the status of businesses that are open following a disaster. Public Information efforts immediately following Hurricane Hermine could have incorporated some of this information to assist citizens in locating stores that could provide disaster relief supplies.

Finding #90: Hospital cafeterias were the restaurant of "choice" as some of the few venues serving cooked meals immediately following Hermine.

Finding #91: State Emergency Support Function #12 is charged with gathering and providing information regarding fuel supplies and the status of gas stations that are open following a disaster. The State EOC did not have readily available information regarding the status of gas stations in Leon County and whether they had backup power for their fuel pumps.

Recommendation 91.1: Given the authority provided in Florida Statutes, Leon County Emergency Management should collect and maintain information on gas stations that have backup power supplied to their fuel pumps.

Finding #92: The Leon County CEMP is silent regarding the role of Tourism Development staff during emergencies. Staff observed an opportunity to assign Tourism Development staff to the EOC to staff the Hotel Hotline.

Recommendation 92.1: Update the Leon County CEMP to reflect Tourism Development staff's role in coordinating hotel availability during emergencies including the Hotel Hotline.

Recommendation 92.2: Transfer the Hotel Hotline to a desk at the EOC after hours and during closures to be staffed by Tourism Development and volunteers.

Finding #93: While many hotels throughout the County lost power during Hurricane Hermine, many were able to remain operational as a result of advance planning – either by installing backup generators or by making arrangements in advance to rent backup generators.

Recommendation 93.1: Work with local hoteliers to raise awareness regarding the need for local hotels to remain operational during emergency events and provide technical assistance as appropriate.

Finding #94: Many mutual aid agencies arrived in Leon County with hotel arrangements already in place in accordance with standing agreements they have with national hotel chains. This is an industry best practice and should be reflected in all County and City mutual aid agreements.

Recommendation 94.1: Review the County's existing mutual aid agreements and ensure that all existing and future agreements provide for agencies to have agreements in place to guarantee hotel accommodations upon arrival.

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Finding #95: Although the CEMP provides for conference calls to be initiated when Apalachee Bay falls within the 5-day error cone, LCEM initiated conference calls on August 30 (two days before landfall). However, Hermine was still only a tropical depression at the time.

Recommendation 95.1: Amend the CEMP to provide for conference calls to begin when the state of Florida (rather than Apalachee Bay) falls within the 5-day error cone.

Finding #96: Utilizing a web-based conference call platform would allow for participating agencies to utilize graphics and images to help build a common operating picture among all organizations engaged in emergency response activities.

Recommendation 96.1: Upgrade to a web-based conference call platform.

Finding #97: During Hurricane Hermine, staff observed an opportunity to enhance the flexibility of the EOC layout by configuring each EOC computer to allow any County or City employee to access their network.

Recommendation 97.1: Configure EOC workstation computers to allow both County and City staff to access their networks.

Finding #98: During Hurricane Hermine, staff observed a potential opportunity to streamline response efforts by improving the work order management system utilized during emergencies.

Recommendation 98.1: Convene a task force to evaluate the requirements of interfacing to various work order management systems during emergency events.

Finding #99: Public Information staff must balance the need to keep the media informed about the progress of response activities while also addressing other areas of their responsibility, such as responding to citizen inquiries. This topic is addressed in the CEMP but should be refined.

Recommendation 99.1: Clarify the CEMP to provide for the EOC Public Information Officer and the LCEM Director to establish a schedule for media briefings at the beginning of any extended incident and communicate this schedule with media partners.

Finding #100: Media partners visiting the EOC requested to observe the activities of response personnel working in the EOC.

Recommendation 100.1: To minimize disruptions to emergency response personnel and to maintain the security of the EOC, explore providing a video-only live feed of the EOC in the Media Room for visiting media partners to use.

Finding #101: Many individuals served at the EOC throughout the duration of the activation. Additional training could enhance depth among the EOC support team, allowing the rotation of staff during an emergency activation. This would limit the burden on departments and agencies contributing staff to the EOC.

Recommendation 101.1: Continue to provide training for staff from all participating agencies and include them in training and exercise plans.

Finding #102: Incident Action Plans were not distributed to all staff in the EOC.

Recommendation 102.1: Ensure the consistent distribution of Incident Action Plans to EOC staff during each operational period.

Finding #103: Citizen Information Line staff and volunteers could benefit from more frequent situation reports from Public Information Staff in the EOC.

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Recommendation 103.1: Amend the CEMP to designate Leon County Community and Media Relations as the lead entity responsible for providing situation reports to CIL staff.

Finding #104: During Hurricane Hermine, 2-1-1 Big Bend lost power to its main facility, requiring the agency to relocate to the Public Safety Complex.

Recommendation 104.1: Amend the Tallahassee-Leon County Local Mitigation Strategy to designate the 2-1-1 Big Bend facility as a critical facility and assist in seeking funding to install a backup generator.

Finding #105: Future shelter operations should include a plan for registered sex offenders. Though no conflicts occurred during Hurricane Hermine, registered sex offenders require a separate shelter or must be segregated from the main shelter population.

Recommendation 105.1: Work with the Leon County Sheriff's Office to resolve issues relative to registered sex offenders and emergency shelter operations.

Finding #106: Staff from the Leon County Office of Intervention and Detention Alternatives (OIDA) observed a need to ensure that monitoring devices for clients with court-ordered GPS monitoring can operate continually in the event of extended power outages. Batteries on GPS monitoring devices must be charged daily, so in the event of an extended power outage, clients need to have a designated place to recharge their device's battery.

Recommendation 106.1: Designate a location where OIDA clients can charge their GPS monitoring device battery during emergency events and update internal procedures to be able to communicate this location with clients.

Finding #107: Staff observed a need during Hurricane Hermine to improve the process for gathering information from citizen reports made through the Consolidated Dispatch Agency, the Citizen Information Line, and 2-1-1 Big Bend on road conditions and storm-related damage in order to best facilitate response and recovery efforts.

Recommendation 107.1: Identify ways to collect additional details about downed trees, such as the diameter of the tree and whether it involves a power line, when receiving reports from the public.

Finding #108: The layout of some temporary debris staging areas was restrictive and did not allow for easy access for equipment and staging of debris.

Recommendation 108.1: Re-evaluate and identify debris staging areas throughout Leon County, ensuring that these sites are configured such that they can accommodate sufficient volume of debris and equipment.

Finding #109: Staff observed an opportunity to further enhance the County's ability to assist citizens following a disaster through navigation teams and/or Community Resource Centers.

Recommendation 109.1: Identify a community organization that can assist with navigating insurance claims as a member of the Community Organizations Active in Disaster (COAD) and as a participant at a Community Recovery Center or as part of a navigation team following a disaster. Amend COAD governing documents and the Leon County CEMP as appropriate.

Recommendation 109.2: Pre-identify suitable sites that can serve as Community Recovery Centers, as well as logistical support needs and site layouts. Assign sworn law enforcement officers to direct facility security operations.

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Finding #110: Closer coordination with debris removal and monitoring contractors is needed to ensure that sufficient trucks, equipment, and staffing will be available to fully support future debris operations.

Recommendation 110.1: Coordinate with debris removal contractors during pre-hurricane season kickoff meetings to identify equipment that will be needed to remove debris from private roads that are in poor condition.

Recommendation 110.2: Re-evaluate the terms of debris removal and monitoring contracts to ensure that contractors' resources and personnel will be available to meet local needs.

Recommendation 110.3: During pre-hurricane season kickoff meetings each year, verify the debris monitoring contractor's proposed command center location to ensure adequate space is available to properly conduct monitoring operations.

Recommendation 110.4: Conduct a tabletop exercise with debris removal and monitoring contractors during pre-hurricane season kickoff meetings.

Recommendation 110.5: Designate a staff member to act as a project manager to oversee debris monitors and haulers.

1.0 Introduction

1.1 Background

During the early morning of September 2, 2016, Hurricane Hermine struck the coast of Florida just east of St. Marks on a path leading directly through Leon County. Hermine was the first hurricane to make landfall in Florida since Hurricane Wilma in 2005 and was the first hurricane to directly hit Apalachee Bay since Hurricane Alma in 1966. Hurricane Hermine made landfall as a Category 1 storm with sustained winds of up to 80 mph in coastal areas and wind gusts of over 60 mph and sustained tropical storm force winds lasting for a prolonged period of approximately six hours in Leon County. While initial forecasts for Hermine indicated the possibility of extremely heavy rainfall and significant storm surge, Leon County received only approximately 5" of rain associated with Hurricane Hermine. High winds from the storm caused hundreds of downed trees that blocked roadways, destroyed electrical infrastructure systems, and damaged hundreds of homes throughout Leon County. The storm caused widespread power outages affecting thousands of City of Tallahassee and Talquin Electric Cooperative customers. Nearly 100,000 electric customers lost power immediately following Hurricane Hermine, many of whom experienced extended outages for a period of several days following the storm.

Leon County Emergency Management (LCEM) staff closely monitored Hurricane Hermine for 18 days as it approached Florida. Consistent with the provisions of the Leon County Comprehensive Emergency Management Plan (CEMP), LCEM began in the days prior to Hermine's landfall to make preparations for the storm, coordinate the activities of participating response agencies, and implement protective measures to safeguard the health and welfare of Leon County citizens. LCEM began conducting conference calls to coordinate information and response efforts with partner agencies on Tuesday, August 30 while Hermine was still classified as a tropical depression. LCEM activated the Leon County Emergency Operations Center (EOC) partially on August 31 and fully on September 1, 2016. In accordance with Florida Statutes and the County's CEMP, the Chairman of the Leon County Board of County Commissioners declared a Local State of Emergency on September 1, which allowed the County to take emergency measures to protect citizens in the conduct of short-term response and recovery efforts. Leon County worked with its partner agencies to establish emergency shelters, including special needs shelters and pet-accessible shelters, to ensure citizens' safety during the height of the storm; activate agreements for mutual aid assistance; and pre-deploy Public Works crews and first responders throughout the County to begin response efforts as quickly as possible following the storm.

Immediately after Hurricane Hermine had passed, Leon County Government and its partner agencies continued the systematic implementation of emergency plans and protocols in the conduct of short-term response activities. First response agencies such as Leon County EMS, the Leon County Sheriff's Office, and the Tallahassee Police and Fire Departments responded to calls for service immediately to address citizens' critical health and life safety issues. Public Works crews dispatched from their strategic pre-deployment locations to clear roads and sidewalks of storm debris. Electric crews for the City of Tallahassee and Talquin Electric, with the assistance of hundreds of mutual aid personnel from other agencies, began the process of repairing the power grid and restoring electrical service to citizens. Public information staff worked around the clock in the EOC disseminating critical emergency information to keep citizens informed on the status and progress of the overall response.

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As the focus shifted from response to long-term recovery efforts, Leon County and partner agencies began the work of restoring the community to a normal state. For citizens experiencing extended power outages, County and City staff worked with community partners to distribute emergency food, bottled water, and hygiene supplies and established comfort stations for citizens to cool off and charge their mobile devices while crews worked to restore power. In following the Debris Management Plan, Leon County and the City of Tallahassee activated third-party debris removal contractors to haul storm debris from every road throughout the County. Public Works and Solid Waste crews staged, processed, and disposed of the debris. The County, City, and Red Cross teams canvassed the community and conducted initial damage assessments to support a potential request for federal assistance. The County and City jointly established navigator teams to help citizens get needed information about processing insurance claims and applying for disaster assistance. To further help citizens make storm-related repairs to their homes as quickly as possible, the County and City waived building permit and growth management fees and delayed inspection requirements for work performed by a licensed contractor.

Throughout Hurricane Hermine, staff provided the Board with comprehensive updates during each phase of the event, including twice-daily emails on the status and progress of emergency response and recovery efforts, a special meeting of the Board on September 6, and a status report agenda item presented to the Board at its regular meeting on September 13.

After any emergency event, an After-Action Report is compiled to assess the plans, preparations, response, and recovery efforts associated with the emergency activation for Hurricane Hermine. This After-Action Report highlights the strengths of these efforts and identifies recommendations to further enhancement to strengthen the County's emergency management program in anticipation of future emergency incidents.

1.2 Report Methodology

Leon County Emergency Management (LCEM) and Leon County Administration conducted a thorough evaluation of the specific actions taken during the activation of the Emergency Operations Center for Hurricane Hermine. This review examines the actions taken by LCEM and partner agencies for consistency with the County's CEMP, Debris Management Plan, and the National Incident Management System, all of which prescribe the basic strategies, objectives, operational goals, and actions to be taken throughout the various phases of emergency events including a hurricane. Understanding that each emergency poses a unique set of challenges, the After-Action Report is designed to identify how these plans, processes, and protocols were successfully applied during Hermine as well as any unanticipated deficiencies encountered by emergency managers that require specific improvement or action. Given the uncertainty and infrequency of disasters for emergency managers to validate their response strategies, FEMA encourages the compilation of after action reports within 120 days of the event to reflect upon operational effectiveness and implementation of needed system improvements for future emergencies.

To assist with the evaluation of specific actions associated with the emergency activation for Hurricane Hermine, from emergency planning and training to response and recovery efforts at the operational level, the County Administrator engaged a credentialed emergency management and homeland security services consulting firm headquartered in Leon County to ensure that industry best practices are acknowledged and achieved in future response efforts. Disaster, Strategies & Ideas Group LLC (DSI) works with federal, state,

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regional, and local government agencies to develop and review a wide array of preparedness plans. DSI's team of professionals furnished independent, specialized, and unfettered consulting advice for this report through their collective experience and expertise. Guided by the former Director of Emergency Management for both the State of Florida and North Carolina, the leadership team at DSI includes expert planners; training and exercise professionals; preparedness, response and recovery experts; auditors; public assistance consultants; individual assistance professionals; mitigation program managers; and, information technology experts. DSI's guidance and recommendations are incorporated throughout this the After-Action Report.

As with any post-incident report of this significance, the County's After-Action Report is reflective of the collaboration and input of partner agencies to fully document the successful response strategies and potential remedies to encountered problems. Over a period of several weeks following Hurricane Hermine, staff followed FEMA's guidance on post-incident reports for identifying operational lessons learned by conducting a thorough review of state and local emergency management documents, procedural manuals, and analyzing feedback collected on the preparedness, response, and recovery efforts of Leon County and partner agencies. For this report, staff gathered input from emergency response professionals, participants, front line personnel activated during the incident, an independent citizen task force, members of the community through town hall listening sessions, and other community partners in the preparation of this report.

In collaboration with the City of Tallahassee and the Leon County Sheriff's Office, five community listening sessions were held throughout the County and seven staff debriefing meetings were conducted with key personnel from County and City departments to elicit feedback on the hurricane response and recovery efforts. Over the course of a month, County and City staff actively participated in the Citizens for Responsible Spending Post-Hurricane Recovery Best Practices Task Force meetings as an information resource leading up to its recommendations to improve community preparedness and response to hurricanes. Staff also reviewed area media coverage, video content, and social media posts associated with Hurricane Hermine in an effort to gauge public perceptions and identify the root information sources (TV news, radio, blog, etc.).

Upon analyzing the information collected and following up with key department personnel for further input, staff compiled an assessment of the County's emergency activation and response tactics to identify strengths, weaknesses, and specific recommendations for continued improvement. After conducting interviews with emergency managers and reviewing this report with County Administration, DSI provided insights and recommendations based on their professional expertise across the emergency management spectrum. It is important to note while the EOC serves as a central command and control facility for the effective coordination of disaster management functions, and pre- and post-storm operational decisions are determined by the LCEM Director, each partner agency maintains direct control of its field assets in order to make the tactical decisions necessary toward the fulfillment of incident management objectives. With DSI's command of emergency management responsibilities and response techniques, the findings and recommendations identified herein include well-executed response activities, opportunities to strengthen practices and protocols, and areas identified to improve future emergency operations based on the actions taken by LCEM, County departments, and other partner agencies activated in the EOC.

1.3 Organization of the Report

This After-Action Report provides an extensive summary of Leon County's emergency operations prior to, during, and immediately following Hurricane Hermine. The report presents a series of specific findings and recommendations designed to highlight best practices that can be utilized during future emergency activations and to enhance Leon County's ability to protect life and property in the event of future large-scale emergencies. Specific findings and recommendations for improvement, as well as successful response strategies, are clearly identified throughout this assessment and summarized in the conclusion of the report (Section 6). In many cases, the findings and recommendations in this report are applicable beyond hurricane events and will enhance Leon County's overall preparedness to respond to various emergency incidents.

The After-Action Report was developed and structured based on FEMA's guidance for compiling post-incident reports for identifying lessons learned. The report is organized as follows:

- **Section 1: Introduction**
Provides background information about the plans, preparedness, response, and recovery efforts of Leon County and partner agencies during Hurricane Hermine; outlines the methodology and organization of this After-Action Report; and describes the structure of the emergency management function in Leon County.
- **Section 2: Planning, Training, and Community Preparedness Efforts**
Details efforts taken by Leon County and community partners related to planning, training, mitigation efforts, and community preparedness initiatives.
- **Section 3: Overview of Hurricane Hermine and its Impacts**
Describes Hurricane Hermine's development, path, and storm-related impacts to infrastructure systems and private property.
- **Section 4: Hurricane Hermine Preparedness, Response and Recovery**
Provides summaries, assessments, findings, and recommendations on the emergency activation efforts including preparations immediately prior to the storm; actions and strategies undertaken to address the impacts (downed trees, road blockages, electrical outages, food and water distribution, comfort stations, etc.); and the long-term recovery efforts (debris removal, damage assessments, FEMA assistance and reimbursement, etc.)
- **Section 5: Additional Opportunities and Recommendations**
Provides a compilation of additional observations, generally more technical and/or operational in nature, identified as a result of Hurricane Hermine along with recommendations for staff to address internally.
- **Section 6: Conclusion**
Provides a conclusion of the After-Action Report including a list of the findings and recommendations identified in this assessment to improve future emergency operations.
- **Section 7: Appendices**
Following the conclusion of the report, several appendices are included containing plans, documents, and other materials referenced throughout this report.

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1.4 Citizen Engagement and Community Feedback

On September 7, 2016, Chairman Proctor, Mayor Gillum, and Sheriff Wood held a public meeting to discuss the ongoing response and recovery efforts related to Hurricane Hermine. In addition to each party supporting continued cooperation and coordination of efforts, the Chairman and Mayor expressed the need to host a series of jointly conducted community listening sessions throughout the City and unincorporated area of the County. The need to pinpoint the continually evolving needs of the community, along with the appropriate resources to address those needs, required engaging citizens directly so that County, City, and Sheriff's Office officials could hear first-hand about their evolving needs and to gain their fresh observations about how the hurricane impacted their homes, neighborhoods, and families.

The Sheriff, County Administrator, City Manager, LCEM Director, and other key emergency support staff attended each of the five community listening sessions to provide the most up to date information, gather feedback, and provide citizens the opportunity to direct questions or concerns to any of the participants. These five listening sessions engaged over 400 citizens at locations throughout the community in the weeks following Hurricane Hermine:

- Monday, Sept. 19 – Bethel AME, 501 W Orange Ave.
- Wednesday, Sept. 21 – Woodville Community Center, 8000 Old Woodville Rd.
- Thursday, Sept. 22 – Eastside Branch Library, 1583 Pedrick Rd.
- Monday, Sept. 26 – Fire Station #4, 2899 W. Pensacola St.
- Tuesday, Sept. 27 – St. Peter's Anglican Church, 4784 Thomasville Rd.

The citizen engagement and community listening sessions provided important opportunities to discuss response and ongoing recovery efforts and to learn from citizens about how Leon County and partnering response agencies can best meet the needs of the community in future disaster events. Due to the nature of the storm and the feedback received from participants, there were several recurring themes identified through these listening sessions. Table 1 identifies several of the principal themes that emerged from the community listening sessions and the corresponding findings and sections of this report that provide a discussion of each theme. The rows highlighted in orange represent pre-storm planning and preparation activities.

Table 1: Principal themes from the Hurricane Hermine community listening sessions

Theme:	Related Finding(s) & Recommendation(s):	Report Section(s):
Hazard mitigation related to electrical infrastructure, such as tree maintenance and underground electric	Finding #24 Recommendation #24.1	2.4.4
Coordination and parity with the State and Leon County Schools regarding the announcement of office and school closures	Findings #31, #32 Recommendations #31.1, #32.1	3.6
Need for enhanced personal and neighborhood-level disaster preparedness	Findings #20, #21, #22, #23 Recommendation #22.1	2.4.1 2.4.2 2.4.3 2.4.5

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Planning, training, exercises, and preparedness among emergency management response agencies	Finding #18 Recommendations #18.1, #18.2	2.2
Timing and process of power restoration including the utilization of mutual aid assistance and visibility of response efforts	Findings #64, #65, #66, #67, #68, #69, #70 Recommendations #67.1, #69.1, #70.1	4.9.2
Methods and content of communications and emergency public information	Findings #37, #38, #39, #40, #41, #42, #43, #44, #45 Recommendations #39.1, #41.1, #42.1, #44.1, #44.2, #45.1, #45.2, #45.3, #45.4, #45.5, #45.6, #45.7	4.2 4.2.1 4.2.2 4.2.3 4.2.4 4.2.5
Availability of assistance for home repairs, tree removal, and social services	Findings #23, #50, #79, #84, #85 Recommendations #23.1, #50.1, #79.1, #85.1, #85.2	2.4.4 4.3 4.12 4.16
Timing and process of debris removal efforts	Findings #14, #15, #16, #80, #81 Recommendations #16.1, #81.1	2.1.4 4.14

In addition to community listening sessions, staff also participated in a series of meetings conducted by the Citizens for Responsible Spending Post-Hurricane Recovery Best Practices Task Force (CRS Task Force). This citizen group held several meetings following Hermine to discuss the community's preparedness and response, and to provide recommendations for continued improvement in the event of future hurricanes or severe storms. The Task Force issued its final report on October 24, 2016 which included 22 specific recommendations for the planning, response, and recovery phases of an emergency event (Appendix B). As part of its assessment of response and recovery efforts associated with Hurricane Hermine, the DSI Group also reviewed the CRS Task Force's report and recommended that the County factor its recommendations into its overall strategy for improvement. Table 2 identifies several of the principal themes and recommendations presented in CRS Task Force's report which shares many similarities to the feedback received through the community listening sessions.

Table 2: Principal themes and recommendations of the CRS Post-Hurricane Recovery Best Practices Task Force

Theme/Recommendation	Related Finding(s) & Recommendation(s)	Report Section(s)
Disaster response training should occur regularly and at least at the onset of the annual hurricane season	Finding #18 Recommendations #18.1, #18.2	2.2
Work with local media outlets to regularly educate and advise citizens on basic storm preparation	Findings #19, #20, #21, #22 Recommendation #21.1	2.4 2.4.1 2.4.2 2.4.3

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County and City should jointly study hazard mitigation issues related to electrical infrastructure and tree maintenance	Findings #23, #24 Recommendations #23.1, #24.1	2.1.2 2.4.4 2.4.5
In advance of a storm, staging areas and points of distribution should be established and communicated to the public.	Findings #37, #74, #75, #76, #77 Recommendations #75.1, #76.1	4.2.1 4.10
In advance of a storm, negotiate with FDOT for assistance in early removal of downed trees.	Findings #34, #35, #63 Recommendations #34.1, #34.2	4.1.1 4.9.1
Need for one trusted source of information to rely on for accurate and timely information. Must be careful not to share information that has not been approved and released by appropriate official.	Findings #37, #38, #39, #40, #41, #42, #45, #46 Recommendations #39.1, #41.1, #42.1, #45.1, #45.2, #45.3, #45.4, #45.5, #45.6, #45.7, #46.1	4.2 4.2.1 4.2.2 4.2.3 4.2.5 4.2.6
Emphasis on outgoing communications utilizing social media and mobile applications to keep the public informed of efforts including restoration priorities	Findings #42, #43, #44 Recommendations #42.1, #44.1, #44.2	4.2.3 4.2.4
Provide real-time information on the status of local businesses such as grocery stores, gas stations, and hotel vacancies.	Findings #88, #89, #90, #91 Recommendations #90.1, #91.1, #91.2	4.18 4.18.1 4.18.2 4.18.3

Although many of the themes and recommendations identified in Table 1 and Table 2 affirm emergency management practices that are currently in place, some recommendations identify areas for improvements that are contemplated throughout this After-Action Report. For quick reference, these tables list the corresponding findings, recommendations, and sections of the report to review additional information relating to each theme and/or recommendation.

Finding #1: The community listening sessions held following Hurricane Hermine provided important opportunities to discuss response and ongoing recovery efforts and to learn from citizens about how Leon County Government and partnering response agencies can best meet the needs of the community during future disasters.

Recommendation 1.1: Update the Leon County CEMP to provide for community listening sessions to be held following major emergency events, and encourage the City's joint participation in these sessions.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Administration

1.5 Structure of the Emergency Management Function in Leon County

Once Hurricane Hermine passed through the area leaving many residents without electricity, water, or clear passage to travel on the roadways, some residents were not aware of how, or whom, to report these issues. This confusion is understandable since there have been infrequent mass emergency events over the past 30 years dating back to Hurricane Kate. The general public was likely exposed to the preparation messages by multiple jurisdictions (State, County, City) just before the storm, followed by multiple response efforts shared on digital platforms relating to the restoration efforts (road clearing, utilities, comfort stations) by multiple jurisdictions. The CRS Task Force Report concurred that the chain of command and reporting structure at the EOC was unclear during the disaster. Aware of these concerns during the emergency Commission meeting on September 6, the Board directed the County Attorney's Office to prepare a memorandum regarding Leon County's emergency management powers and structure in a declared state of emergency (Appendix C).

LCEM is one of only ten county emergency management programs in Florida to report to the Sheriff's Office on a day-to-day basis but transfers to the Board during a local state of emergency. While frustrated residents may have been unsure who to contact or who could best address their concerns, this confusion over the chain of command and reporting structures did not permeate among the staffing ranks within the EOC due to the existing protocols in place. To eliminate confusion during a disaster, the County's CEMP explicitly recognizes the LCEM Director as the lead executive in command of emergency operations and responsible for coordination with partner agencies. As a result, the activation and response to Hurricane Hermine represented the greatest level of intergovernmental and partner agency coordination to date and fostered decisive decision-making in a collaborative environment. In the first extended activation of the new County EOC, 30 separate agencies were represented during the Hermine incident with typical shifts involving over 120 personnel. An additional 35 citizen volunteers (non-employees) supplemented these efforts by staffing the Citizen Information Line, discussed in further detail in Section 4.3 of this report.

This section of the report expounds on the emergency powers presented in the County Attorney's memorandum to provide clarity regarding the working roles and coordination between the State, County, and City during an emergency event. In addition, specific findings and recommendations are presented herein to enhance the operational effectiveness, coordination, perception relative to the structure of emergency management in Leon County.

1.5.1 State of Florida

The Governor of Florida is responsible (statutorily and constitutionally) for meeting the needs of the state and its people in the event of emergencies and disasters. According to the State of Florida CEMP, the Governor may assume direct operational control over all or any part of the emergency management functions within the state once a state of emergency has been declared by executive order. The State CEMP calls for the State Coordinating Officer (SCO), generally the Director of the Florida Division of Emergency Management (FDEM), to be the authorized representative of the Governor charged with managing and coordinating state and local emergency response and recovery efforts.

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1.5.2 Interlocal Agreement with the Leon County Sheriff's Office

As previously stated, LCEM is a division of the Leon County Sheriff's Office based on an Interlocal Agreement approved by the Board of County Commissioners in 1999 that transferred the day-to-day oversight of LCEM to the Sheriff. Pursuant to Section 252.38, Florida Statutes, the director of each county emergency management agency in Florida is appointed by the Board of County Commissioners or the chief administrative officer of the county; however, the statute also allows for a county constitutional officer (or an employee of a constitutional officer) to be appointed as the county emergency management director. Under the Sheriff, LCEM operates year-round out of the Leon County Emergency Operations Center (EOC) located within the state-of-the-art Public Safety Complex.

At the time of the Interlocal Agreement with the Sheriff, there were several emergency functions physically collocated at the Leon County Sheriff's Office which supported the alignment of LCEM under the County Sheriff. These functions included the 911 dispatch system, the physical and hardened space housing LCEM, along with the electrical and information technology infrastructure to support these services in a time of emergency. Since that time, the Consolidated Dispatch Agency (CDA) was created as a standalone agency, which includes the Sheriff, and was placed in the new Public Safety Complex. The EOC, along with other intergovernmental public safety resources, have also relocated to the Public Safety Complex which is physically managed by the County.

The emergency management field is a confluence of planning and administrative responsibilities with an emphasis on year-round training activities and intergovernmental and partner coordination. Law enforcement, much like utility restoration or debris clearing and removal, is just one of many vital support functions in the event of a disaster. Emergency management also involves the coordination of public works, communications, information technology and geographic information systems, volunteer services, services provided by partner organizations, emergency shelters, and many other critical functions, insofar as the Board may wish to consider returning this function back to the County Commission year-round.

For the overwhelming majority of Florida counties (57 of 67), the day-to-day functions of emergency management are carried out as a department under a County Administrator and subject to the policies and procedures established by the Board of County Commissioners. Most of the remaining 10 counties are fiscally constrained and utilize their Sheriff's Office, including sworn law enforcement officers, due to limited resources. Should the Board wish to discontinue the existing LCEM reporting structure, the Interlocal Agreement with the Sheriff's Office requires a 60 day written notice of intent. Returning LCEM under the Board, reporting to the County Administrator, would more align the County's emergency management function with other Florida counties and help streamline year-round operational matters including staffing, training, and deployment opportunities.

Finding #2: As evidenced through the community listening sessions and the CRS Task Force report, perceptions and confusion linger regarding the command structure and who is in charge during an emergency.

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Finding #3: The confusion regarding the chain of command and reporting structures did not permeate within the EOC as the CEMP explicitly recognizes the LCEM Director as the lead executive in command of emergency operations and responsible for coordination with partner agencies.

Finding #4: Despite any public confusion, the emergency activation and response to Hurricane Hermine represented the greatest level of intergovernmental and partner agency coordination to date, fostering decisive decision-making in a collaborative environment.

Finding #5: The 911 Dispatch (CDA) and the Emergency Operations Center are no longer collocated with the Leon County Sheriff's Office out of necessity. They are now collocated in the Public Safety Complex, which is managed by the County, alongside other intergovernmental public safety resources.

Recommendation 5.1: Direct staff to prepare an agenda item to return the emergency management function on a year-round basis under the Board of County Commissioners, reporting to the County Administrator.

Lead Agencies: Leon County Administration

1.5.3 City of Tallahassee Incident Management Plan

Section 252.38, Florida Statutes authorizes and encourages municipalities to create municipal emergency management programs. Such programs shall be coordinated with the county emergency management agency and be consistent with a county's emergency plan. In the event that a municipality does not have an emergency management program, it shall be governed by the county emergency management agency. The City of Tallahassee has an Emergency Management Program and adopted a plan, as contemplated in Section 252.38(2), as an all-hazard emergency guide based on the National Incident Management System. While the City's plan is consistent with the County's CEMP, Rule 27P-6.010 of the Florida Administrative Code enables the County to periodically review the City's plan to determine compliance with the established statutory criteria and existing CEMPs. In recent years, LCEM has reviewed and provided informal feedback to the City on its Incident Management Plan. In its review of the County's CEMP and this After-Action Report, DSI recommended that the City's Incident Management Plan be included as an annex to the County's CEMP.

Leon County's CEMP calls for close intergovernmental coordination with the City given its role as a service provider and capacity to marshal resources, all of which were on display at the EOC during the Hermine activation. Like the County CEMP, the City's Incident Management Plan follows NIMS and the Incident Command System by defining the roles and responsibilities of City employees and related agencies during an emergency. It covers the sequence of events that should occur before, during, and after an emergency. Each City department is responsible for maintaining supplemental procedures based upon the City's Incident Management Plan. Consistent with the Leon County CEMP, the City Manager or his/her designee will mobilize City resources and personnel during an emergency to achieve overall incident management objectives identified by the County EOC.

To effectuate its incident management objectives, the City created an Emergency Preparedness Coordinator (EPC) position in 1995 to serve as the City's central point of contact for emergency management coordination and planning. The City's EPC is a full-

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time emergency management professional with relevant experience in both municipal and county government. The office of the EPC is located at Fire Station #3 on South Monroe Street, requiring coordination and planning between the City and LCEM to take place via telephone calls, emails, or meetings. During Hermine, the City's EPC served in the County EOC throughout the activation to assist LCEM with situational awareness regarding the deployment of City resources and to coordinate resource requests through the County.

In accordance with National Incident Management Systems (NIMS), as well as the State and County CEMPs, the City's EPC is required to coordinate its requests for state or federal assistance through LCEM during a declared state of emergency. This is referred to as centralized resource ordering and is the preferred method of resource management under NIMS because it creates a hierarchy for resource requests within government jurisdictions which serves as another recognition of LCEM's jurisdiction over the entire County during a disaster.

Finding #6: Florida Statutes authorizes and encourages municipalities to create municipal emergency management programs which shall be coordinated with the county emergency management agency and be consistent with a county's emergency plan.

Finding #7: LCEM periodically reviews and provides feedback to the City on its Incident Management Plan.

Finding #8: To effectuate the City's incident management objectives, the City employs an Emergency Preparedness Coordinator to serve as the City's central point of contact for emergency management coordination and planning. The City's Emergency Preparedness Coordinator is required to submit requests for state and federal assistance through LCEM during a declared state of emergency.

Finding #9: Since the City maintains its own emergency management program, there is a need for ongoing coordination between the City's Emergency Preparedness staff and Leon County Emergency Management to ensure the greatest level of emergency management coordination and planning.

Recommendation 9.1: The City's emergency management plan should be included as an annex to the County's CEMP.

Lead Agencies: Leon County Emergency Management

1.5.4 Role of the Leon County Emergency Operations Center

Hurricane Hermine was the first test for the new EOC since the construction of the Public Safety Complex, as it involved fully integrated County and City staff as well as other partner agency representatives in the EOC over multiple operational periods. This extended emergency activation required the prolonged cooperation of all of these entities and the systematic and timely execution of emergency plans, procedures, and protocols to meet the needs of the community during and after the storm. While this section of the After-Action Report provides discussion about the structure of the EOC, Section 4.1 provides much greater detail about how the EOC facilitated the massive coordination of information, personnel, supplies, equipment, and other resources required during Hurricane Hermine in the execution of established emergency plans and protocols.

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In anticipation of weather related emergencies, Leon County Administration works in conjunction with LCEM to monitor the severity of the threat and determine an appropriate course of action. Once a determination is made that there is an emergent threat, County Administration leads the efforts to secure the Chairperson's signature for a Declaration of a Local State of Emergency, coordinates resources across County departments, and directs the necessary personnel to the EOC. The LCEM Director ensures other critical organizations and agencies are prepared to activate and allocate staff resources to the EOC through the regular use of conference calls. A detailed discussion about preparations made in the EOC specifically during Hurricane Hermine is included in Section 3.3 of this report.

Upon activation, the Leon County EOC serves as a central command and control facility for the effective coordination of disaster management functions during an emergency. The core functions of the EOC are to collect, gather and analyze data; make decisions that protect life and property; maintain continuity of government operations; and communicate critical operational information with all concerned agencies and individuals. The LCEM Director generally makes pre- and post-storm operational decisions rather than directly controlling field assets. Based on the operational decisions made at the EOC, each participating agency makes the tactical decisions necessary to direct its field assets toward the fulfillment of incident management objectives. For example, the LCEM Director may determine the need to open a storm shelter but does not have the authority to compel Red Cross employees to open and staff the shelter nor require the Tallahassee Police Department to post officers on site. Fortunately, participating agencies work together to collectively resolve challenges and rely on the guidance offered by the respective emergency plans.

For the coordination of short-term and synchronized recovery activities, the LCEM Director serves as the recognized Coordinating Officer and point of contact for the community, participating local agencies, and the Florida Division of Emergency Management. Once the short-term recovery objectives have been met and long-term recovery begins, leadership transitions to the primary agency representatives (i.e. County Administration, City Administration, Talquin Electric Cooperative).

The next section of this After-Action Report details the year-round planning, training, and measures taken under the existing policies and protocols that govern emergency management in Leon County. The information provided in the overview of Hurricane Hermine offers a scope of the emergency event including the size, strength, and path of the storm is critical to the context in which decisions are made by the EOC and participating agencies in preparation for the storm. Those operational decision points, response activities, and recovery efforts are detailed in Section 4 of the After-Action Report.

Finding #10: As the central command and control facility for the effective coordinating of disaster management, the County EOC fostered a collaborative environment for partner agencies focused on resolving challenges in the field.

Finding #11: At the local level, the process of activating and coordinating resources between the County, City, and partner agencies has worked well with few exceptions.

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2.0 Planning, Training, and Community Preparedness Efforts

Leon County Emergency Management (LCEM) works year-round to plan, train, and prepare for emergency events. LCEM coordinates with a variety of Leon County departments, City of Tallahassee agencies, and outside organizations throughout the year to prepare vital resources in the event of an emergency. This section of the Hurricane Hermine After-Action Report includes an assessment of the various emergency plans and strategies in place to ensure the community's readiness to respond to disasters.

2.1 Emergency Plans and Protocols

Leon County has adopted a variety of emergency plans and protocols that govern the activities of emergency response personnel following an incident. Together, these documents provide a strategic and consistent framework with regard to pre- and post-disaster actions to keep the community safe and well-informed during emergency events.

2.1.1 Comprehensive Emergency Management Plan

Chapter 252, Florida Statutes requires all Florida counties to take precautionary steps to prepare for emergencies by developing an emergency management plan that is coordinated and consistent with the State of Florida Comprehensive Emergency Management Plan. The Leon County Comprehensive Emergency Management Plan (CEMP) was developed in accordance with Chapter 252. In its review of the County's CEMP, DSI found the CEMP to be consistent with FEMA Comprehensive Preparedness Guide 101, *Developing and Maintaining Emergency Operations Plans*. The CEMP is the guide by which Leon County prepares for, responds to, and recovers from emergency events including Hurricane Hermine. Each emergency event is unique and requires different types and degrees of response and recovery actions. Accordingly, the CEMP reflects an all-hazards approach that describes the basic strategies, assumptions, operational goals and objectives, and mechanisms by which the County will mobilize resources and conduct activities to guide and support emergency management efforts. The approach outlined in the CEMP applies to all phases of emergency management – preparedness, response, recovery, and mitigation. DSI reports that the County appropriately implemented Hermine operations consistent with the existing CEMP.

The Leon County CEMP follows the National Incident Management System (NIMS). On September 13, 2005, the Leon County Board of County Commissioners adopted NIMS as the standard for incident management in Leon County. Adoption of NIMS by state and local organizations is a condition for federal preparedness assistance through grants, contracts, and other activities. NIMS provides a consistent nationwide framework and approach to enable government at all levels, the private sector, and nongovernmental organizations to work together during emergencies, regardless of the incident's cause, size, location, or complexity. It provides a common system and vocabulary that facilitates communication among emergency management and response personnel within and across agencies and jurisdictions. Many personnel from Leon County, the City of Tallahassee, the Leon County Sheriff's Office, and partnering response agencies have received NIMS training, contributing to the efficiency and fluidity of operations within the Leon County EOC as described in Section 4.1 of this report.

The Leon County CEMP is divided into three sections (Basic Plan, Recovery Annex, and Mitigation Annex). The Basic Plan section contains preparedness and response elements

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including general information about hazards in our community, geography, demographics, continuity of operations, responsibilities, financial management, and specific references to standard operating guides, supporting plans, and County and State authority to implement the CEMP. The Recovery Annex provides directions and steps the County must take to recover from an event by:

- Implementing damage assessment processes
- Opening disaster recovery centers to assist residents
- Managing debris
- Keeping citizens informed through community relations
- Identifying unmet needs, and
- Providing emergency housing for citizens

The Mitigation Annex contains the process for identifying mitigation projects, identifying sources of funding for projects, and providing mitigation education. This annex discusses the Tallahassee-Leon County Local Mitigation Strategy, discussed in further detail in Section 2.1.2 below. The Leon County CEMP is included for reference in Appendix D to this After-Action Report.

The latest revision to the CEMP was approved by the Florida Division of Emergency Management in 2012 and is required to be updated again before 2017. However, in order to best utilize the opportunity to incorporate lessons learned and best practices identified during Hurricane Hermine, LCEM has requested an extension from the Florida Division of Emergency Management (FDEM) in order to incorporate the feedback and recommendations contained in this After-Action Report. FDEM subsequently approved an extension until February 2017 to update the Leon County CEMP.

Finding #12: In its review of the County's response and recovery operations associated with Hurricane Hermine, DSI interviewed staff, reviewed the County's CEMP, and found that the County appropriately implemented Hermine operations consistent with the existing CEMP.

Finding #13: The Leon County CEMP is due for an update in accordance with state requirements and as outlined in the CEMP. Hurricane Hermine was a valuable learning experience and provided several opportunities to continually enhance Leon County's emergency preparedness and ability to respond to and recover from disaster events. These opportunities are detailed throughout this report.

Recommendation 13.1: Update the Leon County CEMP to incorporate the findings and recommendations identified in this report.

Lead Agencies: Leon County Emergency Management

2.1.2 Local Mitigation Strategy

Some of the damage caused by severe weather or other emergencies can be minimized or eliminated by mitigating the effects of these incidents to protect property and infrastructure. In the summer of 1998, the Florida Department of Community Affairs (DCA) provided funding to all Florida counties and municipalities to assist in preparing a comprehensive Local Mitigation Strategy (LMS) for each jurisdiction.

The Tallahassee-Leon County LMS was first adopted in the fall of 2000 by the Leon County Board of County Commissioners and the Tallahassee City Commission and has been updated every five years since its adoption. The LMS is a joint product of the

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participating local governments and represents a comprehensive set of goals, initiatives, programs, and capital projects intended to reduce risks for the citizens of both unincorporated and incorporated areas of Leon County. The LMS does so by:

- Identifying hazards to which the County is vulnerable, such as hurricanes, tornadoes, floods, fires, and hazardous materials releases;
- Determining where the community is most vulnerable to these hazards;
- Assessing the facilities and structures that are most vulnerable to hazards;
- Preparing a prioritized list of mitigation projects to take advantage of available funding;
- Identifying funding sources for the mitigation projects; and
- Making hazard awareness and education a community goal.

Since its initial development, the LMS has been a critically important element of local planning efforts to reduce risk to Leon County citizens and their property from the effects of hazards. The LMS identifies specific strategies and initiatives to mitigate risks associated with disasters and emergency events. As an example, one initiative included in the LMS was the construction of a joint EOC. Efforts during Hurricane Hermine specifically were enhanced by the continued implementation and evolution of the LMS – for example, the LMS provides for the development of an emergency notification system for all hazards (discussed in Section 4.2.1 of this report), continuous identification of training opportunities for emergency responders (Section 2.2), and provision of community-based emergency shelters throughout the County (Section 4.4), among many other mitigation initiatives.

2.1.3 Post-Disaster Redevelopment Plan and Disaster Housing Strategy

Leon County, in collaboration with the City of Tallahassee, developed the Leon County Post-Disaster Redevelopment Plan (PDRP) in 2012 to provide a framework to guide decisions for intermediate and long-term recovery and mitigation after a major disaster. The PDRP is coordinated with the Leon County Comprehensive Emergency Management Plan, the Tallahassee-Leon County Mitigation Strategy, and other relevant planning documents.

The Leon County Disaster Housing Strategy was developed in 2012 as part of the Post-Disaster Redevelopment Plan process. This document identifies roles and responsibilities of local government for interim housing as needed after a disaster and describes the roles of state and federal government for long-term housing assistance. This strategy details a framework for providing safe, sanitary, functional and accessible temporary housing options for displaced residents in order to expedite long-term community recovery.

The scope of the PDRP and Disaster Housing Strategy is primarily concerned with incidents involving extensive long-term redevelopment efforts. During Hurricane Hermine, all short- and long-term community recovery needs were met through the implementation of the CEMP. As such, it was determined that there was no need during Hurricane Hermine to activate the PDRP and Disaster Housing Strategy. Notwithstanding this, these plans should be updated to incorporate lessons learned during Hermine.

Finding #14: The PDRP, developed in 2012, is updated on a five-year schedule and should be updated following any disaster event. The PDRP and the Disaster Housing Strategy should be updated to incorporate lessons learned from Hermine.

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Recommendation 14.1: Engage the Apalachee Regional Planning Council to initiate a comprehensive update of the PDRP and Disaster Housing Strategy, as appropriate, incorporating lessons learned from Hurricane Hermine.

Lead Agencies: Leon County Emergency Management

Support Agencies: Tallahassee-Leon County Planning Department

2.1.4 Debris Management Plan

Leon County maintains a Debris Management Plan that prescribes actions to be taken toward restoring public services and ensuring public health and safety following a disaster. The plan was developed in 2008 from lessons learned during severe weather events including Bonnie/Charley (2004), Frances (2004), Ivan (2004), Jeanne (2004), Dennis (2005), and Fay (2008), and was most recently updated in 2013. Consistent with Leon County Ordinance No. 10-18 regarding the removal and management of disaster-generated debris, the plan provides for the prioritization of roads to be cleared to allow access to critical facilities immediately following a storm, activation of debris collection and monitoring contractors, establishment of debris management sites, removal of debris along private roads, and public information efforts. The Debris Management Plan was accepted by FEMA on February 7, 2014.

The clean up after Hermine required the activation of three of the eleven temporary debris management sites identified in the Debris Management Plan which prevented unnecessary delays in the recovery process. These temporary sites are strategically located in the east, southeast, and southwestern portions of the County. In addition, the need for a fourth temporary site in the northeast was identified to increase the collection efficiency by reducing the travel time for debris removal trucks. The County worked with the Phipps family to establish a temporary debris management site just off Orchard Pond Parkway.

FEMA encourages state and local governments to take a proactive approach to coordinating and managing debris removal operations as part of their overall emergency management plan. FEMA offers a cost sharing program for debris removal for federally declared disaster areas. FEMA contributes 75% while the state and local government must contribute 12.5% each.

The Sandy Recovery Improvement Act of 2013 authorized an Alternative Procedures Pilot Program for debris removal. This program provides for an increased federal cost share above the standard 75% based on an accelerated timeframe for debris removal. Additionally, the pilot program provides a one-time 2% increased cost-share incentive for counties that have a FEMA-accepted debris management plan with pre-qualified debris removal contractors in place before the start of the disaster. The 2% increase applies to debris removal operations performed within 90 days from the start of the incident period of a major disaster or emergency declaration. Since Leon County's Debris Management Plan was accepted by FEMA in 2014 with qualified contractors in place prior to Hurricane Hermine, the County is eligible to participate in the pilot program. Staff notified FEMA of the County's intent to participate in the Pilot Program on November 9, 2016. As a result, the federal cost share for Leon County's debris removal operations for Hermine will be as follows:

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Table 3: Federal cost share for debris removal under the Alternative Procedures Pilot Program, with additional 2% incentive due to the County's Debris Management Plan

Timeframe (days from start of incident period)	Federal Cost Share
1-30	87%
31-90	82%
91-180	75%
181+	0% (unless FEMA approves a time extension)

As described in Section 4.14 of this report regarding debris removal operations following Hurricane Hermine, all debris removal operations were concluded within the initial 90 days following the storm.

Finding #15: As a result of the Debris Management Plan, the removal of debris along private roads was seamlessly integrated into the recovery plans. However, uncertainty remains regarding FEMA's willingness to fully reimburse the County for these roads.

Finding #16: In light of the three pre-approved temporary debris management sites as identified in the Debris Management Plan having already been inspected and approved by the Florida Department of Environmental Protection, the County was able to immediately accommodate the 200,000 cubic yards of debris gathered throughout the community.

Finding #17: The need for a temporary debris removal site in the northeast was identified following Hurricane Hermine in order to enhance the debris collection process.

Recommendation 17.1: Staff should explore establishing a permanent temporary debris removal site on the northeast side of town, and once identified, include this site in an updated Debris Management Plan.

Lead Agencies: Leon County Public Works

2.2 Training for Emergency Management Response Personnel

The training and qualification of emergency management response personnel is critical to the successful implementation of the National Incident Management System (NIMS), which is the adopted standard for incident management in Leon County, as described above. According to FEMA, NIMS training is required under Homeland Security Presidential Directive (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 response role and the degree of incident complexity those personnel will likely face. Although each personnel role in an emergency response has different position-specific training requirements, each responder generally is required to take a core group of between two and seven training courses.

Leon County staff across the entirety of the organization are thoroughly trained in their role as response personnel during emergencies. There is a continual need, common among all local governments, to identify and provide training opportunities for new staff members who join the organization. To meet this need, LCEM hosts a variety of training and exercise opportunities throughout the year, including workshops, seminars, mock EOC activation exercises, and drills. LCEM maintains a Multi-Year Training and Exercise Plan (MYTEP) that includes these activities.

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The MYTEP serves as a roadmap to accomplishing emergency preparedness and training goals and enhancing community preparedness through a proposed schedule of training and exercises.

Following is a list of these training and exercise activities hosted by LCEM since the new Public Safety Complex was completed in 2013 (this list does not include the specialized training required of staff within individual County departments and other agencies):

Table 4: Recent training, exercise, and coordination activities hosted by Leon County Emergency Management

Activity:	Date:
Hosted a coordination meeting with Leon County Office of Information Technology and Federal Bureau of Investigation	3/12/2014
Training: G-775 EOC Operations and Management Course	3/20/2014
Training: G-775 EOC Operations and Management Course	4/3/2014
Hosted the National Weather Service-Tallahassee Office's Regional Emergency Management Hurricane Training Day	5/6/2014
EOC Operations Integration Planning Meeting with City of Tallahassee	6/10/2014
Emergency Operations Center Full Activation Exercise	6/26/2014
Citizen Information Line Operator Training	6/30/2014
Citizen Information Line Operator Training	7/8/2014
Ebola Outbreak Briefing	10/10/2014
Leon County Citizen Engagement Series EOC Exercise	11/13/2014
Citizen Information Line Operator Training	3/31/2015
Hosted the Big Bend Health Care Coalition Regional Hurricane Exercise	4/22/2015
Citizen Information Line Operator Training	4/29/2015
Training: MGT-412 Sports and Special Event Evacuation Training and Exercise	5/5/2015
Citizen Information Line Operator Training	5/7/2015
EOC Operations Orientation Meeting	6/3/2015
Training: MGT-318 Public Information in an All-Hazards Incident	6/16/2015
Training: MGT-404 Sports and Special Events Incident Management	7/21/2015
EOC Emergency Support Functions Hurricane Table Top Exercise	2/19/2016
Training: L-926 All-Hazards ICS Planning Section Chief	4/4/2016
Hosted USFA All Hazards Incident Management Team Course	4/11/2016
Leon County Citizen Engagement Series EOC Exercise	5/17/2016
Leon County Sheriff's Office Special Operations Division hurricane planning meeting	6/23/2016
Training: G-202 Debris Management	6/29/2016
Training: FL-604 Procurement Disaster Assistance	6/30/2016
Citizen Information Line Operator Training	7/15/2016
Hosted a Zika response coordination meeting with the Florida Department of Health	8/12/2016
Citizen Information Line Operator Training	9/3/2016

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Finding #18: Many Leon County staff have received both general and position-specific NIMS training. As a result of turnover that naturally occurs in the workforce, however, there is a continual need to identify and provide emergency management training opportunities for County staff.

Recommendation 18.1: Working with Leon County Human Resources, continue to identify NIMS training needs for new and existing County staff and provide training opportunities to meet these needs.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Human Resources

Recommendation 18.2: Staff concurs with DSI's recommendation to undergo a self-assessment of the County's emergency management program through the Emergency Management Accreditation Program.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Human Resources

2.3 Leon County Reserve Policy

In response to the after-effects of Tropical Storm Fay in 2008, the Board approved the creation of the Catastrophe Reserve Fund (Policy No. 07-2, "Reserves," included in Appendix E to this report). The fund was created to allow access to emergency funds needed in case of a declared local state of emergency. Policy 07-2 requires the County to maintain unrestricted emergency reserves between 3% and 8% of the General Fund/Fine and Forfeiture Fund budget, and to maintain the Catastrophe Reserve at 2%. For FY 2015-16, the Catastrophe Reserve funding level was set at \$2.7 million.

The Catastrophe Reserve Fund allows cash flow for expenses related to the disaster. Funds can be used in support of staff overtime, equipment, contractual support (i.e. debris removal) and materials or supplies in the event of a natural disaster. In addition, funds may also be used to pay for solid waste, building permit, and growth management fees for eligible residents for the purpose of home restoration or reconstruction. During Hurricane Hermine, the Catastrophe Reserve Fund proved beneficial to recovery efforts, as it was a source of funding that allowed for the emergency waiver of building permit and growth management fees, as discussed in further detail in Section 4.12 of this report.

Finding #19: Leon County's establishment of the Catastrophe Reserve Fund proved beneficial as protocols were established and funding was readily available to assist with local response and recovery efforts.

Recommendation 19.1: Amend the Leon County CEMP to reflect Leon County's Catastrophe Reserve Fund and its allowable uses during emergency events.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Office of Financial Stewardship

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2.4 Community Preparedness

A universal challenge for emergency managers is that citizens systematically misjudge low-probability, high-impact events such as natural disasters. Because of this, it is inherently difficult to convince people to be prepared for an emergency; however, the value of personal preparedness cannot be overstated, and Leon County works throughout the year to help citizens to learn and become more prepared.

According to the U.S. Department of Homeland Security, individuals, families, and households play an important role in a community's overall emergency preparedness and response to disasters. By reducing hazards in and around homes through efforts such as raising utilities above flood level or securing unanchored objects against the threat of high winds, individuals reduce potential emergency response requirements. The Department of Homeland Security also encourages individuals, families, and households to prepare emergency supply kits and emergency plans so they can take care of themselves and their neighbors until assistance arrives.

Every community is exposed to some level of risk from hazards. Natural disasters cannot be avoided, but their potential effects can be effectively reduced through proper planning. Personal preparedness is the first and most effective intervention to reduce the impact of disasters. Leon County works throughout the year to provide opportunities for citizens to prepare for natural disasters. These opportunities are discussed in the following sections of this report.

2.4.1 Disaster Survival Guide

Each year, Leon County partners with the Capital Area Chapter of the American Red Cross; the Apalachee Regional Planning Council; and Taylor, Jefferson, and Madison Counties to create an annual Disaster Survival Guide. The guide is presented each year at a major news conference at the beginning of hurricane season; in 2016, this press conference was held on June 1. The Disaster Survival Guide provides essential information, applicable on a regional basis, regarding natural disaster preparedness, evacuation tips, and extensive information about the impacts of hurricanes. The guide recommends that each household stock a two-week supply of food and water, based upon the timeframe for power restoration following Hurricane Kate in 1985.

The Disaster Survival Guide is promoted in the *Tallahassee Democrat*, the Capital Outlook, weekly regional papers, and is available at the Red Cross office, libraries, the Leon County Courthouse, community centers, City facilities, and local businesses. Red Cross volunteers also distribute the Disaster Survival Guide at numerous community events and neighborhood meetings. Approximately 100,000 printed copies of the Disaster Survival Guide are distributed annually throughout the Big Bend region, which is also available for download from the Leon County website, as well as the Capital Area Chapter of the American Red Cross and emergency management websites.

Leon County also maintains a website specifically focusing on community preparedness, www.haveahurricaneplan.com. During hurricane season, the hurricane-specific website is continually highlighted on Leon County's website to urge residents to prepare for the hurricane season. The 2016 Disaster Survival Guide is included in this report as Appendix F.

Section 2.0 Planning, Training, and Community Preparedness Efforts

Finding #20: The widespread distribution of the Disaster Survival Guide indicates substantial engagement and interest in personal preparedness. The number of printed guides distributed in 2016 declined slightly from the prior year; however, staff expects interest to increase in 2017 in light of Hurricane Hermine.

2.4.2 “Build Your Bucket” Event

Leon County launched the “Build Your Bucket” initiative in 2015. Every year at the beginning of the hurricane season, the Build Your Bucket event is held to highlight the importance of having a disaster plan and kit. This year’s event was held on June 8, 2016 in coordination with 25 community partners including City of Tallahassee departments, community nonprofit service providers, and #HurricaneStrong, a national hurricane resilience initiative. Over 250 citizens participated in the 2016 Build Your Bucket event, more than double the number who participated in the 2015 event. At this event, citizens assemble their own disaster supply buckets while learning readiness tips on how to further prepare for a disaster. Buckets include critical starter supplies such as batteries, first aid kits, and flashlights. In addition, emergency first responders attend to answer questions and provide additional insight regarding emergency preparedness to citizens.

Finding #21: Leon County’s Build Your Bucket event has helped over 350 citizens to become better prepared for disasters in the two years since it was launched.

2.4.3 Citizen Engagement Series: “Public Safety: Preserving Life, Improving Health, and Promoting Safety”

Leon County has hosted two Citizen Engagement Series events in recent years focused on the topic of public safety. These sessions, titled “Public Safety: Preserving Life, Improving Health, and Promoting Safety,” were held at the Public Safety Complex in November 2014 and May 2016 and featured Leon County EMS, the Consolidated Dispatch Agency, and Leon County Emergency Management. The May 2016 Citizen Engagement Series event on the topic of public safety was conducted in partnership with the Capital Medical Society in order to provide an opportunity for local physicians to see how the County’s public safety services are provided.

Approximately 150 citizens have participated in the two Citizen Engagement Series events on public safety, and a third session is planned for spring 2017. These sessions highlighted the operations and services provided by Leon County to deliver high-quality public safety services to the community. The sessions included scenario-based exercises that demonstrate the operation and coordination of the Leon County EOC during activation.

Finding #22: Partnering with the Capital Medical Society for the May 2016 Citizen Engagement Series event on public safety was successful and provided an opportunity for local physicians to see how public safety services are provided in Leon County.

Recommendation 22.1: Continue to pursue targeted partnerships with local civic organizations to build awareness and familiarity with Leon County’s public safety services including emergency management.

Lead Agencies: Leon County Community and Media Relations

Support Agencies: Leon County Emergency Management

Section 2.0 Planning, Training, and Community Preparedness Efforts

Finding #23: Leon County makes several efforts throughout the year to help citizens become better prepared for disasters. Because citizens systematically misjudge low-probability, high-impact events such as natural disasters, it is often difficult to get people engaged in disaster preparedness. However, the County's personal preparedness initiatives can potentially save lives and protect property and are worth every effort.

2.4.4 City and Talquin Electric Tree Removal and Replacement Programs

During the September 13, 2016 meeting, the Board discussed ways to mitigate future tree-related damage to electrical infrastructure and requested that staff review any existing programs offered by the City and Talquin Electric Cooperative specifically related to the removal of trees from private property. Currently, both City Utilities and Talquin operate very similar tree removal and replacement programs on private property, as described below. The approaches used by Talquin and the City are also similar to several other utility providers across the State of Florida that have also implemented programs to facilitate the pruning, trimming or removal of trees on private property that could present a hazard to power lines.

For the purpose of this discussion, it is important to distinguish between power lines and cable or phone lines maintained by communications providers. This was an issue identified by citizens during community listening sessions following Hurricane Hermine. Power and communications lines generally use the same poles, and the lower two lines are typically communications lines. In accordance with industry standards, communications providers and electric utility providers are responsible for clearing trees and limbs that are touching their respective lines. Limbs resting on a communications line generally do not disrupt service, although a limb resting on a power line has the potential to cause an outage. From time to time electricity providers receive customer reports of trees touching a communications line. In these instances the electricity provider will generally pass these reports along directly to the communications provider.

City of Tallahassee:

The City of Tallahassee maintains tree trimming and pruning guidelines for electric line clearance. The City utilizes its staff and contracted work crews to trim and prune trees away from electric lines. The City's entire electric grid is maintained on an 18-month cycle. In 2014, the City adopted a limited pilot program to address areas with a higher than normal level of tree-related power outages. Under the pilot program, the City increased the clearance between trees and distribution circuits from 4'-6' to 10'-12'. To date, two of the three geographic areas included in the pilot program have been completed. In the first six months following the completion of the first pilot area, outages lasting longer than one minute were reduced by 75%.

In addition to the City's tree trimming and vegetation management program, City customers can also request that a tree be trimmed if it is threatening the power line. Any City Utilities customer can request that the City evaluate trees on private property for removal that may be of hazard to overhead power lines. The City's certified arborist, in consultation with the property owner, will make a determination on the potential impact to utility lines. If a determination is made that the tree needs to be removed, the City will pay for and perform the tree removal and grind stumps from trees removed by the City to six inches below the ground surface at no cost to the property owner. The

Section 2.0 Planning, Training, and Community Preparedness Efforts

City offers to provide a seven-gallon tree to any property owner as a replacement for a tree that has been removed. The City does not maintain an active list of the number of trees removed on private property, but estimates that approximately 50 trees are removed each year.

Talquin Electric Cooperative:

Talquin Electric offers a program similar to the City to evaluate trees on private property that may be of hazard to overhead power lines. Upon determination by Talquin staff that a tree needs to be removed, Talquin will remove the tree at no cost to the property owner. Talquin has arranged for customers who have trees removed on their property to receive a voucher for a replacement from Tallahassee Nurseries. Approximately 140 tree vouchers have been submitted to Tallahassee Nurseries to date in 2016.

Talquin Electric also conducts vegetation management activities. Talquin is recognized by the Arbor Day Foundation as a Tree Line USA utility for best management practices in utility arboriculture. Talquin is permitted by Leon County to perform the necessary trimming, pruning, or removal of trees to provide 15 feet of clearance on each side of a utility pole and to remove overhanging limbs no higher than 15 feet above primary wires. However, Talquin appraises each potential problem tree situation on a case-by-case basis, and may remove trees on private property that are farther than 15 feet away from the power lines, in consultation with the property owner, if they provide a potential hazard to lines and equipment. Prior to removing trees on private property or along roadways, staff from Leon County's Department of Development Support and Environmental Management (DSEM) will verify that the tree meets the standards for removal and that the property owner has signed an affidavit granting Talquin permission to remove the tree.

Finding #24: Talquin Electric Cooperative and the City of Tallahassee both offer tree removal on private property at no cost to the property owner if, based on a professional assessment, a determination is made that the tree causes a threat to the utility's power lines. Both utilities provide replacement trees to the property owner free of charge.

Recommendation 24.1: Work with Talquin Electric and City Utilities to further promote tree removal and replacement programs through the annual Disaster Survival Guide and other methods.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Community and Media Relations

2.4.5 Additional Opportunities to Strengthen Community Resilience

During community listening sessions hosted immediately following Hurricane Hermine, several citizens emphasized the importance of personal and neighborhood-level preparedness. Citizens identified a need to enhance community resilience in order to better withstand the effects of severe weather events through additional preparation at the household level – preparing household emergency plans and gathering supplies prior to the storm – and also highlighted a need to improve the resiliency of public infrastructure, including electrical infrastructure and public buildings that may be relied upon during response and recovery efforts. Citizens repeatedly stated that they wanted to know if there was a long-term investment plan to continually improve the resiliency of public infrastructure. Also, citizens wanted to know if priorities were established to address the most important needs of the community when public infrastructure is

Section 2.0 Planning, Training, and Community Preparedness Efforts

compromised and which would be beneficial to expediting the recovery times for public infrastructure. Tree protection and preservation, including an evaluation of public policies related to tree protection, urban forestry practices, as well as tree trimming and management by residents on private property was also an area of significant interest, as discussed in Section 2.4.4 above.

During the September 7, 2016 meeting discussed in Section 1.4, the Chairman and Mayor discussed long-term disaster planning efforts for the County and City. This included jointly engaging a disaster planning professional to evaluate the community's overall vulnerabilities, resiliency, and community expectations. During the September 13, 2016 Board meeting, the Board discussed this concept and asked staff to provide more information about this issue after the presentation of the Hurricane Hermine After-Action Report. Since the Board meeting, County staff has held discussions with the City about this concept and the City has indicated that it is supportive of partnering to jointly conduct such a study.

Finding #25: Additional opportunities exist to assess our community's overall disaster vulnerability and resilience.

Recommendation 25.1: Direct staff to prepare a future agenda item for the consideration of partnering with the City of Tallahassee in engaging a disaster planning professional to evaluate the community's overall vulnerabilities, resiliency, and community expectations.

Lead Agencies: Leon County Administration

Support Agencies: Leon County Emergency Management

Section 3.0 Overview of Hurricane Hermine and its Impacts

3.0 Overview of Hurricane Hermine and its Impacts

Hurricane Hermine was the eighth named storm and the fourth hurricane of the 2016 Atlantic hurricane season. Hermine was the first hurricane to make landfall in Florida since Hurricane Wilma in 2005 and was the first hurricane to directly hit Apalachee Bay since Hurricane Alma in 1966. The following sections of this report discuss the path of Hurricane Hermine, its associated weather impacts, and damage caused by the storm within Leon County.

3.1 Hermine's Path

Hurricane Hermine originated as a tropical wave off the coast of Cape Verde. Leon County Emergency Management (LCEM) began tracking the system on August 18 when the National Hurricane Center first designated it as Invest 99L. As the storm moved westward and into the Caribbean Sea, it began to develop a well-defined center of circulation and was designated Tropical Depression Nine on August 28 as it passed between Cuba and Key West, Florida.

While sea surface temperatures were sufficiently warm for development, once a Tropical Depression, Hermine struggled to intensify due to westerly wind shear over the Gulf of Mexico. During this time, there was a wide spread in the track guidance for the storm. As Hermine began to turn to the north in the Gulf of Mexico, deep convection was able to form closer to the low pressure center, likely due to a decrease in storm-relative shear. As a result, the system strengthened into a Tropical Storm on the afternoon of Wednesday, August 31. While initially Hermine was slow to intensify, it quickly strengthened during the 24 hours prior to making landfall and was designated a Category 1 hurricane on Thursday, September 1. During this time, the mean sea level pressure dropped from 1000 mb at 1 PM August 31 to 988 mb at 2:55 PM on September 1. As Hurricane Hermine moved toward the coast during the evening of September 1, the satellite presentation of the storm became increasingly symmetrical and an eye became noticeable. Hurricane Hermine continued to track north-northeast toward the coast and made landfall early Friday morning, September 2, 2016 at 1:30 AM just east of St. Marks near the Wakulla-Jefferson County line. The National Hurricane Center began issuing tropical storm and hurricane watches with the 5 PM advisory on Tuesday, August 30 for portions of the Florida panhandle and Big Bend. Tropical storm warnings were issued for these areas with the 5 AM advisory on Wednesday, August 31. At the 11 PM EDT advisory on August 31, much of the Big Bend area that was under the Tropical Storm Warning and Hurricane Watch was upgraded to a Hurricane Warning.

Hurricane forecasts issued by the National Hurricane Center are not exact. Each forecast track point contains a margin of error, which is particularly large at longer range. The three-day forecast has a 230-mile margin of error, extending to a 350-mile margin of error in the five-day forecast. Wind intensity forecasts also similarly include a margin of error, as much as 25 mph at in the five-day forecast. Rapid intensification of a tropical weather system, as occurred with Hurricane Hermine, is one area the National Hurricane Center has difficulty forecasting. The amount of uncertainty contained within a hurricane forecast underscores the importance of being prepared throughout hurricane season.

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3.2 Declared States of Emergency

Governor Rick Scott issued a State of Emergency in anticipation of Tropical Depression #9 (which would later become Hurricane Hermine) on August 31, 2016 for 42 counties including Leon County. The Chairman of the Leon County Board of County Commissioners issued a Local State of Emergency for a seven-day period beginning on September 1. The Local State of Emergency was subsequently extended for additional seven-day periods on September 7 and September 14.

Under a Local State of Emergency, pursuant to Section, 252.38 Florida Statutes, procedures and formalities otherwise required of local governments are waived until such time that the declaration expires. This provides the County the authority to take emergency measures including, but not limited to, the use or distribution of any supplies, equipment, materials, and facilities assembled or arranged to be made available pursuant to the County's disaster emergency plans. The two extensions of the Local State of Emergency allowed for continued administration of debris removal operations, utilization of the County's Catastrophe Reserve funds, and an extended period of waived building permit fees (as described in greater detail in Section 4.12 of this report).

Finding #26: The timely issuance of state of emergency declarations was beneficial and provided the support needed to conduct important emergency response and recovery activities such as debris removal operations and the waiver of building permit fees for citizens.

3.3 Preparations at the Leon County Emergency Operations Center

As illustrated in the Leon County CEMP, Leon County Emergency Management (LCEM) uses conference calls to exchange information between County, City, and other emergency response partners before, during, and after emergency situations. Typically, LCEM initiates these conference calls when the Apalachee Bay falls within the National Hurricane Center's 5-day error cone of a tropical cyclone, holding one conference call per day. Once the Apalachee Bay falls within the National Hurricane Center's 3-day error cone, two calls are to be conducted daily. As the process of recovery takes over, the need for conference calls will cease.

LCEM conducted 27 conference calls throughout the Hurricane Hermine incident, which were vital for the coordination of information and available resources. The first call was held on Tuesday, August 30 and the final call was held on September 12. Although Apalachee Bay was within the five-day error cone as early as August 28, LCEM deferred scheduling conference calls until August 30, as Hermine was still classified as a tropical depression at that time and remained so until it was upgraded to a tropical storm on August 31.

The decision to activate the Leon County EOC was made on Wednesday, August 31 as the storm's forecast track and intensity became clearer. Based on the forecast track of Hermine along with the potential for strong winds and heavy rainfall, it was determined that the EOC would begin 24 hour activation at 7 AM on Thursday, September 1. The EOC was activated with full staffing for 111 consecutive hours. After the fourth day of activation, night shifts were staffed with partial activation staffing for the following two days.

The following entities were represented in the Leon County EOC, illustrating the extent of coordination among local agencies involved in the response and recovery efforts:

Section 3.0 Overview of Hurricane Hermine and its Impacts

- Leon County Emergency Management
- Leon County Administration
- Leon County Public Works
- Leon County Emergency Medical Services
- Leon County Animal Control
- Leon County Community and Media Relations
- Leon County Sheriff's Office
- Leon County Volunteer Services
- Leon County Office of Information Technology
- Tallahassee-Leon County GIS
- City of Tallahassee Administration
- City of Tallahassee Emergency Preparedness
- City of Tallahassee Communications
- City of Tallahassee Information and Technology
- City of Tallahassee Community Beautification & Waste Management
- City of Tallahassee Electric Utility
- City of Tallahassee Underground Utilities
- City of Tallahassee Parks, Recreation, and Neighborhood Affairs
- Tallahassee Police Department
- Tallahassee Fire Department
- Consolidated Dispatch Agency
- Florida Division of Emergency Management
- Florida Department of Health-Leon County
- Florida Department of Transportation
- Florida Fish and Wildlife Commission
- Florida Department of Law Enforcement
- Talquin Electric
- American Red Cross-Capital Area Chapter
- The Salvation Army
- 2-1-1 Big Bend

A lesson learned from Tropical Storm Fay in 2008 was the need to address a shortage of personnel during extended activation periods. At that time, staff identified some instances where staffing and volunteer levels were inadequate due to long shifts during the 24-hour EOC operations and extended recovery period. To address this issue, the Board approved a modification to the County's Personnel Policy that maximizes staffing levels by designating County employees as "EOC Essential" during a Declared State of Local Emergency. EOC Essential employees may be required to report to the EOC to assist in the County's disaster response efforts. As a result, despite the extended activation period, the EOC did not experience any staff shortages during the Hurricane Hermine operations. Many outside agency partners also participated in the activation over an extended period to facilitate coordination and input on their agency's policies, resource availability, and other incident-related activities.

Finding #27: Despite the extended activation period, the EOC did not experience any shortages of County staff during the Hurricane Hermine operations, due in part to a modification to the County's Personnel Policy that maximizes staffing levels by designating County employees as "EOC Essential" during a Declared State of Local Emergency. This was a lesson learned from Tropical Storm Fay in 2008.

Finding #28: During its first test since the construction of the new Public Safety Complex, the EOC facilitated an unprecedented level of interagency coordination.

Section 3.0 Overview of Hurricane Hermine and its Impacts

3.4 Sandbag Distribution Prior to the Storm

Anticipating a heavy rainfall event, prior to Hurricane Hermine's landfall, Leon County and the City of Tallahassee established sandbag distribution sites at eight locations throughout the County. Staging for sandbag operations began on Wednesday, August 31 and staff replenished materials at several locations until weather conditions began to worsen on Thursday, September 1. Over 30,000 sandbags were distributed during this time – more than the previous three years combined. Sandbag distribution sites were established at the following locations:

- J. Lee Vause Park
- Intersection of Ranchero Road and Oak Ridge Road
- Tekesta Park in Killlearn Lakes
- Apalachee Regional Park
- James Messer Park
- Winthrop Park
- Lawrence-Gregory Community Center
- Jack L. McLean Community Center

Finding #29: Establishing sandbag sites the day prior to Hurricane Hermine was beneficial and many citizens took advantage of this opportunity.

3.5 Weather Impacts Associated with Hurricane Hermine

Hurricane Hermine made landfall with sustained coastal winds of up to 80 mph. In Leon County the storm brought wind gusts of over 60 mph and sustained tropical storm force winds which lasted for a prolonged period of approximately six hours. Staff at the EOC closely monitored weather stations throughout the County during the storm to ensure the safety of County and City first responders and Public Works personnel who continued working until weather conditions became too dangerous. The highest wind gust was recorded at FSU WeatherSTEM observation site at Doak Campbell Stadium, which recorded a wind gust of 64 mph. However, most weather observation stations in Leon County lost electrical power approximately two hours before the strongest weather arrived, which suggests the possibility that stronger gusts could have occurred. Initial rainfall forecasts called for 5-10 inches of rain in Leon County with isolated amounts of 15 inches or higher possible. Fortunately, these higher isolated amounts did not occur and Leon County ultimately only received approximately 5" of rainfall associated with Hurricane Hermine.

High winds associated with Hurricane Hermine caused hundreds of downed trees that blocked roadways throughout Leon County. The storm caused widespread electrical outages affecting City of Tallahassee and Talquin Electric Cooperative customers. As a result of the damages sustained by Hurricane Hermine, the City's electric system experienced the loss of 50% of the high voltage transmission system, 33% loss of the City's electric substations, 75% of the electric distribution system and over 65% (or approximately 75,000) of the City's electric customers. This is the most significant damage that the City's electric system has experienced since Hurricane Kate. In addition, approximately 77% (or approximately 20,000) of Talquin customers in Leon County lost power. For many electric customers on private wells, loss of power also affected water availability as residential well pumps would not operate unless backup power was available.

Power outages associated with Hermine affected not only residential customers, but also small businesses, health care facilities, schools, state agencies, infrastructure systems, and more.

Section 3.0 Overview of Hurricane Hermine and its Impacts

Some gas stations also lost power and did not have backup generators to operate fuel pumps. The storm also affected underground utility infrastructure throughout the County; all of the City of Tallahassee's production wells and wastewater pump stations lost power during the storm, as well as the City's electronic monitoring system. However, despite the significant impacts of power loss to underground utilities, however, the vast majority of City customers experienced no interruption of water or wastewater service. Power outages associated with Hurricane Hermine disabled over 200 traffic signals, or over 59% of all signals countywide. Several local cell towers lost power during the storm as well. Although cell towers are generally equipped with backup batteries, some towers lost their backup power as well as their main power.

Hurricane Hermine presented significant challenges for short-term response operations. Section 4 of this report details the specific actions taken by Leon County and its partner agencies to overcome these challenges and effectuate a quick and thorough response.

Finding #30: 65% of the City's electric customers and 77% of Talquin's electric customers lost power, reflecting the severity of Hurricane Hermine.

3.6 School, University, and Government Office Closures

On Thursday, September 1, Leon County Community and Media Relations issued a news release informing the public that Leon County Government offices and libraries would close at 2 PM that afternoon, would remain closed the following day, and offered a reminder that the County would be closed on Monday, September 5 for the Labor Day holiday. The County's news release also reminded residents that residential waste collection routes will be delayed until further notice and to stay tuned over the weekend for further updates through the Emergency Information Portal and the County's social media platforms. The City issued a similar news release that mirrored the closure hours for Thursday and Friday due to the hurricane.

Although local government offices were closed for the extended weekend, hundreds of essential employees were called upon to support the hurricane response and recovery efforts. This included the reopening of certain County facilities over the weekend such as the County's rural waste sites and a comfort station at the Downtown Library, which are both described in greater detail in Section 4 of this report.

Historically, the County Administrator, City Manager, and Leon County Schools Superintendent would coordinate school and office closures via conference call prior to anticipated severe weather events. Prior to Hurricane Hermine, Leon County Schools announced on August 31 that schools would be closed on Thursday, September 1 and Friday, September 2. FAMU and TCC closed all day September 1 and 2 but FSU remained open until noon on September 1. Like FSU, state offices closed at noon on Thursday for the remainder of the holiday weekend. The State of Florida CEMP provides that each state agency is required to maintain a Continuity of Operations Plan (COOP). After a state of emergency is declared by the Governor, state office closures are determined on an agency by agency basis according to the departments' individual COOP. Most State of Florida offices reopened Tuesday, September 6 following the Labor Day holiday, although some state offices temporarily relocated workers to other state buildings until power was restored. Similarly, most County and City offices and facilities reopened the same day. However, area schools remained closed on Tuesday in light of the widespread power outages. Leon County Schools, FSU, FAMU, and TCC reopened to students on Wednesday, September 7.

Public Works staff received notification at approximately 3 p.m. on Tuesday, September 6 from Leon County Schools of their intent to reopen on Wednesday, September 7 and that certain

Section 3.0 Overview of Hurricane Hermine and its Impacts

roads and sidewalks needed to be cleared to accommodate school buses, bus stops, and students who walk to school. Public Works debris removal operations following a disaster are guided by the County's Debris Management Plan, which prioritizes the clearance of arterial roadways first, followed by collector roads, then local roads. Leon County Schools identified that Public Works' cut and toss operations had left debris on sidewalks in the vicinity of several schools, and also that low-hanging telecommunications cables remained along some bus routes. To accommodate the last-minute request from Leon County Schools, County and City Public Works staff worked into the night on September 6 to clear sidewalks of debris and clear low-hanging wires from bus routes prior to the schools reopening the following day. In future emergencies, more advance notice would allow Public Works to better coordinate staffing and equipment to meet these needs. Staff identified the need for closer communication with Leon County Schools related to their needs prior to reopening schools.

During community listening sessions following Hurricane Hermine, several residents reported a perceived lack of coordination and parity with regard to the closure of government offices. More specifically, people with children found it difficult to return to work on Tuesday (the State of Florida, Leon County, and the City of Tallahassee all reopened on Tuesday) while schools and daycares remained closed and power was not fully restored across the City.

Finding #31: Closer coordination with state, university, and school partners regarding the timing of announcements related to closures and reopenings would help citizens to plan for returning to school and work.

Recommendation 31.1: Work with Leon County Schools, higher education institutions, and state agencies to coordinate the timing of announcements related to facility closures and reopenings.

Lead Agencies: Leon County Emergency Management

Finding #32: Closer coordination with the EOC would have benefitted Leon County Schools with regard to debris removal needs for roads, sidewalks, and bus stops prior to reopening schools.

Recommendation 32.1: In coordination with Leon County Schools, amend the County's Debris Management Plan to reflect needs for road, sidewalk, and bus stop clearance prior to reopening schools following a disaster. Coordinate with the City to similarly amend its debris management plan.

Lead Agencies: Leon County Public Works

Support Agencies: Leon County Emergency Management

Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

4.0 Hurricane Hermine Preparedness, Response and Recovery

Section 4 of this After-Action Report highlights the preparation, response and recovery efforts associated with Hurricane Hermine. This includes the actions taken in advance of the storm, immediate response efforts focused on protecting life and preventing further damage to infrastructure systems and property following an emergency event, and the stages of recovery operations in returning the community and the County organization to a normal state of affairs.

4.1 Inside the Emergency Operations Center during Hurricane Hermine

As described previously in this report, the Leon County Emergency Operations Center (EOC) serves as a central command and control facility for the effective coordination of disaster management functions at a strategic level during an emergency. Located in the state-of-the-art Public Safety Complex (PSC) which opened in July 2013, the new EOC allows for the full integration of staff and representatives from Leon County, the City of Tallahassee, the Leon County Sheriff's Office, and a variety of partner agencies during an emergency activation. During its assessment of the County's response and recovery operations during Hurricane Hermine, DSI toured the PSC, reviewed communications systems and floor plans at the EOC, and found the building to be "a state of the art facility with significant resources available for all aspects of homeland security and emergency management." Prior to the construction of the PSC, the City of Tallahassee conducted its emergency operations independently and typically assigned a City liaison to the EOC. Integrating County and City staff in the new EOC allows for much greater coordination and information flow among all agencies and departments during an incident.

Hurricane Hermine was the first test for the new EOC, as it involved fully integrated County and City staff as well as other partner agency representatives in the EOC over multiple operational periods. This extended emergency activation required the prolonged cooperation of all of these entities and the systematic and timely execution of emergency plans, procedures, and protocols to meet the needs of the community during and after the storm. As indicated in Section 3.3 of this report, 30 separate agencies were represented in the EOC during the Hermine incident with typical shifts involving 80 to 100 personnel in the EOC during the majority of the activation. 35 additional non-staff citizen volunteers supplemented these efforts by staffing the Citizen Information Line, discussed in further detail in Section 4.3 of this report. In all, the Leon County Emergency Operations Center facilitated the massive coordination of information, personnel, supplies, equipment, and other resources required during Hurricane Hermine in the execution of established emergency plans and protocols.

Finding #33: The Leon County EOC performed exceptionally well during its first significant test. The EOC facilitated the close coordination of a massive amount of information and resources and was a primary factor contributing to the success of response and recovery operations.

Finding #34: During Hurricane Hermine, electrical service to the Public Safety Complex was disrupted and the facility relied on generator power for 25 hours. The Public Safety Complex experienced no disruption of facilities or equipment during the incident.

Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

4.1.1 Statewide Mutual Aid Agreement and Resource Requests

Leon County and the City of Tallahassee requested state support through the Statewide Mutual Aid Agreement (SMAA), which enables local governments to coordinate the sharing of resources for emergency aid and assistance before, during, or after a major or catastrophic disaster. The Leon County Board of County Commissioners approved entering into the SMAA in 1995 and approved an updated version of the agreement in 2001. Under the agreement, mission requests must come through the EOC and be submitted by the County's Emergency Management Director to the State. To facilitate these missions, the state developed and utilizes EM Constellation, a web-based information management platform. As described earlier in this report, only counties can submit mission requests at the local level and staff has attached all 28 requests associated with Hurricane Hermine that were made through the County EOC (Appendix G).

The EM Constellation platform is the state's official mission tasking and tracking system as well as a conduit for sharing information with state and local responders during activations. It allows county, state, federal and mutual aid entities to use the same operating environment when responding to and recovering from an emergency. To illustrate the formal communication taking place between the state and local emergency management personnel, Appendix G captures all of the requests made through the County EOC and offers additional context in the *"After Action Report – County Staff Comments"* column to the far right in preparation of this report for value-added insight on the request, response, and final resolution.

Many of the 28 mission requests are referenced throughout this report with regard to response and recovery efforts by Leon County and partner agencies associated with Hurricane Hermine. However, staff experienced and identified several concerns with some of the pre-landfall requests denied by the state. Of the 28 mission requests submitted to the state by Leon County through EM Constellation, 10 of those requests were placed in advance of Hermine's landfall. Some of the pre-landfall requests were to address immediate and urgent needs such as delivering additional oxygen containers to the special needs shelter (Mission Request #73), to relocating an evacuee from the special needs shelter to a more appropriate healthcare facility (Mission Request #52), and were successfully carried out, in part, with the assistance of local resources.

The potential for flooding and extended power outages were a concern identified throughout the activation and conference calls hosted by the EOC. Unfortunately, several of the County's pre-landfall mission requests were denied by the state in the areas of transportation and public works. In anticipation of a direct hit from Hermine, LCEM placed three mission requests of the Florida Department of Transportation through EM Constellation that were denied by the state. Further, these denied requests demonstrate a lack of clear and consistent communication between the state and local governments:

- A request (Mission Request #57) for 20,000 sandbags to support sandbag distribution sites was placed for Leon County and the City of Tallahassee to the State EOC. The resource was identified as available by the FDOT office in Midway. However, FDOT staff in the State EOC denied the request.

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- A request (Mission Request #51) for 30 generators to power traffic signals was placed on behalf of the City of Tallahassee. The resource was identified as available by the local FDOT office in Midway. However, FDOT staff in the State EOC denied the request.
- A request (Mission Request #53) for assistance with road debris clearance on Federal Highway Administration (FHWA) roads but was denied by FDOT staff in the State EOC. An FDOT representative at the State EOC called to advise that FDOT contractors could assist with cut and toss operations after Leon County exhausted all of its staff and contractual resources.

The County and the City had taken precautions for flooding by establishing eight staging location sites for sandbag distribution as early as Wednesday, August 31. Residents heeded the hurricane warnings and shared the concerns for flooding as over 30,000 sandbags were quickly distributed to residents across the eight locations. The denial of this mission request, despite the available capacity to provide the sandbags according to the Midway office, left County and City residents vulnerable to potential flooding associated with a direct hit from Hurricane Hermine. Fortunately, the rain totals were much less than expected and flooding was minimal.

The initial request for 30 generators was made pursuant to procedures outlined in the City of Tallahassee's Traffic Engineering Emergency Plan and consistent with City staff's understanding of how FDOT would respond to a direct impact from a hurricane. This was an attempt by the City to identify areas of need and to provide notice to the state in advance of the hurricane for the repositioning of resources. The FDOT District 3 Traffic Operations office subsequently confirmed this understanding. As a result of the initial denial, an additional request for 50 generators (Mission Request #112) was approved after Hermine made landfall for traffic signals that are managed by the City of Tallahassee Regional Traffic Management Center.

Subsequent to the initial denial of the County's request for road clearing cut and toss assistance (Mission #53), the FDOT Secretary directly contacted the City of Tallahassee the next day and advised that FDOT resources would be made available to assist with cut and toss operations on City-maintained roadways. At that time, the City sought the LCEM Director to submit a mission request (Mission #115) for this assistance along City roadways. The following day on September 3, Leon County Public Works re-requested FDOT resources (Mission Request #164) to assist with cut and toss operations upon learning that FDOT resources were available. This second request was approved, 41 hours after the storm had passed through Leon County.

In each case, these pre-landfall mission requests were marked as "complete" and followed up by a phone call denying the request. According to the EM Constellation Standard Operating Procedure published by FDEM, the mission status term "complete" signifies that the mission needs have been satisfied or sufficiently mitigated. If the state were to automatically deny these resource requests prior to landfall until the actual impacts of the storm were known, the State EOC could have placed the requests "on hold" and addressed them immediately after the storm. This would have lessened the confusion about the status of the requests and saved the time taken to re-request the resources previously identified by the County EOC.

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Another concern was the direct, yet contradictory, phone communication taking place between the State EOC and the County EOC as well as the emergency support function personnel at the state and local levels (i.e. FDOT at the state and County Public Works or City Management at the local level). The established relationships and open communications between these parties are vital in their day-to-day duties and may offer benefits during a time of emergency. The problem that repeatedly came to the forefront during Hurricane Hermine was that the information relayed by phone or email through these personal relationships was contrary to subsequent conversations and the correspondence through EM Constellation. A prime example of this issue was the City's request for generators (Mission Request #51) after being informed by the FDOT office in Midway that there were generators available for use, only to be notified by FDOT representatives in the State EOC that the generators would not be available until all of the City's resources were exhausted following the storm. This theme of communicating outside of the established protocols led to unnecessary delays and frustration. In its assessment of this After-Action Report, DSI recommended that the County work with the Florida Division of Emergency Management on the use of the SMAA and the submission of requests for assistance through EM Constellation. Staff agrees with this assessment.

Finding #35: There were multiple instances of communications outside of the established protocols during Hurricane Hermine that provided contradictory information and led to unnecessary delays. County staff agrees with DSI's assessment that the County should work with the Florida Division of Emergency Management on the use of the SMAA and the submission of requests for assistance through EM Constellation.

Recommendation 35.1: Review the pre-landfall requests with the State EOC and FDOT representatives to identify the state resources available to the community prior to an anticipated emergency.

Lead Agencies: Leon County Emergency Management

Recommendation 35.2: Review the mission status terms in the EM Constellation Standard Operating Procedures with FDEM and remedy the reasons for labeling denied mission requests as "complete."

Lead Agencies: Leon County Emergency Management

Finding #36: The state's communication and responses through EM Constellation regarding pre-landfall mission requests were inconsistent and not in accordance with FDEM's EM Constellation Standard Operating Procedures.

4.1.2 Information Technology Resources in the Leon County EOC

The Leon County CEMP, Annex 5 – Information and Planning describes the coordination of overall information and planning activities in the EOC during emergency events. The mission of Information and Planning is to collect, analyze, and disseminate information about an actual disaster or potential disaster situation and to coordinate the overall activities of all responders in providing assistance to the affected area. The Leon County Office of Information and Technology assists these efforts by providing Geographic Information Systems (GIS) support, computer and network equipment support, and general IT support during EOC activations.

During Hurricane Hermine, the Office of Information and Technology assigned staff from Management Information Systems (MIS) and Tallahassee-Leon County GIS to provide

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support to the EOC. GIS assisted with mapping the locations of downed trees and power lines during response efforts and also supported emergency communications efforts by mapping the location of emergency shelters, Points of Distribution, and comfort stations, which were posted on the County's Emergency Information Portal. Leon County also developed and deployed a web portal for citizens to self-report damage, which assisted in directing damage assessment teams deployed in the field. Tallahassee-Leon County GIS provided the support for mapping and compiling the assessments required to both assist the field teams and to prepare the information for submission to FEMA.

Finding #37: The vastly improved GIS system provided important support during Hurricane Hermine, including mapping the locations of emergency shelters, Points of Distribution, and comfort stations; as well as assisting with the damage assessment process following the storm.

4.2 Communications and Public Information

Emergency-related public information efforts are guided by the Leon County CEMP, Appendix 14 – Public Information, which provides guidelines for disseminating and managing information for the public before, during and after emergencies. During Hurricane Hermine, a joint Public Information function was established between Leon County Community and Media Relations and City of Tallahassee Communications to coordinate emergency communication efforts. This decision was made as a result of lessons learned from Tropical Storm Colin in June 2016 which passed to the southeast of Leon County and brought heavy rainfall and moderately strong winds to the area. The joint Public Information function established at that time was critically important and provided for both the County and City to coordinate communications regarding response efforts. This section of the After-Action Report addresses the efforts taken by Public Information personnel at the EOC to communicate critical emergency-related information with the public.

4.2.1 Emergency Information Portal and GovDelivery

Leon County's Emergency Information Portal (EIP) is a website utilized by the Public Information Officer during emergency events to provide critical information to the public. According to FEMA guidelines, the dissemination of information from one centralized portal is a key to ensuring clear, timely, and accurate information which is accessible to the entire affected population. Even in the age of social media, the source of this information should be the centralized portal. Notwithstanding the tremendous potential benefits of social media (discussed in further detail in Section 4.2.3), when information is disseminated disparately, unofficially and/or inconsistently, it exacerbates the spread of rumor, speculation and misinformation which can complicate emergency response efforts.

Leon County's EIP serves as this central portal of vetted, accurate information. During Hurricane Hermine, the EIP was utilized to provide information on the status of available shelters, sandbag locations, road closures, local office and schools closings, health advisories, and volunteer information. The interface for the Public Information Officer (PIO) allows for quick posting of information in real time. The City of Tallahassee maintains its own emergency information page on the City website. However, as a result of establishing a joint Public Information function with the City (as described above), the

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County and City websites coordinated to provide identical emergency information on both webpages.

A potential improvement identified by staff through the Hurricane Hermine experience is to establish a common “back-end” module for County and City emergency information that could populate both the County EIP as well as the City’s emergency information webpage. This would eliminate the need for both County and City staff to post the same information on two websites.

Leon County also utilizes GovDelivery, a digital communications platform used to communicate with citizens who register to receive information from the County. GovDelivery allows Public Information staff to communicate via e-mail, text message, and RSS feed, as well as via Facebook and Twitter. During Hurricane Hermine, EOC Public Information staff utilized GovDelivery to send emergency-related information such as sandbags and National Weather Service warnings to subscribers. The availability of notification services such as these was a top priority identified by the Citizens for Responsible Spending Post-Hurricane Recovery Best Practices Task Force for greater utilization by Leon County residents.

City of Tallahassee Utilities and Talquin Electric Cooperative both maintain online maps allowing the public to view the status of electrical outages during an emergency. Web links to these maps are provided on the County’s Emergency Information Portal. During community listening sessions following Hurricane Hermine, several citizens highlighted issues related to the purpose and accuracy of the City’s outage map. As indicated in Section 4.9.2, City staff is in the process of identifying additional information from its electrical outage management system that can be communicated with the public during future emergencies.

Finding #38: The continued utilization of the joint Public Information function provided for consistent information and messaging through official County and City websites.

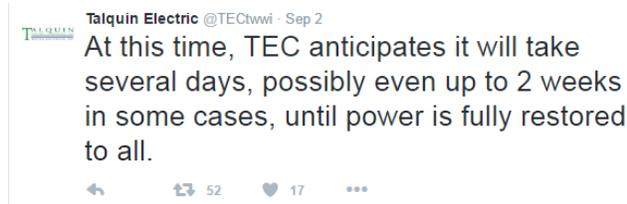
4.2.2 Media Relations and Information

During an emergency, Public Information staff work around the clock in the EOC to communicate critical information to the public about the status of the emergency, measures taken by response personnel to manage the emergency, and the progress of response and recovery efforts. As indicated above, a joint Public Information function between County and City staff was established for Hurricane Hermine. Leon County and City of Tallahassee staff jointly issued 25 media advisories and releases prior to, during, and after Hurricane Hermine. Additionally, Public Information staff facilitated three press conferences with local elected and appointed officials, which provided consistent and unified information about the progress of response efforts to the public and media partners.

Leon County Government and the City of Tallahassee are not the only agencies activated in the County EOC with public information personnel and responsibilities. Other partner agencies engage in media and customer relations, which leaves the opportunity for information to be shared with the public before it is shared with the partners in the EOC. For example, Talquin Electric has a responsibility to its customers to provide service restoration updates and related information in the aftermath of a storm. As emergency managers awaited Talquin’s internal damage assessment of its electrical grid

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in unincorporated Leon County once the storm passed, the LCEM Director was made aware of a Twitter post by Talquin Electric indicating that it expected power restoration efforts to take up to two weeks:



Staff subsequently learned that the social media post originated from Talquin’s main office, not by the representative in the EOC, and that the estimated restoration time was to set expectations for Talquin’s overall regional footprint. Soon after, Talquin assured the EOC that the damage in unincorporated Leon County would be repaired much quicker than the regional estimate. Approximately seven hours later, Talquin issued another social media post indicating that it expected power to be restored to 90% of its customers within three to four days. Power outages and associated response efforts are described in further detail in Section 4.9.2 of this report.

Finding #39: As provided in the CEMP, Public Information staff in the EOC worked closely with local media partners throughout the incident to keep the media informed about the status and progress of response efforts.

Finding #40: Three press conferences were hosted during the incident involving County and City elected and appointed officials, providing consistent and unified information to the public and media partners.

Recommendation 40.1: Amend the CEMP to reflect hosting a press conference prior to the landfall of any hurricane or tropical storm anticipated to affect Leon County to provide transparent and timely communications about both policy and tactics.

Lead Agencies: Leon County Community & Media Relations

Support Agencies: City of Tallahassee Communications, Leon County Emergency Management

Finding #41: Partner agencies have responsibilities to their constituencies and customers, which may represent geographic areas beyond Leon County, and conflict with efforts to provide unified, clear, and consistent information.

Finding #42: City Electric and Talquin independently issued public information, advisories, and social media posts during the incident, which in some instances may not have been coordinated or consistent with official communications from the EOC.

Recommendation 42.1: Ensure that all public information and communication efforts among response agencies are coordinated through the Joint Information Center in the EOC.

Lead Agencies: Leon County Community & Media Relations

Support Agencies: City of Tallahassee Communications, Leon County Emergency Management

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4.2.3 Social Media

Hurricane Hermine was the first hurricane to hit Florida since the advent and widespread use of social media. In the time since Hurricane Wilma hit Florida in 2005, social media has become a key part of our modern lifestyle, providing immediate access to a wide variety of information sources and connectivity to other people within one's network. As such, social media provides new opportunities to reach citizens during emergency events to quickly provide critical information to a vast audience.

During Hurricane Hermine, Public Information staff in the EOC utilized social media, among other communications tools, to keep citizens informed and safe. The County's outreach remained consistent, averaging one social media post per hour throughout the EOC activation. In total, Leon County provided 59 social media Facebook updates before, during, and after the event which received 16,715 likes, comments or shares. The County's Facebook posts reached 305,123 people and increased likes by 1,280 since the storm. In addition, The County's Twitter account issued 82 tweets reaching over 330,000 people, which were shared over 400 times. The outreach provided through social media granted County officials to promptly respond to citizen's concerns, questions, and feedback. Leon County provided immediate responses to citizen's outreach, responding to each inquiry in less than 18 minutes. DSI's assessment was complimentary of Leon County's efforts to provide emergency public information to citizens via social media.

Although utilizing social media granted the County the opportunity to promptly broadcast information, address citizen inquiries, and enhance staff's responsiveness, it also created a new set of challenges related to disaster response and recovery efforts. During an emergency, EOC staff seeks to provide a unified repository of information that is consistent, credible, and valid. This resource is the Emergency Information Portal. Communications using social media and all other tools always direct citizens to refer to the EIP for timely and vetted emergency information. Social media communications by government officials outside the EOC should also be informed by and refer back to the EIP. This is a critically important component of emergency communication efforts.

Social media allows citizens to share information with one another, which creates opportunities for misinformation and confusion. Because social media communications can instantly reach a virtually unlimited number of followers and subscribers, misinformation can also spread rapidly via social media. For example, after opening the Main Library as a comfort station following Hurricane Hermine, staff observed social media posts indicating that all County libraries were open as comfort stations. While social networks can be self-correcting when it comes to misinformation, active intervention by emergency managers to dispel rumors and reassert correct information to the public through social networks is resource intensive. In the area of social media, DSI's assessment recommends that the County more actively engage in monitoring unofficial sources of information during future emergency events.

Finding #43: Social media is a valuable tool for quickly alerting the public to sudden or rapidly developing emergency situations but must be closely monitored for inaccurate information posted and shared by other parties.

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Recommendation 43.1: All social media communications by government officials during emergencies should be consistent with, informed by, and refer back to the Emergency Information Portal.

Lead Agencies: Leon County Community & Media Relations

Support Agencies: City of Tallahassee Communications, Leon County Emergency Management

Finding #44: Social media has the ability to fill in the gap in communication during a disaster when wired communications or electricity fails by directly reaching residents.

4.2.4 Communication via Mobile Devices

During and after Hurricane Hermine, citizens were able to utilize mobile devices to access emergency information via the County's Emergency Information Portal, the City's emergency information webpage, and other sources. Despite power outages, several options were available for citizens to keep their mobile devices charged – using car chargers, auxiliary batteries, charging their phones at work or other locations with power, or by visiting resources made available during the emergency response such as the Main Library comfort station and community centers.

Some emergency management agencies across the United States have leveraged mobile technology to develop mobile apps during disasters to communicate emergency-related public information, such as evacuation routes, shelter locations, points of distribution, and other information. Apps may also be configured to receive reports of downed trees, power lines, and other service requests. During Hurricane Hermine, citizens' use of the County's Citizens Connect app and the City's DigiTally app spiked considerably; however, these apps do not capture all the information needed for emergency response efforts.

In mid-2016, the Florida Division of Emergency Management (FDEM) entered into a contract with the mass notification company Everbridge Inc. to develop and implement a new mass notification system called AlertFlorida. When implemented, this system will provide the ability to issue statewide emergency alerts and notifications to Florida residents, businesses and visitors, including via mobile devices. Citizens will be able to self-register for notifications, and the system will also provide for the ability to send notifications to listings in the White Pages, Yellow Pages, and also send wireless emergency alerts directly to mobile devices. LCEM staff are in preliminary discussions with FDEM regarding the potential for implementation of this system at the local level.

Finding #45: Many citizens relied on mobile devices for emergency communications during Hurricane Hermine and opportunities continue to be identified to strengthen the County's ability to communicate with the public via mobile devices.

Recommendation 45.1: Evaluate opportunities to reconfigure existing mobile apps or implement a new mobile app for emergency management, preparedness, and disaster communications.

Lead Agencies: Leon County Office of Information and Technology, City of Tallahassee Technology & Innovations, Leon County Sheriff's Office Information Technology Section

Support Agencies: Leon County Community & Media Relations, City of Tallahassee Communications, Leon County Emergency Management

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Recommendation 45.2: Work with FDEM to leverage the use of AlertFlorida upon implementation by the State to provide mass notification in the event of future emergencies.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Office of Information and Technology, Leon County Community & Media Relations

4.2.5 FM Radio Communications

The Leon County CEMP, Appendix 14 – Public Information provides for personnel at the EOC to utilize a variety of communications media, including FM radio, to disseminate critical information to the public during an emergency. To facilitate this, Leon County maintains a telecommunications link with WFSU-88.9 FM which allows LCEM to broadcast live over that frequency from the Public Safety Complex. However, during Hurricane Hermine, the WFSU studio lost electrical power and its backup generator also failed on Friday, September 2. Although the WFSU facility lost power, Leon County was still able to provide timely and frequent emergency information to the public via radio through an existing relationship with Red Hills Radio (99.9 FM, 103.1 FM, 104.9 FM, and 106.1 FM). EOC Public Information staff began issuing public safety announcements immediately following the storm on Friday, September 2 on the Red Hills Radio stations to advertise the Main Library comfort station (discussed in further detail below) and water distribution sites. Additionally, on the morning following Hurricane Hermine’s landfall, The Morning Show with Preston Scott on 100.7 FM took live phone calls and broadcast information about the impact of the storm, which helped to provide awareness to citizens about blocked roads and inoperable traffic signals.

During community listening sessions following Hurricane Hermine, several citizens stated that even more radio presence during emergencies would be beneficial to provide timely and accurate emergency information. County and City Public Information staff have already begun conversations with WFSU to provide a great radio presence during future disasters. An opportunity also exists to partner with private radio stations during emergencies, as they can also assist with emergency information by simply reading information posted on the Emergency Information Portal over the air.

Finding #46: Additional opportunities exist for the County to enhance its radio presence during emergencies.

Recommendation 46.1: Work with local radio partners to increase awareness of the availability of emergency public information.

Lead Agencies: Leon County Community & Media Relations

Support Agencies: Leon County Emergency Management

Recommendation 46.2: Working with WFSU, evaluate opportunities for County and City Public Information Officers to provide live, on-air emergency information during future incidents.

Lead Agencies: Leon County Community & Media Relations

Support Agencies: Leon County Emergency Management, City of Tallahassee Communications

Recommendation 46.3: Designate WFSU as the definitive resource for emergency and public safety information on the radio and identify the personnel needed at the EOC to report this information.

Lead Agencies: Leon County Community & Media Relations

Support Agencies: Leon County Emergency Management

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Recommendation 46.4: Re-examine and upgrade if necessary the existing telecommunications link with WFSU in the Public Safety Complex.

Lead Agencies: Leon County Office of Information and Technology

Support Agencies: Leon County Community & Media Relations

Recommendation 46.5: Working with the City of Tallahassee, evaluate including the WFSU facility on the list of critical circuits for power restoration.

Lead Agencies: Leon County Emergency Management, City of Tallahassee Utilities

Support Agencies: Leon County Community & Media Relations

Recommendation 46.6: Work with FSU to provide additional backup generator support to the WFSU broadcast facility.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Community & Media Relations

Recommendation 46.7: Explore providing video production support (satellite uplink, etc.) for media partners in the Public Safety Complex to broadcast briefings and community updates.

Lead Agencies: Leon County Community & Media Relations

Support Agencies: Leon County Office of Information and Technology, Leon County Emergency Management

4.2.6 Elected Officials' Role in Emergency Communications

Elected officials play an important role in emergency management. Aside from the state and local declarations authorized by the Governor and the Chairman of the Board of County Commissioners, respectively, elected officials establish the parameters and policies that are needed to facilitate effective emergency management and disaster recovery operations. In addition, elected officials are often a familiar face that can offer a sense of calm for citizens anticipating the storm or for those who have suffered through a disaster.

Local Elected Officials:

During the Hurricane Hermine activation, the County Administrator provided 21 comprehensive email updates to Commissioners with timely, accurate, and consistent information regarding preparation, response, and recovery efforts and to assist Commissioners in responding to constituent inquiries. The information provided was consistent with information posted to the Emergency Information Portal (EIP) and encouraged Commissioners to refer citizens to the EIP as the central source of vetted, accurate public information. During Hurricane Hermine, Commissioners provided suggestions to further enhance communications between the EOC and Commissioners by designating a dedicated Commission Liaison during future large-scale emergency events. This would ensure that Commissioners have the most up-to-date information regarding response and recovery efforts at all times.

Understandably, Commissioners want to be fully responsive to citizen inquiries in a time of emergency. Local elected officials are encouraged to participate fully in the response to an emergency and there are several ways to maximize the effectiveness of local elected officials' participation. First, response efforts can leverage the breadth of elected officials' personal networks, particularly through social media, to help

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disseminate emergency public information. As discussed above and throughout this report, and as extensively provided through various FEMA guidelines, elected officials' sharing of emergency information should always be consistent with, informed by, and refer back to the official source of emergency information – in Leon County' case, the Emergency Information Portal. Second, based on feedback from elected officials during the recovery, staff will put in place opportunities for local elected officials to participate in response and recovery efforts at comfort stations and at Points of Distribution for food and water. This allows elected officials to interact directly with citizens in their district, answer questions about the response and recovery process, and provide information about the Emergency Information Portal to citizens. The presence of elected officials at these locations also helps to reinforce the visibility of local response and recovery efforts.

Finding #47: County Commissioners were provided regular and comprehensive information on response and recovery efforts but additional information regarding opportunities for elected officials to participate as described above should be communicated with Commissioners as recovery efforts evolve.

Recommendation 47.1: Designate a dedicated Commission Liaison(s) during future large-scale emergency events to provide a coordinated two-way communication link with elected officials and entities involved in response and recovery operations.

Lead Agencies: Leon County Administration

Communication Efforts in Relation to Actions by the Governor during Hermine:

As provided in the Leon County CEMP, and in accordance with FEMA guidelines, coordination of County, City, state, and federal resources occurs through the EOC. This document thoroughly details many instances in which the coordination of resources from Leon County and City of Tallahassee departments, local nonprofit agencies, and state and federal partners worked extremely well in meeting the post-disaster needs of the community following Hurricane Hermine. In particular, later sections of this report detail the effective communications with the State EOC through EM Constellation to procure bottled water and other resources from the State Logistics Response Center, and separately, to ascertain the status of retail stores immediately following the storm to ensure that citizens were able to replenish food and emergency supplies.

However, while communications and coordination between the Leon County EOC and the State EOC were effective in most instances, the Governor made public comments during Hurricane Hermine suggesting that the City was refusing aid and intentionally prolonging recovery efforts. The Governor's actions fueled speculation and the spread of inaccurate misinformation that the City was refusing additional assistance to aid in response and recovery efforts, which added challenges to emergency communications efforts in an already challenging environment. As discussed in great detail in Section 4.9.2 of this report, the City not only had mutual aid agreements in place and had activated those agreements prior to Hurricane Hermine, the City was steadfast and consistent in its position throughout the recovery that City Utilities would accept help from any person or organization that could accelerate the speed at which they could safely restore power to citizens. As indicated in several sections throughout this report, and as provided in various emergency management guidelines from FEMA as well as the Florida Division of Emergency Management, the clear, accurate, consistent

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communication of information to the public is of the highest importance during emergency events. This is not only to provide the public with critical information, but to mitigate the rumor, inaccuracy, and speculation that commonly occurs in emergency situations.

In contrast to the discussion above, the Governor's communications relative to state and federal disaster declarations were effective and helped to secure resources needed to support response and recovery efforts. As referenced elsewhere in this document, the Governor issued a timely declaration of a state of emergency on August 31 and requested the President to declare a major disaster at the federal level. This was an important step in securing assistance from FEMA following the storm.

Finding #48: Despite misinformation originating from the Governor's office, at no point during the Hurricane Hermine response and recovery efforts did Leon County refuse assistance from the State. The County made every effort to avail itself of the resources available from the State as well as community partners.

Finding #49: The City of Tallahassee was steadfast and consistent in its position throughout the recovery that City Utilities would accept help from any person or organization that could accelerate the speed at which they could safely restore power to citizens.

Finding #50: The Governor's communications relative to state and federal disaster declarations were effective and helped to secure resources needed to support response and recovery efforts.

4.3 Volunteer Assistance

During emergency events, VolunteerLEON takes a lead role with respect to volunteer coordination and donated goods. This includes the overall management, coordination and prioritization of volunteer support and distribution of donated resources to meet the needs of impacted areas following a disaster.

The Leon County CEMP provides for the establishment of a Citizen Information Line (CIL), which is a 13-station phone bank established in a dedicated space at the EOC, utilized to receive a large volume of citizen inquiries during an emergency. Leon County's Director of Volunteer Services recruits, trains, and supervises both citizens and County employees to staff the CIL. Following Tropical Storm Fay in 2008, staff identified a shortage of personnel to staff the Citizen Information Line. Since that time, over 200 County staff have been trained to operate the CIL during emergencies. During Hurricane Hermine, the CIL operated for 111 hours with the assistance of AmeriCorps volunteers and City and County staff, who responded to 1,800 calls to the CIL throughout the incident. The CIL was deactivated on Tuesday, September 6 and the lead role transitioned to 2-1-1 Big Bend to handle citizen inquiries.

2-1-1 Big Bend lost power to its main facility immediately following Hurricane Hermine. Although the agency stocks backup batteries for their phones, the backup batteries only last for 12 to 18 hours. However, with the support of Leon County Emergency Management, VolunteerLEON, and the Leon County Office of Information and Technology, 2-1-1 Big Bend moved its operations and transferred its phone lines to the Public Safety Complex on Friday afternoon, September 2 and was back online the same evening. The CIL continued to handle citizen inquiries during this time.

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In 2007, VolunteerLEON partnered with LCEM and the City of Tallahassee's Emergency Preparedness Division to form the Big Bend Community Organizations Active in Disaster (COAD) coalition to improve volunteer coordination during emergency situations. COAD is an association of local, regional, and national humanitarian organizations with operations in the Big Bend region. In accordance with the Leon County CEMP, VolunteerLEON is responsible for activating COAD during emergency events.

During Hurricane Hermine, COAD mobilized volunteer resources to ensure no needs went unmet. Services provided by COAD member agencies included food and water distribution, assistance with operating the Main Library comfort station, and assistance to residents with clearing fallen trees and debris from private properties. Although 2-1-1 Big Bend was able to provide referrals assisting many County residents following Hurricane Hermine, several citizens during community listening sessions indicated that they were unaware of 2-1-1 Big Bend and the services it provides. A finding and recommendation to this effect are included below.

Finding #51: During community listening sessions following Hurricane Hermine, several citizens indicated that they were unaware of 2-1-1 Big Bend and the services it provides.

Recommendation 51.1: Explore opportunities to enhance promotion and awareness of 2-1-1 Big Bend and its role during emergencies to reach more citizens and expand services to those in need.

Lead Agencies: Leon County Community & Media Relations, City of Tallahassee Communications

Support Agencies: Leon County Emergency Management

4.4 Emergency Shelters

The Recovery Annex of the Leon County CEMP provides for emergency sheltering operations to accommodate citizens who are displaced as a result of an emergency event. During any type of disaster response, the CEMP designates the Capital Area Chapter of the Red Cross (Red Cross) as the lead agency for opening and managing shelters and evacuees. The general population shelter is staffed by the Red Cross, the Special Needs Shelter is staffed by the Florida Department of Health in Leon County, and pet accessible shelters are staffed by the Big Bend Disaster Animal Response Team (DART).

During Hurricane Hermine, LCEM coordinated with the American Red Cross to open emergency shelters at Chiles High School, Florida High School, and Oak Ridge Elementary School. Overall, 231 citizens were served by these emergency shelters. Shelters were opened Thursday, September 1. Shelter operations at Chiles High School and Oak Ridge Elementary School deactivated on September 2 following the storm. Because Leon County Schools reopened on September 7, the Florida High shelter transitioned to Bethel AME Church on September 6. This shelter deactivated fully on September 8.

In addition to the general population shelter, the Leon County CEMP provides for emergency sheltering operations to ensure care and attention for those with special medical needs. The Florida Department of Health in Leon County (FDOH) is the lead agency for the medical operation of the special needs shelter and the American Red Cross is responsible for the logistics and support operations of the shelter. This is supported by Section 381.0303(2)(b), Florida Statutes, which designates FDOH as having the lead responsibility to staff special needs shelters and to recruit assistance from health care practitioners. Based on DSI's input concerning the Americans with Disabilities Act, staff will evaluate the capability of all emergency shelters to

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accommodate special needs shelterees, a concept known as “whole community” sheltering, in future updates to the CEMP.

In accordance with Section 252.355, Florida Statutes, and as outlined in the CEMP, LCEM maintains a special needs registry in order to plan for the needs of persons with physical, mental, cognitive, or sensory disabilities who will need assistance with evacuation and sheltering during emergencies. Citizens can register online through the Florida Division of Emergency Management website or by using a paper form provided by Leon County Emergency Management. LCEM promotes the special needs registry as part of its public awareness and outreach program. Prior to Hurricane Hermine’s arrival, Leon County EMS worked with Leon County Emergency Management and FDOH to contact individuals on the special needs registry to identify those who needed shelter accommodations.

A special needs shelter was established at Florida High School during Hurricane Hermine, which opened on Thursday, September 1 and served 27 clients, including special needs individuals and their caregivers. FDOH organized 25 personnel to staff the special needs shelter during Hurricane Hermine. Transportation services to the shelter were provided by Star Metro, and in cases where the individual could not be safely moved in that manner, Leon County EMS provided the transportation of the patient. In addition to the special needs shelterees included in the registry, a number of elderly and medically needy patients who were not listed on any special needs lists or registries sought special needs shelter services.

Leon County Animal Control deployed resources to the shelters at Chiles High School at Florida High to make these locations pet-accessible. Animal Control staff coordinated with the Tallahassee-Leon County Animal Service Center (TLCASC) for pet food and supplies and with the Big Bend Disaster Animal Response Team (DART) for kennels and additional staffing. Resources deployed for pet-accessible shelter accommodations were purchased by Leon County as a lesson learned after Tropical Storm Fay in 2008.

Finding #52: Through coordination at the Leon County EOC, emergency shelters were opened in a timely fashion prior to Hurricane Hermine. 231 citizens and an additional 27 special needs clients and their caregivers utilized the shelters that were established.

Recommendation 52.1: Evaluate the capability of all emergency shelters to accommodate special needs shelterees in future updates to the CEMP.

Finding #53: During Hurricane Hermine, staff observed a need to update the special needs registry questionnaire and enhance outreach to prospective registrants.

Recommendation 53.1: Explore opportunities to further enhance outreach regarding the special needs registry and to refine the questionnaire.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Emergency Medical Services

Finding #54: Based on a lesson learned from Tropical Storm Fay in 2008, Leon County Animal Control now has additional resources available to assist with pet-accessible sheltering operations. However, the Leon County CEMP, Annex 17 – Animal Issues has not been updated since 2007 and does not reflect these additional resources.

Recommendation 54.1: Update the Leon County CEMP, Annex 17 – Animal Issues to reflect the availability of the mobile pet shelter and other resources that are available from community partners.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Animal Control

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4.5 Health Care Agencies and Facilities

Following Hurricane Hermine, several local health care facilities experienced the loss of electrical power. Section 400.23, Florida Statutes requires certain licensed health care facilities including hospitals, surgical centers, nursing homes, assisted living facilities, and others are required to prepare Comprehensive Emergency Management Plans for their facilities. County emergency management agencies are statutorily responsible for reviewing these plans (however, for some other facilities, such as home health agencies, hospices, and others, County Health Departments review emergency plans). The Agency for Health Care Administration (AHCA) has developed compliance criteria which county emergency management agencies must use to review facilities' CEMPs. There are 41 licensed health care facilities in Leon County which must submit a CEMP to Leon County Emergency Management for an annual review. In 2015, 35 facilities submitted their plans to Leon County Emergency Management (LCEM) for review. For those facilities that do not submit their plans for review, LCEM notifies AHCA, who has enforcement authority to ensure the facility's plans are reviewed.

Among other protocols, AHCA's compliance criteria require facilities' CEMPs to describe the procedures to ensure the following needs are supplied:

- Food, water, and sleeping arrangements
- Emergency power
- Transportation
- 72-hour supply of all essential supplies

Additionally, facilities must make provisions for 24-hour staffing on a continuous basis until the emergency has abated and must also describe the policies, roles, responsibilities and procedures for the evacuation of residents from the facility if needed. When disasters occur, health care agencies and facility administrators are charged with the responsibility to care for their clients and residents by executing the provisions of their CEMP. During Hurricane Hermine, the need became apparent to clarify the responsibility of these providers for the patients and residents under their care.

The Leon County CEMP establishes the roles and responsibilities of response agencies as well as health care facilities in the County. Specifically, Annex 8 – Health and Medical Services provides that, with respect to medical facilities, Leon County Emergency Management:

...will provide notification, information, updates, and the coordination of evacuation assistance to medical facilities (hospitals, nursing homes, assisted living facilities, and other residential facilities) in event of a disaster. There will be representatives from the Leon County Health Department in the Leon County Emergency Operations Center (EOC) to coordinate with liaisons from hospitals, nursing homes, and assisted living facilities.

Annex 8 provides further that residential health care facilities are responsible to develop and implement comprehensive disaster plans which include evacuation procedures and to establish a facility liaison with FDOH at the County EOC to coordinate and assist with the implementation of facility disaster plans. FDOH is the lead agency designated in the CEMP for the implementation of emergency health and medical activities.

No local health care facilities evacuated residents during Hurricane Hermine. One administrator of a local health care facility made the following remark published in a local news article, indicating that it was not necessary to evacuate the facility's residents:

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“You don’t just load them up and take them somewhere in Tallahassee. Where would we put them? That would have overloaded the system. And it really didn’t make sense to drive them to Gainesville or anything and bring in massive buses.”

However, the same facility administrator contacted local elected officials and the Leon County Emergency Management Director with complaints regarding the pace of power restoration efforts. Complaints made to the Emergency Management Director were not made as a matter of medical necessity for patients, but rather as a matter of comfort for the facility’s residents. As indicated above, these facilities have emergency plans that describe how the facilities will care for their residents during this type of event. If facility administrators require assistance with the implementation of these emergency plans, FDOH is the lead agency responsible for providing this assistance as indicated in the Leon County CEMP.

Finding #55: The restoration of electrical service to area health care facilities was prioritized, as discussed in Section 4.9.2 of this report. Local health care facilities are required to have emergency plans that include procedures to transport residents, if necessary, due to the effects of extended power outages but chose to remain at their facilities. Administrators of health care facilities are primarily responsible for the implementation of their emergency plans, and assistance in implementing these plans is available from FDOH as specified in the Leon County CEMP.

Recommendation 55.1: Coordinate with the Florida Department of Health in Leon County to identify training opportunities and technical assistance for local health care facilities in the development and implementation of emergency facility plans.

Lead Agencies: Leon County Emergency Management

4.6 Emergency Medical Service

On Wednesday, August 31, Leon County EMS initiated its Emergency Operations Plan for tropical system impacts and issued a situational report advising staff to take protective measures at home by activating their personal emergency plan and to be prepared for possible full staff recall and the likelihood of extra shift assignments. As previously mentioned, EMS administrative staff was assigned to the EOC on August 31 to provide assistance to LCEM and the FDOH in Leon County by contacting individuals on the special needs registry, coordinate the movement of special needs patients, and help setup medical equipment at the special needs shelter. EMS also identified strategic ambulance staging locations and areas of last refuge throughout the County for staff deployed on ambulances. Alternate response plans were finalized based on these locations which included County facilities, schools, fire stations and hospital facilities.

EMS handled over 900 requests for service from the time Hermine began impacting the County through Tuesday morning. Friday morning, September 2 was the peak operational period for EMS. Requests for service during this time were 60% higher than typical call volumes. Staffing levels were increased from Thursday, September 1 through Tuesday, September 6 at levels consistent with the demand for service. Additional ambulances and personnel were deployed at varying levels from the evening of Thursday, September 1 through Tuesday morning, September 6. A third crew member was placed on most ambulances Thursday evening through Friday morning in case crews needed to move patients with potentially no ambulance backup for a prolonged period of time. In a larger-scale event, EMS would have requested the deployment of one or more Ambulance Strike Teams through the Florida Division of Emergency Management. An Ambulance Strike Team consists of five equipped and staffed ambulances and a team leader.

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Ambulance Strike Teams are deployed through the state's emergency management system, in coordination with the FDOH, and are sent from non-impacted jurisdictions.

Leon County EMS maintained constant communication with hospital partners through the incident. All three hospital emergency departments remained operational and capable of accepting patients throughout the event. There was no loss of medical service capability at any facility. In the EOC, EMS provided support to the FDOH with the coordination of needs at nursing homes, assisted living facilities and citizens with special medical needs. Following the storm, EMS assisted citizens in evacuating buildings where elevators were not operational, refreshed oxygen cylinders, coordinated services with their medical supply provider, and assisted citizens who were without power until they were able to make arrangements with their durable medical supply provider. EMS also assisted with the assessment of medical facilities' and nursing homes' ability to sustain services on generator power, as described in Section 4.5 above.

Finding #56: Between calling special needs registrants, providing medical assistance at emergency shelters, and assisting with the assessment of health care facilities following Hurricane Hermine, Leon County EMS' role in support of the Florida Department of Health continues to expand during emergency activations.

Finding #57: Leon County EMS was able to meet service demands throughout Hurricane Hermine by pre-deploying ambulances in the field prior to the storm and utilizing a dynamic staffing model to accommodate an elevated level of demand.

4.7 Law Enforcement

Local law enforcement agencies played a crucial role in efforts to prepare, respond to, and recover from Hurricane Hermine. Leon County Sheriff's Office (LCSO) and Tallahassee Police Department (TPD) representatives worked together in the EOC to address law enforcement and public safety needs during the incident. Prior to the storm's arrival, LCSO prepared the County Jail by switching to backup generator power in the event of power loss. LCSO and TPD both activated Alpha/Bravo shifts in preparation for the storm, which are consecutive 12-hour shifts that provide for continuous around-the-clock staffing.

LCSO and TPD both staffed extra patrols immediately following Hurricane Hermine. Also, because search and rescue operations are sometimes needed following a disaster, the Leon County CEMP provides for some law enforcement officers from both agencies to be supplied with chainsaws during emergency event. While no search and rescue operations were necessary following Hurricane Hermine, these law enforcement officers were able to assist in road clearing efforts following the storm in addition to their primary law enforcement roles. Law enforcement officers also assisted in relaying information back to the EOC regarding areas experiencing extended power outages and significant amounts of storm-related debris. Because of local law enforcement agencies' enhanced presence in areas with extended power outages, the decision was made in the Leon County EOC to coordinate resources with the Salvation Army and Red Cross to assist with the distribution of food to these areas.

On Friday, September 2, the Leon County Sheriff's Office initiated a mission request through the Leon County EOC for 20 state law enforcement officers (Mission Request #134). These officers were requested to provide nighttime security for area businesses that were experiencing extended power outages. Overall, there were no reports of significant increases in crime or looting in the aftermath of Hurricane Hermine.

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Finding #58: There were no reports of significant increases in crime or looting in the aftermath of Hurricane Hermine.

Finding #59: Mission requests for law enforcement assistance issued through EM Constellation were implemented seamlessly.

Finding #60: Road clearing assistance provided by law enforcement officers in the field immediately following Hurricane Hermine was useful and allowed County and City Public Works crews to focus efforts on clearing larger trees and major roadways.

Recommendation 60.1: Update the Leon County CEMP, Annex 16 – Law Enforcement and Security to reflect the availability of law enforcement officers to assist with initial road clearing operations in addition to their primary law enforcement roles. In this update, ensure that these officers are provided with the proper safety equipment, bottled water, and any other supplies needed to safely execute these responsibilities.

Lead Agencies: Leon County Sheriff's Office

Support Agencies: Leon County Emergency Management

Recommendation 60.2: Identify other County personnel who may be in the field during emergency response operations (e.g., Animal Control, Code Compliance, etc.) and ensure these personnel are provided with bottled water and critical emergency public information that they can share with citizens in the field, such as the location of comfort stations and Points of Distribution.

Lead Agencies: Leon County Administration

Support Agencies: Leon County Emergency Management

4.8 Consolidated Dispatch Agency

During Hurricane Hermine, the Consolidated Dispatch Agency (CDA) was represented in the EOC from the point of activation until Monday, September 5, 2016. The CDA increased staffing levels on September 1 and September 2 to accommodate the expected elevated call volume associated with the storm. From September 1 to September 5, the CDA fielded over 10,500 calls, and on September 2 alone the CDA experienced an increase of approximately 340% over normal call volume. The Hurricane Hermine event was the first time the Computer Aided Dispatch (CAD) system was subjected to such a massive workload.

During Hurricane Hermine, a team of six personnel were relocated to the CDA's backup center via law enforcement escort in the event operations had to be diminished or ceased at the Public Safety Complex. The backup center is located on the second floor of the Leon County Sheriff's Office Jail Facility on Appleyard Drive. However, there were no reported incidents with the performance of the CAD system, which functioned properly throughout the hurricane.

During Hurricane Hermine, CDA staff observed a need to improve the process for gathering information on road conditions and storm-related damage. Public Works crews required certain information regarding roads that were reported as blocked, such as which entity has maintenance jurisdiction over the road (County, City, or State), basic details regarding the size of the tree blocking the roadway, and whether the tree is tangled in power lines.

Finding #61: No missed calls or system outages occurred at the Consolidated Dispatch Agency during Hurricane Hermine.

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4.9 Infrastructure Restoration

4.9.1 Road Clearing

Leon County and City of Tallahassee Public Works began the process of clearing debris from roadways in the early evening hours of Thursday, September 1 due to severe weather prior to Hurricane Hermine's landfall. The County and City had activated Alpha/Bravo shifts prior to the storm, consisting of seven crews working twelve-hour shifts as well as administrative support staff. County crews were pre-deployed to six previously-selected hardened school locations (Fort Braden, Woodville, Montford, Chaires, Canopy Oaks and Chiles) as well as one crew stationed at the Public Works facility. Public Works crews continued clearing debris prior to the storm until approximately 11:00 PM when they were pulled back to the deployment locations due to the arrival of tropical storm-force winds. At approximately 4:00 AM on Friday, September 2, when winds fell below tropical storm force, County and City crews were moved back out to resume clearing operations.

Public Works efforts were supported by contractors for debris monitoring and removal. These contractors were utilized for the "cut and toss" operation to facilitate faster openings of blocked roads, and later in the debris removal phase of the response. Cut and toss involves cutting and/or pushing debris off of the roadway sufficiently to allow safe vehicular traffic on all travel lanes. County and City crews continued Alpha/Bravo shift operations on September 2, assisted by contracted cut and toss crews as well as Leon County Jail inmate crews. Overall, Leon County responded to approximately 400 downed trees resulting in eight collector roads and 130 local roads being closed due to tree blockages. City crews responded to another 800 downed trees and 90 road closures. All County roads were open to traffic by Sunday, September 4.

In severe weather incidents prior to Hurricane Hermine, the standard practice had been for the City and Talquin to deploy Electric Utility staff with County Public Works crews to clear roads by assisting with discharging power lines wrapped around downed trees. During Hurricane Hermine, however, the City and Talquin anticipated significant damage to their infrastructure as a result of the storm's direct path through the County and initially reserved their staff to make immediate repairs. This caused some delays with respect to road clearing efforts as Public Works crews were unable to quickly remove trees that were wrapped in power lines. By the afternoon of Saturday, September 3, however, Leon County Public Works did receive regular assistance from both the City Electric Utility and Talquin. In post-storm debriefing meetings, County staff acknowledged the City's and Talquin's priorities to maintain and restore their infrastructure. In the future, however, staff will need to coordinate to ensure support from Utilities personnel from the beginning of the incident. City and Talquin staff are aware of the County's concerns and have expressed an interest in working to ensure that future road clearing efforts are not delayed.

On Thursday, September 1 prior to Hurricane Hermine's landfall, Leon County Public Works issued a request through EM Constellation for Florida Department of Transportation (FDOT) assistance with cut and toss road debris clearance on federal-aid roadways (Mission #53). During past emergency events, FDOT routinely provided this assistance. However, during Hurricane Hermine, the FDOT representative at the State EOC contacted Leon County Emergency Management and declined the initial mission

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request, advising that FDOT would provide contractors to assist with cut and toss operations only after local resources had been exhausted. The mission request was marked as “Complete” in EM Constellation, rather than “Declined.” On September 2 following Hermine’s landfall, the FDOT Secretary contacted the City of Tallahassee directly and advised that FDOT resources would be made available to assist with cut and toss operations on City-maintained roadways. This, like other communications involving the State described in Section 4.2.6, was outside of the typical protocol that would normally be expected by local emergency management staff.

The City initiated this request (Mission #115) in coordination with the Leon County EOC on September 2. Subsequently, on September 3 Leon County Public Works re-requested FDOT resources to assist with cut and toss operations upon learning that FDOT resources were made available to the City (Mission #164). This second request was approved, 41 hours after the storm had passed through Leon County. On September 4, Governor Scott issued a press release suggesting incorrectly that the County and City had declined further cut and toss assistance from FDOT. Later that evening, the Governor’s office retracted the Governor’s statement, indicating that it was based on a misunderstanding between the County and City. As indicated earlier in this report, at no point during the Hurricane Hermine incident did Leon County refuse assistance from the State.

Finding #62: Pre-deploying Public Works crews at strategic locations throughout the County allowed for a faster and more efficient utilization of resources and accelerated the pace of road clearing efforts following Hurricane Hermine.

Finding #63: County, City, and Talquin staff have discussed and acknowledged the need to deploy Road Clearing Task Force crews during future emergency events.

Recommendation 63.1: Update the Leon County CEMP to formalize Road Clearing Task Force crews consisting of Leon County Public Works, City of Tallahassee Electric, and Talquin Electric. Coordinate with the City to similarly update its emergency plans.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Public Works

Finding #64: Communications from the State EOC and Governor Scott regarding assistance with cut and toss operations were unclear and counterproductive to response and recovery efforts. Additionally, FDOT representatives should have contacted the Leon County EOC rather than City staff to communicate the availability of resources following the storm (more discussion is provided in Section 4.1.1 of this report and Recommendation #34.1).

4.9.2 Electrical Infrastructure

Pursuant to the Leon County CEMP and as outlined elsewhere in this report, the Leon County Director of Emergency Management is responsible for the overall coordination of response efforts to emergency events. Leon County departments, City of Tallahassee departments, volunteer agencies, and other community partners convene at the Leon County EOC to communicate and coordinate their individual action plans to respond to, recover from, and mitigate the effects of emergencies. In doing so, each participating agency involved in a response will follow their own policies and procedures in order to achieve the overall incident management objectives established at the County EOC. In addition, the City of Tallahassee maintains its own Incident Management Plan that

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details the actions and procedures the City will follow in response to an emergency. As indicated in Section 1.5.3 of this report, the City's Incident Management Plan is consistent with and supports the Leon County CEMP. As provided in the Leon County CEMP as well as the City of Tallahassee Incident Management Plan, City of Tallahassee Utilities and Talquin Electric are the lead agencies for power restoration activities following a disaster.

On the morning of Friday, September 2 immediately following Hurricane Hermine, City of Tallahassee Utilities personnel partnered with the Leon County Sheriff's Office Aviation Bureau to conduct an aerial survey of the power transmission system. As a result of the damages sustained by Hurricane Hermine, the City's electric system experienced the loss of 50% of the high voltage transmission system, 33% loss of the City's electric substations, 75% of the electric distribution system and over 65% (or approximately 75,000) of the City's electric customers. This is the most significant damage that the City's electric system has experienced since Hurricane Kate. In addition, approximately 20,000 Talquin customers in Leon County lost power. The same day, the City of Tallahassee estimated that it could take up to a week to restore power to 90% of its customers. This information was communicated during a press conference conducted at the EOC and communicated by EOC Public Information staff through a news release. Talquin Electric estimated 90% restoration to occur within three to four days.

City and Talquin restoration activities after Hurricane Hermine followed industry-standard electric utility restoration priorities, which are also outlined in the Leon County CEMP – restoration of the critical transmission system, followed by substation restoration, then the restoration of circuits and sub-circuits. The restoration of these major components of electric infrastructure systems must be conducted first, as these components carry power from substations down to neighborhood-level circuits and ultimately individual connections. Following the restoration of major transmission lines, pursuant to the CEMP, the focus shifts to restoring critical circuits that serve facilities such as hospitals; 9-1-1 answering points; potable water, waste water transmission and treatment systems; and other related facilities in support of the health and safety of the affected population. Utility crews then focus on restoring customers, working from the largest outages to smallest outages.

By Wednesday, September 7 (five days following the storm), electrical service was restored to approximately 90% of City customers and nearly all Talquin customers in Leon County, significantly ahead of the estimated schedule that both agencies communicated to the public. Nearly all City customers were restored by Friday, September 9 (one week after the storm) with remaining outages generally associated with damage to customers' service lines that connect an individual meter to the pole.

City of Tallahassee Utilities and Talquin Electric both participate in mutual aid agreements to facilitate the emergency procurement of resources such as equipment, supplies, and labor as needed during disaster events. Consistent with the Electric Utility and industry practices, mutual aid was sought for a number of other utilities within and outside of Florida to provide the needed additional support to restore the electric system. The amount and type of mutual aid utilized is a function of what can safely be utilized during the restoration process.

Talquin Electric utilized resources from 11 other electric cooperatives through mutual aid and three contract companies to restore power following Hurricane Hermine.

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Throughout the incident, the City was steadfast and consistent in its position that it utilized as much mutual aid as was possible to safely, effectively, and quickly restore power. A total of 198 mutual aid line crews and staff from nine utilities assisted with restoration efforts. Following are the agencies that contributed this support:

- Lakeland Electric
- Jacksonville Electric Authority (JEA)
- Kissimmee Utility Authority
- Beaches Energy
- City of Bartow, Florida
- Orlando Utilities Commission
- Keys Energy
- Gulf Power
- Lafayette Utilities System (Lafayette, Louisiana)

Mutual aid crews arrived in Leon County by mid-day on Friday, September 2 following the storm and assisted with the process of restoring electrical service until Sunday, September 11. The City's vegetation management contractors also provided additional support during restoration efforts. In total, the City more than tripled its field workforce during the restoration efforts. In addition to this mutual aid support, the entire City of Tallahassee Electric Utility staff was placed in emergency operation mode to provide the necessary logistical and administrative activities needed to support field restoration efforts. Power restoration was conducted safely by City, Talquin, and mutual aid crews and no accidents occurred in Leon County during Hurricane Hermine response and recovery efforts.

The Florida Department of Transportation also provided mutual aid support for the City's traffic signals by providing, installing, and maintaining portable generators to allow the traffic operations team to quickly restore the traffic signal system in a quick manner. Electrical service was disrupted for over 200 traffic signals throughout Leon County following Hurricane Hermine, or nearly 60% of signals countywide. Portable generators were deployed to bring as many traffic signals back online as possible immediately following the storm, prioritizing major intersections with the most expected traffic. As power was gradually restored, generators were redeployed to other intersections as needed. All traffic signals were restored to main power by Wednesday, September 7.

Following the restoration activities, City of Tallahassee Electric conducted an internal after action review to identify what went well and what actions could be taken to enhance the response and restoration efforts in future events. A number of operational and tactical issues were identified which will be addressed in the annual update of City of Tallahassee Electric's emergency plans. A handful of these issues are more global in nature; these issues and actions are provided below for the purpose of highlighting the City's internal actions to continually enhance the emergency power restoration process:

1. "Critical circuit" listing update:

During the course of the restoration efforts, Electric Utility staff observed a need to re-evaluate the classification of utility customers and update the listing of critical circuits for priority restoration. The City is developing an expanded

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circuit listing of all of the various customer classes that were identified during the storm restoration so that a review of the circuit priority can be conducted.

2. Situational awareness for utility customers:

During and after the restoration process, citizens shared comments and suggestions related to reporting on the status of electric system damage and restoration, including the online outage map. The City is working to determine what additional information can be mined from its outage management system as well as from daily operational reports to enhance this information for sharing with the public. This issue is also discussed in Section 4.2.1 in the context of emergency communication efforts.

3. Transmission switching/clearance guidelines:

Prior to conducting repairs to the City's transmission and distribution system, certain switching and safety clearances must be performed to ensure employee and customer safety. City Electric has reviewed and created an updated protocol for transmission system clearance and switching that should provide for the same level of safety and regulatory compliance yet yield a faster isolation of the transmission system to allow for work to begin.

4. "Rapid Response Teams":

City Electric utilized engineering staff to perform a review of the damage to the City's electric infrastructure and provide technical support to field crews. This support work is being reviewed and updated to provide for enhanced communications with the EOC and the City's electric customers and to enhance future restoration efforts.

One of the electrical restoration challenges that arose following Hermine was utility customers being directed to the alternative provider to resolve their power outages. These customers reside along the edges of the service territories for City Utilities and Talquin Electric for which both providers have facilities that extend into the other's area. As a result, some County residents have a Talquin meter box that receives power through the City's utility lines and vice-versa. Residents would naturally contact the provider of the meter box to report power outages, as that would also be the monthly billing agent, but the provider would redirect those customers since they are not responsible for the downed utility lines delivering power to the homes.

Affecting approximately 2,600 total residents, this matter had previously been identified by both the City and Talquin which already have acquisition plans in place to alleviate the problem. By 2019, the City anticipates full acquisition of the Talquin utility lines within the City's territory. Until that time, both electric providers are committed to resolving reports of outages in these limited areas through direct provider communication rather than redirecting the customer to the alternative provider.

Finding #65: While technical advancements have been made to detect and locate power outages since Hurricane Kate over 30 years ago, the physical task of repairing a line or replacing a pole remains a time-consuming process.

Finding #66: Following disasters involving extensive damage to electrical system infrastructure, repairs to major power transmission lines and substations are prioritized in order to expedite power restoration to the greatest number of customers.

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Finding #67: City of Tallahassee Utilities and Talquin Electric followed industry guidelines in the restoration of electrical service following Hurricane Hermine – specifically, by restoring the critical transmission system first, followed by electrical substations, then the restoration of neighborhood-level circuits and sub-circuits.

Finding #68: Following a major disaster, it is difficult to accurately predict how long electrical service may be out. This presents significant challenges to public information efforts, as citizens generally want to know how long the restoration process will take in order to make accommodations for food, lodging, and other needs. During Hurricane Hermine, EOC staff reported that callers to the Citizen Information Line appreciated having information about the locations at which utility personnel were working. The City and Talquin made this information available beginning Tuesday, September 6.

Recommendation 68.1: Throughout an incident, work with City of Tallahassee Utilities and Talquin Electric to communicate the overall plan for utility restoration as well as general information regarding where utility crews are working to restore service each day.

Lead Agencies: Leon County Community & Media Relations, City of Tallahassee Communications, City of Tallahassee Electric, Talquin Electric

Support Agencies: Leon County Emergency Management

Finding #69: Following an internal after action review, City of Tallahassee Electric is exploring ways to improve reporting of power outages through its online mapping application, incorporating public input received during community listening sessions.

Finding #70: The Leon County CEMP provides that the City of Tallahassee and Talquin Electric prioritize restoration of electrical power to vital community resources by coordinating with outside agencies and private entities as needed for the restoration of power. Both agencies maintain mutual aid agreements in order to repair or restore energy systems.

Finding #71: During community listening sessions following Hurricane Hermine, several citizens observed a need to enhance driver awareness during emergency events regarding inoperable traffic signals. Many drivers were unaware that inoperable traffic signals should be treated as a 4-way stop.

Recommendation 71.1: Include additional traffic safety information in pre- and post-disaster emergency communication efforts.

Lead Agencies: Leon County Community and Media Relations, City of Tallahassee Communications

Support Agencies: Leon County Emergency Management

4.9.3 **Underground Utilities**

During Hurricane Hermine, the City of Tallahassee lost electrical power to all of its water production wells and all of its wastewater pump stations. The City activated mutual aid assistance for underground utilities from six other agencies prior to the storm. Mutual aid crews arrived on Friday, September 2 and assisted with water and wastewater system repairs until Monday, September 5. 22 of the City's major pump stations have backup generators and smaller stations are outfitted to be powered by portable generators.

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The City experienced 21 sanitary sewer overflows associated with power loss its pump stations. 15 of these spills were reported to be minor (under 100 gallons). Each of the spills was reported to the Florida Department of Environmental Protection (FDEP) in accordance with Chapter 62-620, Florida Administrative Code. FDEP is the agency responsible for the overall policy, permitting, compliance, and enforcement of wastewater programs in Florida. The City of Tallahassee's wastewater treatment facilities and infrastructure systems are permitted by FDEP. Since the City's production wells for potable water are fitted with backup generators, water supply was not interrupted with the exception of some minor disruptions to the distribution system due to uprooted trees.

In addition to impacts caused to Leon County, Hurricane Hermine also significantly impacted the Tampa Bay area. Several wastewater spills associated with Hermine were reported by the cities of Tampa, Clearwater, and St. Petersburg; Pinellas County; Sarasota County; and other affected utility operations. Following Hurricane Hermine, the Governor and FDEP issued an emergency rule regarding public notice associated with wastewater spills and other incidents of pollution. The emergency rule was issued in response to sewage spills in the Tampa Bay as well as a sinkhole that opened at a central Florida phosphate plant, both of which involved the discharge of millions of gallons of contaminated wastewater where the public was not notified until well after the fact. To address the issue, the Governor and FDEP have proposed a rule that would require immediate notice to the Department, local governments and the media after a "pollution" incident is discovered. Emergency Rule 62ER16-1 went into effect September 27, 2016 for 90 days. FDEP also issued Proposed Rule 62-4.161, which is identical to the emergency rule but is going through the normal rulemaking process to make the rule permanent. As of the drafting of this report, the proposed permanent rule is still in the rulemaking process.

Finding #72: The Leon County CEMP, Annex 3 – Public Works and Engineering does not list Talquin Electric Cooperative as a support agency similar to the City of Tallahassee, although Talquin is listed elsewhere in the CEMP as an agency with primary responsibility for infrastructure restoration. The Recovery Annex of the CEMP and Annex 3 should be updated for consistency and to reflect the City of Tallahassee and Talquin Electric as the lead agencies for water and wastewater infrastructure restoration.

Recommendation 72.1: Update the Recovery Annex of the Leon County CEMP and Annex 3 – Public Works and Engineering for consistency and to reflect the City of Tallahassee and Talquin Electric as the lead agencies for water and wastewater infrastructure restoration following a disaster.

Lead Agencies: Leon County Emergency Management

Finding #73: Not all wastewater pump stations are equipped with backup generators. Generators would help in reducing the incidence of sanitary sewer overflows during disasters. The Board of County Commissioners has established a legislative priority for the 2017 Legislative Session to seek hazard mitigation funding for this purpose in partnership with the City.

Recommendation 73.1: Work with the City of Tallahassee to seek funding to install backup generators on pump stations.

Lead Agencies: Leon County Administration

Support Agencies: Leon County Public Works

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Finding #74: The State of Florida has proposed an administrative rule prescribing certain reporting requirements for pollution events such as sanitary sewer overflows. County and City emergency plans should be updated to reflect the new reporting requirements.

Recommendation 74.1: Amend the CEMP to reflect new reporting requirements for pollution events as outlined in Proposed Rule 62-4.161.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Public Works

4.10 Food and Water Distribution

Due to extended power outages following Hurricane Hermine, many residents in rural areas were without water as electric well pumps could not operate. To address this need, immediately following the storm, Leon County Facilities Management and Parks staff began to assess County properties for any reports of damage in order to determine which facilities could be used for Points of Distribution and comfort stations (discussed in the following section). No major damage was reported at any County property. The decision was made to establish Points of Distribution on Saturday, September 3 at five locations in outlying areas of the County for bottled water and personal hygiene supplies:

- Lake Jackson Library
- Ft. Braden Community Center
- Woodville Library
- Chaires Community Center
- Miccosukee Community Center

Leon County placed an order at 6:11 p.m. on September 2 through EM Constellation for two trucks of bottled water (Mission #120). The order was approved by the State EOC and an expected delivery timeframe was communicated to the County EOC. Trucks were dispatched from the State Logistics Response Center in Orlando, arriving overnight within the expected delivery timeframe at the County's staging area, which was established at the Fleet Management facility on Blair Stone Road. Hygiene supplies were also ordered on September 2 and four additional truckloads of water were ordered on September 3 (Missions #122 and #137).

Staff from the Leon County Solid Waste Division, Fleet Management, and Facilities unloaded and staged the bottled water and hygiene supplies upon arrival and loaded the water onto smaller trucks for deployment to the Points of Distribution. This process serves as an example of how the resource request process and communications between the County EOC and State EOC should occur, in contrast with the resource requests issued for assistance with road debris clearance outlined in Section 4.9.1 earlier.

Points of Distribution operated 12 p.m. to 6 p.m. from Saturday, September 3 through Monday, September 5. The Woodville location remained open Tuesday, September 6 due to continued demand. The City of Tallahassee also distributed bottled water at Jack McLean Community Center. Approximately 180,000 bottles of water were distributed by the County and City during Hurricane Hermine.

Also, on September 3, the Director of the Florida Division of Emergency Management notified the County EOC of the potential availability of mobile battery charging stations from Duracell and AT&T. These resources were secured by the State EOC and deployed to locations in Leon County including the Woodville location, which was staged at the J. Lewis Hall, Sr. Woodville Park and helped residents to keep their mobile devices charged.

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Food service was also necessary as extended power outages caused many citizens' perishable food to spoil. The Salvation Army and the American Red Cross Capital Area Florida Chapter provided meal service from September 3 to September 9. The Salvation Army deployed food canteens at the Lake Jackson Library, Ft. Braden Community Center, Chaires Community Center, and Woodville Community Center/Woodville IGA store as well as several roving units to neighborhoods with extended power outages. The Red Cross also deployed mobile food distribution trucks to locations with extended power outages. The City of Tallahassee utilized StarMetro to assist with transportation from affected areas on the south side of Tallahassee to a meal service location at Jack McLean Park. In total, the Salvation Army served over 14,000 meals and the Red Cross served over 6,500 meals and 23,000 snacks.

During community listening sessions following Hurricane Hermine, citizens inquired as to why Leon County Emergency Management did not provide ice as a part of the response effort. Ice is generally not considered an essential life-saving commodity, except in certain circumstances involving keeping medications cool, and the state typically does not grant requests for ice when stores are open that can provide it. By way of example, a request from Madison County Memorial Hospital for dry ice during Hermine in order to cool vaccines was denied. Most grocery stores and big box stores in Leon County were open shortly following Hurricane Hermine.

Finding #75: The process for requesting mutual aid assistance for bottled water from the State EOC worked seamlessly. Bottled water was shipped immediately and delivered on time to the County staging area, allowing County personnel to quickly distribute the water to areas in need.

Finding #76: During Hurricane Hermine, representatives from the Salvation Army and American Red Cross observed a need to identify a list of predetermined sites throughout Leon County that may be suitable for food service. The Leon County CEMP does not identify these locations.

Recommendation 76.1: Amend the Leon County CEMP to provide for the identification of sites throughout the County that can serve as stationary food service locations.

Lead Agencies: Leon County Emergency Management

Support Agencies: Tallahassee-Leon County Planning Department

Finding #77: The Board of County Commissioners has established a legislative priority for the 2017 Legislative Session to seek funding to improve the disaster resilience of community centers and other facilities in Leon County that could serve as Points of Distribution or comfort stations.

Recommendation 77.1: In support of the Board's 2017 State and Federal Legislative Priorities, seek funding to enhance the disaster resilience of facilities throughout the County that may serve logistical needs during emergency events.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Facilities Management

Finding #78: During Hurricane Hermine, many residents needed a location to recharge mobile devices. The County, City, and private sector partners were able to meet this need by opening libraries and community centers and deploying mobile charging stations.

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4.11 Comfort Stations

In addition to points of distribution, the Leon County CEMP provides for the establishment of “comfort stations” to help residents cool off, hydrate and to receive information from area nonprofit agencies. Leon County opened a comfort station at the Main Library with assistance from the American Red Cross from Saturday, September 3 to Wednesday, September 7. Over 5,000 citizens visited the comfort station during this time. Branch libraries were also opened to the public as power was restored. Additionally, the City of Tallahassee opened Jack McLean Community Center, Sue McCollum Community Center, and Palmer Munroe Teen Center as comfort stations. Information about comfort stations was announced during press conferences and was disseminated by EOC Public Information staff through news releases, social media posts, the County’s Emergency Information Portal, and the City’s emergency information webpage.

Citizens reported to Library staff that they appreciated having a place to go with air conditioning, restrooms, drinking fountains and charging stations where they could stay as long as they liked. Citizens also enjoyed being around other people and utilized library resources such as books, magazines, computers, and the board games that Library staff made available. People stayed at the comfort station after their devices were charged, and many came back each day. For future emergencies, each Library facility could operate as a comfort station as long as the facility has electric service.

During community listening sessions following Hurricane Hermine, some citizens reported that phone calls made to the Library to inquire about the status of the comfort station were unanswered. The Library functioned exclusively as a comfort station from September 3 through September 7 and suspended its normal operations. Accordingly, the efforts of Library staff were focused on the operation of the comfort station and providing relief to citizens. The Library’s phone lines were sent to a voice recording during this time, which provided an announcement to callers that the Library was open as a comfort station.

Finding #79: During community listening sessions following Hurricane Hermine, some citizens indicated that they were unaware of the availability of comfort stations despite efforts to promote them through a variety of communications avenues as described above. Citizens suggested creating greater awareness of comfort stations by deploying signage along major roadways.

Recommendation 79.1: Deploy variable message boards on major roads directing citizens to comfort stations during future emergencies.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Community & Media Relations, Leon County Public Works

Recommendation 79.2: Identify all Leon County Libraries as potential comfort stations for future emergencies.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Libraries

4.12 Permit Fee and Waivers and Relaxed Inspection Requirements

To help the community rebuild after Hurricane Hermine, Leon County and the City of Tallahassee made a joint decision on Monday, September 5 to waive growth management and building permit fees for storm-related repairs, as well as permit fees to remove storm-damaged trees, as long as the work was completed by either the homeowner or a licensed contractor. Fees were also waived retroactively for completed projects associated with damage from

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Hurricane Hermine. Additionally, in order to expedite power restoration, electrical service was allowed to be reconnected by a licensed electrical contractor with final inspections conducted at a later date. The timing of the County and City decision was important, as it occurred on a holiday weekend when permit offices were closed. This allowed citizens to begin making emergency repairs immediately without having to worry about securing permits in advance.

As indicated in Section 2.3 above, Leon County maintains a Catastrophe Reserve Fund to allow access to emergency funds during a declared local state of emergency. The Catastrophe reserve Fund can be used in support of staff overtime, equipment, contractual support (i.e. debris removal) and materials/supplies in the event of a natural disaster. In addition, funds may also be used to pay for solid waste and building/growth fees for eligible residents for the purpose of home restoration/construction. Leon County's Catastrophe Reserve Fund was utilized to reimburse the building fund for fees waived in support of the restoration effort. At the time this report was prepared, fees have been waived or refunded for 82 County building permits totaling nearly \$15,000 in fees, although staff is still receiving additional requests generally associated with after-the-fact permits and delays associated with insurance related issues.

Finding #80: The joint decision made by the County and City to waive permit fees for storm-related repairs was effective and allowed citizens to immediately make emergency home repairs while permit offices were closed.

Recommendation 80.1: Amend the Leon County CEMP to include the emergency waiver of building permit fees for disaster-related repairs.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Development Support and Environmental Management, Office of Financial Stewardship

4.13 Mosquito Control

Because Hurricane Hermine did not cause significant flooding issues, Leon County Mosquito Control was able to resume normal operations on Monday, September 5. At that time, Mosquito Control began focusing fog truck spraying in historically problematic areas such as Killearn Lakes, the Lake Jackson area, Chaires area, Woodville, and Ft. Braden. Costs associated with enhanced mosquito control efforts following Hurricane Hermine were generally minor; however, these costs may be reimbursable by FEMA under the Public Assistance Program. Staff has initiated the process to seek reimbursement for these costs (Mission #294). Further discussion regarding FEMA assistance in other areas is provided in Section 4.17 below.

4.14 Debris Removal and Monitoring

Since 2012, Leon County and the City of Tallahassee have utilized joint contracts for debris removal and debris removal monitoring services to provide additional resources to County and City Public Works road crews when removing large volumes of disaster-generated debris. These contracts demonstrate exemplary coordination and communication between the two local governments to ensure that enough personnel are made available in a cost-effective manner and that all work is done in compliance with FEMA reimbursement standards. In fact, DSI's assessment found the County's debris clearance and removal practices to be well-organized, well-publicized, and generally outstanding.

Crowder-Gulf, having been activated on September 3 by both jurisdictions for cut and toss assistance to clear roadways, were subsequently engaged on September 5 to begin debris removal the following week on September 12. DRC Emergency Services was activated on

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September 20 and began removing debris on September 21. Debris removal operations occurred in two passes throughout the County with the goal to remove all debris from all public and private roads and rights-of-way in the County, including within City limits. In a coordinated effort with Crowder Gulf, Waste Pro began assisting with the removal of smaller debris piles and bulky items during the second pass, which ultimately allowed them to return to their normal pickup schedule. An automated call system was utilized to make residents aware that emergency debris removal services had been activated, inform citizens of what to expect and direct them to the EIP for additional details, and welcome questions by sharing contact information by phone.

Several types of debris were collected following the storm, including vegetative material, building materials, furniture, appliances, household hazardous waste, and other items. Also, as part of the debris removal process, debris contractors removed "leaners and hangers," which are trees and limbs that have not completely fallen but are within the right-of-way. Leon County Public Works and the County's debris removal contractors ultimately collected over 200,000 cubic yards of debris associated with Hurricane Hermine.

Simultaneous to the debris removal activation, the County and City also activated their debris removal monitoring service vendor, Witt-O'Briens Response Management, Inc. The status of debris operations was communicated by Public Information staff at the EOC using maps posted to both the County's Emergency Information Portal and the City's emergency information webpage along with a three-day planned work schedule describing the location where debris removal personnel were working.

Finding #81: Leon County Public Works and the County's debris removal contractors ultimately collected over 200,000 cubic yards of debris associated with Hurricane Hermine.

Finding #82: Debris removal efforts were communicated by an automated call system and regularly updated maps posted on the EIP.

Recommendation 82.1: Although there were many communications efforts related to establishing debris removal expectations to the public, additional operational and communication improvements should be made to better identify the planned allocation of resources.

Lead Agencies: Leon County Community and Media Relations

Support Agencies: Leon County Public Works

4.15 Initial Impact Damage Assessment

Hurricane Hermine resulted in extensive damage throughout the community. The results from the initial impact damage assessments were as follows:

- Destroyed properties: 45
- Properties with Major Damage: 187
- Properties with Minor Damage: 259
- Affected properties: 238

Immediately following Hurricane Hermine, LCEM and the Capital Area Chapter of the American Red Cross began collecting information on damaged homes. The Red Cross, a volunteer organization stretched thin servicing a region-wide emergency, was assisted by the County and City which provided 40 personnel over the course of two days to assist with the county-wide damage assessment process by ensuring the greatest degree of coverage to collect information on damaged properties.

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Leon County also developed and deployed a web portal for citizens to self-report damage which assisted in directing the teams deployed in the field. Tallahassee-Leon County GIS provided the support for mapping and compiling the assessments required to both assist the field teams and to prepare the information for submission to FEMA. The data collected from the initial impact damage assessments was submitted to FDEM so that the state could request a Preliminary Damage Assessment for Individual Assistance. These efforts successfully enabled Leon County residents to apply for FEMA Individual Assistance programs.

Finding #83: As demonstrated by the initial impact damage assessments accepted by FEMA, Hurricane Hermine caused extensive damage to residential homes across Leon County.

Finding #84: Initial Impact Damage assessment is a function traditionally facilitated by the American Red Cross. However, the County and City together deployed 40 personnel to assist with data collection during Hermine, and the Red Cross and LCEM provided just-in-time training on initial impact damage assessments. These teams were able to conduct a county-wide damage assessment in two days that successfully enabled Leon County to be eligible for FEMA Individual Assistance.

Recommendation 84.1: Evaluate opportunities for Leon County to assume the lead role in conducting damage assessments in the future and amend the CEMP as appropriate.

Lead Agencies: Leon County Administration

Support Agencies: Leon County Emergency Management

Recommendation 84.2: Identify and recruit personnel from County and City departments to staff initial impact damage assessment teams and provide training in the FEMA Damage Assessment criteria annually prior to hurricane season.

Lead Agencies: Leon County Administration, Tallahassee City Manager's Office

Support Agencies: Support: Leon County Emergency Management

Recommendation 84.3: Implement updated technology that will allow for field data collection that integrates with GIS technology.

Lead Agencies: Leon County Office of Information and Technology

Support Agencies: Leon County Emergency Management

4.16 County and City Navigation Teams

Following Hurricane Hermine, Leon County partnered with the City of Tallahassee to establish "navigation teams" to assist citizens with questions and information regarding the recovery. Navigation teams provided general information to citizens on recovery processes such as filing insurance claims, resources to assist with emergency needs and recovery efforts, permit fee waivers, and other general information. While the CEMP provides for the deployment of a Community Recovery Center (CRC) following a disaster with VolunteerLEON as the lead agency based on a lesson learned from Tropical Storm Fay, the availability of trained volunteers and parent organizations were limited due to the regional impact of the hurricane. The navigation teams provided a similar community resource to provide immediate and thorough relief to citizens impacted by the disaster while Leon County and community partners worked to restore services and critical infrastructure.

Navigation teams were staged at the North Florida Fairgrounds and at the Frenchtown Renaissance Center from September 9 to September 11, 2016. Additionally, a telephone hotline and specialized e-mail address (StormRecovery@leoncountyfl.gov) were established and

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monitored following the closing of the navigation centers. Most customers at the navigation centers were elderly, disabled, and/or fixed income citizens. Most customers' questions were focused on food assistance, tree removal assistance, transportation, and property damage/insurance claims. Overall, the navigation teams were well-received by citizens, many of whom expressed feeling better about their situation after talking with navigation team members.

Finding #85: While the CEMP calls for the deployment of Community Recovery Centers (CRC) following a disaster, Leon County and the City of Tallahassee recognized the limited availability of trained volunteers across the region and decided to establish navigation teams to provide this service.

Finding #86: While Leon County and the City of Tallahassee recognized the need to establish navigation teams following Hurricane Hermine to meet the needs of affected citizens, the Leon County CEMP provides for the establishment of a Community Recovery Center (CRC) following a disaster. Staff observed an opportunity to continue to enhance this resource for future emergency events.

Recommendation 86.1: Direct staff to identify a community organization that can assist with navigating insurance claims as a member of COAD and as a participant at Community Recovery Center following a disaster. Amend COAD governing documents and the Leon County CEMP as appropriate.

Lead Agencies: VolunteerLEON

Support Agencies: Leon County Emergency Management

Recommendation 86.2: Pre-identify suitable sites that can serve as Community Recovery Centers, as well as logistical support needs and site layouts. Assign sworn law enforcement officers to direct facility security operations.

Lead Agencies: Leon County Emergency Management

Support Agencies: VolunteerLEON, Leon County Facilities Management, City of Tallahassee Environmental Services & Facilities, Leon County Sheriff's Office

4.17 FEMA Assistance

In advance of the Hurricane, Governor Scott declared a State of Emergency for 42 counties, including Leon County, on August 31, 2016. Based on the damage assessments by local officials throughout the state, Governor Scott requested a Presidential Disaster Declaration for Hurricane Hermine on September 20, 2016. The next day County staff met with the Tallahassee-based DSI Group, which manages the FEMA Public Assistance Program on behalf of the state and was consulted in the preparation of the After-Action Report, to outline the next steps of the federal assistance process and to reflect on the Hurricane Hermine response and recovery efforts. On September 28, 2016, President Obama declared a disaster for the State of Florida, including Leon County, authorizing the Public Assistance Grant Program.

4.17.1 Public Assistance Grant Program

The FEMA Public Assistance Grant Program is authorized through the Robert T. Stafford Disaster Relief and Emergency Assistance Act to assist state, tribal, and local governments, and certain private non-profit entities, severely affected by a disaster. To be eligible for the FEMA Public Assistance Grant Program declaration by the President of the United States which is provided in the form of federal reimbursement of eligible disaster expenses, a state must reach a damage cost threshold (\$1.41 per capita), and individual counties must reach a county-specific damage cost threshold (\$3.57 per

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capita). The 2016 threshold for the State of Florida is \$26,509,847 and Leon County's threshold is \$983,489.

On September 9, 2016, the Joint Preliminary Damage Assessment Team consisting of personnel from FEMA and the Florida Division of Emergency Management verified damage reported by Leon County Government, the City of Tallahassee and eligible private non-profit organizations. The Joint Preliminary Damage Assessment Team estimated \$8,771,036 in government and non-profit damage and response costs in Leon County due to Hurricane Hermine. This cost was used as part of the State of Florida's request for a Presidential Disaster Declaration. The statewide damage estimate for Hurricane Hermine was approximately \$45.5 million.

On October 10, 2016, an applicant briefing for government and eligible non-profits was held at the Public Safety Complex for Public Assistance Grant funding. The Florida Division of Emergency Management facilitated the briefing by reviewing program eligibility, application procedures, administrative requirements, and funding limits. Applicants typically have 30 days following a declaration or area designation to request Public Assistance; however the deadline to submit for Hurricane Hermine was extended until November 11, 2016. Leon County submitted its request for Public Assistance on October 28, 2016.

On November 9, 2016, a FEMA Public Assistance Coordinator assigned to help establish the partnership among FEMA, the state, and each applicant, conducted a kickoff meeting with Leon County Government to review specific project formulation and documentation, funding options, and special considerations that may affect funding. At the kickoff meeting, Leon County submitted an application to participate in the FEMA pilot program for the reimbursement of expenses associated with Hurricane Hermine. The County is utilizing the services of Wheeler EMC, Inc. to assist with the development of project worksheets and collection of FEMA-compliant documentation to ensure the maximum reimbursement of disaster costs through the FEMA Public Assistance Program.

Finding #87: The utilization of an experienced consultant is vital to navigate the FEMA application and reimbursement process for expenses incurred as a result of Hurricane Hermine.

Recommendation 87.1: Retain a consultant on an ongoing basis to assist with navigating the FEMA reimbursement process, similar to the County's contracts for emergency debris removal.

Lead Agencies: VolunteerLEON

Support Agencies: Leon County Emergency Management

4.17.2 Individual and Households Program Assistance

FEMA's Individuals and Households Program (IHP) provides up to \$33,000 per household for necessary housing-related expenses and critical needs that cannot be met through other means. For a state or county to be eligible for FEMA IHP assistance, a damage assessment must be completed. Following Hurricane Hermine, LCEM and the Red Cross began collecting information on damaged homes as outlined in the County CEMP. As described in Section 4.15 above, Leon County's initial damage assessment results found 45 homes destroyed, 187 homes with major damage, 259 homes with minor damage, and another 238 homes affected by Hermine.

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For the FEMA IHP to be considered under the declaration, a variety of pertinent factors are considered for a given incident such as:

- The amount and type of damages
- The impact of damages on affected individuals, the state, and local governments
- The available resources of the state and local governments, and other disaster relief organizations
- The extent and type of insurance in effect to cover losses
- Assistance available from other federal programs and sources
- Imminent threats to public health and safety
- Recent disaster history in the state
- Hazard mitigation measures taken by the state or local governments, especially implementation of measures required as a result of previous major disaster declarations

Due to the widespread impact of Hermine, the resources available from the Red Cross to conduct initial impact damage assessments were stretched thin. On September 8 and 9, personnel from Leon County Government and the City of Tallahassee were called upon to complete initial impact damage assessments. An additional 40 County and City personnel were assembled and received just-in-time damage assessment training from the Red Cross before conducting initial damage assessments.

Given the sudden participation and brief training for County and City employees to conduct damage assessments, it was determined to err on the side of caution by documenting all damaged properties regardless of potential FEMA eligibility. Residents that suffered damage to their homes are not eligible for assistance if FEMA determines that the owner has the financial capacity to independently restore the home on their own or if the damage is covered by insurance. Upon completion of site visits and damage assessments, these small teams summarized the data collected and submitted it to the FDEM to request a Preliminary Damage Assessment for FEMA IHP assistance.

A Joint Preliminary Damage Assessment was conducted on September 13 and 14, 2016 consisting of personnel from FEMA, the Small Business Administration, the Florida Division of Emergency Management, and LCEM. FEMA's Joint Preliminary Damage Assessment Team leader commended Leon County for collecting damage information from the public through an online reporting portal (described earlier in Section 4.15) and providing the Team with color coded zone maps which offered quick damage designations and simplified route planning to assess damaged properties. Based on their findings from the 149 locations, the Joint Preliminary Damage Assessment Team believed it had identified enough information to include in the state's request for a Presidential Disaster Declaration. The ratio of destroyed properties and properties with major damage reported in our initial impact damage assessment was consistent with the ratio found in the 149 locations visited in the field validation. It is important to note that the damage identified by FEMA's Joint Preliminary Damage Assessment Team only reflected a sample of the actual damage throughout the County because its calculations are limited to the damage costs of eligible properties. As a result, the President's September 28 Disaster Declaration for the state did authorize the FEMA IHP in Leon County.

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The FEMA IHP consists of two program elements, Housing Needs Assistance and Other Needs Assistance for individuals. Housing support may include financial assistance for homeowners or renters in need of temporary housing solutions, reimbursement of lodging expenses, damage repair costs for a primary residence, and the replacement of a destroyed primary residence. According to the *Tallahassee Democrat*, Leon County residents received \$434,000 through this program as of November 21.

- Other Needs Assistance offers a wide variety of reimbursements for expenses incurred on critical needs caused by the disaster such as child care, medical and dental care, funeral and burial costs, and moving or storage expenses related to the disaster. This program also provides financial support for damages to essential items required for the home, school, or job such as the primary heat source, cleaning equipment (vacuum, dehumidifier, etc.), primary vehicle, and other necessary expenses or critical needs as determined by FEMA.
- While some housing assistance and reimbursement funds are available through these FEMA programs, most disaster assistance from the federal government is in the form of loans by the U.S. Small Business Administration (SBA). Home Disaster Loans through the SBA were made available to Leon County homeowners or renters for repairing or replacing destroyed real estate up to \$200,000 and personal property up to \$40,000. Unlike the FEMA assistance, these low-interest loans are available regardless of an applicant's ability to replace a roof out of pocket and may be used to replace personal property beyond the FEMA's critical needs limitations (primary vehicle, health care, and child care expenses, etc.). Business and Economic Injury Disaster Loans through the SBA are described in greater detail Section 4.18.4 of this report.

To aid citizens with registration for assistance programs, FEMA activated two outreach programs to facilitate registration by the November 28, 2016 deadline, Disaster Survivor Assistance and Disaster Recovery Centers.

- The Disaster Survivor Assistance Program Teams arrived on October 2, 2016 and made contact with storm victims at their homes and at community events. Disaster Survivor Assistance Program Teams visited all of the addresses previously identified by local officials offering guidance on how to access and navigate FEMA disaster assistance programs.
- A Disaster Recovery Center is a readily accessible facility where survivors may go for information about FEMA programs or other disaster assistance needs or questions related to their circumstance. The Disaster Recovery Center for Leon County was established in the large program rooms at the LeRoy Collins Main Library and operated between October 11, 2016 and October 27, 2016. Representatives from the Florida Division of Emergency Management, the Federal Emergency Management Agency, U.S. Small Business Administration (SBA), volunteer groups, and other agencies helped storm victims apply for federal disaster assistance and provide information on low-interest disaster loans for homeowners, renters, and businesses.

FEMA notified the LCEM Director that it was evaluating whether to open a separate Disaster Recovery Center for business needs. Upon notification through the LCEM Director, County Administration and the joint Office of Economic Vitality reached out to

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partner organizations capable and willing to host a more modest Disaster Recovery Center for business needs, such as the Greater Tallahassee Chamber of Commerce and DOMI Station, but FEMA ultimately made a determination to focus its area resources on residential needs.

Finding #88: Storm-related damage identified during County and City staff-led initial impact damage assessments and verified by FEMA’s Joint Preliminary Damage Assessment Team supported the federal authorization of the Individual Household Assistance program in Leon County.

4.18 Business, Industry, and Economic Stabilization

The State’s responsibilities for managing the resources available from the private sector, either through donation or compensation, to aid the recovery of the private sector is assisted by private sector partners represented in the State EOC by various business groups and associations such as the Florida Chamber of Commerce, the Florida Retail Federation, the Florida Petroleum Council, Visit Florida, etc. After a disaster occurs, the State’s CEMP (ESF #18) calls for an economic assessment of impacted communities so that pertinent and timely information can be provided to the private sector on the recovery process. These responsibilities range from gathering information on retail establishments open for business to coordinating with the petroleum industry (ESF #12) to monitor the supply of transportation fuels. Although not identified in the County CEMP, Leon County and FDEM also share information relating to the hotel availability in support of hosting evacuees and staging response and recovery contractors. Included in this section are examples of positive and timely exchanges of information as well as areas identified for the County to take on additional responsibilities to enhance future response efforts. The section concludes with information on recovery assistance programs specific to businesses and commercial properties.

4.18.1 Retail Stores and Restaurants

On the afternoon following the Hurricane’s passing, LCEM submitted two mission requests (#103 and #108) seeking the status, capabilities, and plans for retailers and gas stations in Leon County. The State EOC quickly responded to Mission Request #103 with a list of grocery stores and big box retailers that were open for business. At that time, all Publix grocery stores were open on generator power and area Walmart stores were awaiting the arrival of their generators by semi-truck. The first area Walmart store, as well as area home improvement stores, opened later that afternoon on September 2. The afternoon reopening of these large retailers was important to restore a level of normalcy in the community and provide access to critical supplies following the storm.

As expected, many local restaurants remained closed following the storm until power was restored and food inventory was inspected and/or replaced. Residents quickly flocked to local retailers to stock up on natural gas to cook on their barbeques. One anecdotal observation or finding in the two days following the Hurricane was the number of people that sought freshly cooked meals at the area hospitals. Capital Regional Medical Center, Tallahassee Memorial Hospital, and the Tallahassee Memorial Emergency Center-Northeast, each experienced extremely high volumes of customer traffic in their cafeterias because their generator systems allowed them to continue operations without interruption.

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Finding #89: State Emergency Support Function #18 gathers and provides information regarding the status of businesses that are open following a disaster. Public Information efforts immediately following Hurricane Hermine could have incorporated some of this information to assist citizens in locating stores that could provide disaster relief supplies.

Finding #90: Hospital cafeterias were the restaurant of “choice” as some of the few venues serving cooked meals immediately following Hermine.

4.18.2 Gas Stations

Mission Request (#108) by the County requested a fuel status report (ESF #12 in the State CEMP) due to the widespread power outages and reports of closed gas stations. Based on the State CEMP, ESF #12, FDEM has the primary responsibility to monitor and coordinate with the private sector suppliers of energy and transportation fuels such as propane, fuel oil, diesel fuel, and gasoline to ensure that adequate supplies are available and deliverable for normal community functioning. The State did not provide this information in a timely fashion as staff later learned that their method for determining fuel availability was to call all gas stations in Leon County. This lack of reporting capability by the State had not previously been relayed to County emergency managers by the State.

Sec. 526.143, F.S. requires gas stations of a certain size or within a certain proximity to established evacuation routes to maintain backup power for fuel pumps. This state law was enacted following the 2004-05 hurricane seasons, during which gas stations had adequate fuel supply but lacked the electric power to pump fuel for consumer purchase. During Hurricane Hermine, staff learned that the State EOC did not have readily available information regarding the status of gas stations in Leon County and whether they had backup power for their fuel pumps. Florida Statutes authorizes the State and local emergency management directors to directly collect and maintain information on these facilities.

Finding #91: State Emergency Support Function #12 is charged with gathering and providing information regarding fuel supplies and the status of gas stations that are open following a disaster. The State EOC did not have readily available information regarding the status of gas stations in Leon County and whether they had backup power for their fuel pumps.

Recommendation 91.1: Given the authority provided in Florida Statutes, Leon County Emergency Management should collect and maintain information on gas stations that have backup power supplied to their fuel pumps.

Lead Agencies: Leon County Emergency Management

Support Agencies: Tallahassee-Leon County Geographic Information Systems

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4.18.3 Coordination with Local Hotels

The Leon County Division of Tourism Development is called upon during a hurricane for a variety of support including finding hotel rooms for residents who may have experienced damage to their home, out-of-town responders (electricians, contractors, EMTs, etc.) assisting with restoration and recovery efforts, and neighbors evacuating from nearby coastal communities. For the latter, Tourism embraces its role as a host for coastal evacuees and communicates with hoteliers to share up-to-date information on evacuation orders, road and bridge closings, power outages, and when it is safe to return to those areas.

As Hurricane Hermine approached the Big Bend area, Leon County Tourism posted special weather alerts on VisitTallahassee.com, surveyed hoteliers to gauge inventory and identify any special rate offers, updated its website to reflect properties with room availability, and activated the *Hotel Hotline* (606-BEDS [2337]) to speak directly with Tourism staff during regular business hours. Approximately 50% of lodging properties (25 hotels) were responsive to the survey and staff reached out to tourism industry partners daily to provide assessment reports throughout the emergency activation. As Tourism gathered this information daily, status reports were shared with the County EOC and upon request to Visit Florida.

After the storm had passed on Friday, September 2, fewer than 10 hotels had power and all were sold out and turning guests away. Unfortunately, many hotels in Leon County did not have alternate power sources and were forced to close since they could not accommodate guest needs and experienced inoperable phone and computer systems. Some of the properties that remained operational were downtown hotels that experienced minimal interruption of electrical service. However, several other properties throughout the County remained operational because they were equipped with backup generators. One large hotelier just outside of downtown relied on its permanent generator to accommodate guests while two properties near the I-10/Capital Circle interchange made preparations to rent generators in advance of the storm.

For the remainder of the weekend through Monday, September 5, Tourism staff acted as a conduit surveying local attractions and lodging properties as power was restored to determine their status of operations. Staff also informed hotel properties of the comfort station established at the Main Library and continually updated its website regarding area lodging and attractions with a focus on the number of visitors expected to arrive just a few days later for the FSU home football game on Saturday, September 10.

A credit to the mutual aid agreements already in place, many contractors arrived as power was restored with previously arranged hotel accommodations. It has long been a best practice of the response and recovery industry to have agreements in place with national hotel brands to ensure that employees have a place to stay even in a high demand period. That being said, Tourism was called upon in several instances to help place smaller groups of contractors throughout the week. In fact, Tourism assisted approximately 15 contractors with rooms in Wakulla County because they were forced to relocate due to the arrival of guests for the FSU football game on September 10.

In the wake of the storm, there were reports of hotels charging two to three times the normal room rate. According to a *Tallahassee Democrat* article published on October 4,

Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

2016, there were 57 complaints of price gouging in Leon County associated with Hurricane Hermine. According to the Florida Attorney General's Office, no formal actions have been taken against area hoteliers at the time of this writing.

Finding #92: The Leon County CEMP is silent regarding the role of Tourism Development staff during emergencies. Staff observed an opportunity to assign Tourism Development staff to the EOC to staff the Hotel Hotline.

Recommendation 92.1: Update the Leon County CEMP to reflect Tourism Development staff's role in coordinating hotel availability during emergencies including the Hotel Hotline.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Division of Tourism Development

Recommendation 92.2: Transfer the Hotel Hotline to a desk at the EOC after hours and during closures to be staffed by Tourism Development and volunteers.

Lead Agencies: Leon County Division of Tourism Development

Support Agencies: Leon County Emergency Management, Leon County Office of Information and Technology

Finding #93: While many hotels throughout the County lost power during Hurricane Hermine, many were able to remain operational as a result of advance planning – either by installing backup generators or by making arrangements in advance to rent backup generators.

Recommendation 93.1: Work with local hoteliers to raise awareness regarding the need for local hotels to remain operational during emergency events and provide technical assistance as appropriate.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Division of Tourism Development

Finding #94: Many mutual aid agencies arrived in Leon County with hotel arrangements already in place in accordance with standing agreements they have with national hotel chains. This is an industry best practice and should be reflected in all County and City mutual aid agreements.

Recommendation 94.1: Review the County's existing mutual aid agreements and ensure that all existing and future agreements provide for agencies to have agreements in place to guarantee hotel accommodations upon arrival.

Lead Agencies: Leon County Emergency Management

Support Agencies: Leon County Purchasing Division

4.18.4 Stabilization and Recovery Efforts

Although FEMA decided against opening a Disaster Recovery Center for business assistance, there were a number of organic and coordinated initiatives in support of entrepreneurs. As some businesses remained without power following the Labor Day holiday weekend, The Tallahassee-Leon County Office of Economic Vitality coordinated with local establishments such as Domi Station, CoLab @ The Pod, and the Institute for Nonprofit Innovation and Excellence which graciously opened their doors by offering free work space, coffee, and Wi-Fi in an air conditioned environment.

On September 6, Governor Scott activated Florida's Small Business Emergency Bridge Loan Program and allocated up to \$10 million to support small businesses impacted by

Section 4.0 Hurricane Hermine Preparedness, Response and Recovery

the Hurricane. These short-term bridge loans were designed to provide interest-free financial assistance in a timely fashion for small businesses that experienced physical or economic damage as a result of Hurricane Hermine.

The Florida Small Business Emergency Bridge Loan Program is offered through the Florida Department of Economic Opportunity and administered locally by the Florida Agricultural and Mechanical University's Small Business Development Center (FAMU SBDC). The FAMU SBDC assembled a panel of five local lenders, and chaired by the Office of Economic Vitality, to rapidly review bridge loan applications. Owners of small businesses with two to 100 employees were eligible to apply for up to \$25,000 by October 31. Through this program, the panel approved 12 applications submitted by local businesses for a total of \$224,500 in emergency bridge loans.

On September 29, the day after the Presidential Disaster Declaration, the U.S. Small Business Administration (SBA) announced the availability of Disaster Loans to assist small businesses, non-profits, homeowners, and renters affected by Hurricane Hermine. This federal program offered greater capital through three types of low-interest disaster loans; Business Physical Disaster Loans, Economic Injury Disaster Loans, and Home Disaster Loans. Eligible Business Physical Disaster Loans loan applicants could borrow up to \$2 million to repair or replace damaged or destroyed real estate, machinery, and equipment, inventory, and other business assets. Applicants could also be eligible for an additional 20% on their loan for mitigation improvements to protect property from future damage caused by a similar disaster. The Economic Injury Disaster Loans could provide up to \$2 million to alleviate economic injury, less insurance coverage, and help meet working capital needs caused by the disaster.

The application window for physical property damage, as well as the home loans through the SBA previously discussed in Section 4.17.2, recently closed on November 28 but the deadline to submit an economic injury application is June 28, 2017. According to the *Tallahassee Democrat*, nearly \$8.2 million in SBA loans had been approved for Leon County residents and business owners as of November 20, 2016.

Section 5.0 Additional Opportunities and Recommendations

5.0 Additional Opportunities and Recommendations

Following is a compilation of additional observations during Hurricane Hermine along with recommendations for staff to address internally. These observations are generally associated with more technical and/or operational details than the remainder of this report, but are presented in Table 5 below in the interest of providing a complete and thorough examination of every aspect of Leon County’s preparedness and capacity for response and recovery. Further, the County engaged DSI, a professional emergency management consulting group, to review the findings contained in the After-Action Report and offer objective findings and recommendations, which are found throughout this report.

Table 5: Additional observations and recommendations associated with Hurricane Hermine

<u>Findings/Observations:</u>	<u>Recommendations:</u>	<u>Lead Agency:</u>
Finding #95: Although the CEMP provides for conference calls to be initiated when Apalachee Bay falls within the 5-day error cone, LCEM initiated conference calls on August 30 (two days before landfall). However, Hermine was still only a tropical depression at the time.	Amend the CEMP to provide for conference calls to begin when the state of Florida (rather than Apalachee Bay) falls within the 5-day error cone.	Leon County Emergency Management
Finding #96: Utilizing a web-based conference call platform would allow for participating agencies to utilize graphics and images to help build a common operating picture among all organizations engaged in emergency response activities.	Upgrade to a web-based conference call platform.	Leon County Sheriff’s Office Information Technology Section
Finding #97: During Hurricane Hermine, staff observed an opportunity to enhance the flexibility of the EOC layout by configuring each EOC computer to allow any County or City employee to access their network.	Configure EOC workstation computers to allow both County and City staff to access their networks.	Leon County Sheriff’s Office Information Technology Section
Finding #98: During Hurricane Hermine, staff observed a potential opportunity to streamline response efforts by improving the work order management system utilized during emergencies.	Convene a task force to evaluate the requirements of interfacing to various work order management systems during emergency events.	Leon County Office of Information and Technology

Section 5.0 Additional Opportunities and Recommendations

<u>Findings/Observations:</u>	<u>Recommendations:</u>	<u>Lead Agency:</u>
<p>Finding #99: Public Information staff must balance the need to keep the media informed about the progress of response activities while also addressing other areas of their responsibility, such as responding to citizen inquiries. This topic is addressed in the CEMP but should be refined.</p>	<p>Clarify the CEMP to provide for the EOC Public Information Officer and the LCEM Director to establish a schedule for media briefings at the beginning of any extended incident and communicate this schedule with media partners.</p>	<p>Leon County Community and Media Relations</p>
<p>Finding #100: Media partners visiting the EOC requested to observe the activities of response personnel working in the EOC.</p>	<p>To minimize disruptions to emergency response personnel and to maintain the security of the EOC, explore providing a video-only live feed of the EOC in the Media Room for visiting media partners to use.</p>	<p>Leon County Office of Information and Technology</p>
<p>Finding #101: Many individuals served at the EOC throughout the duration of the activation. Additional training could enhance depth among the EOC support team, allowing the rotation of staff during an emergency activation. This would limit the burden on departments and agencies contributing staff to the EOC.</p>	<p>Continue to provide training for staff from all participating agencies and include them in training and exercise plans.</p>	<p>Leon County Emergency Management</p>
<p>Finding #102: Incident Action Plans were not distributed to all staff in the EOC.</p>	<p>Ensure the consistent distribution of Incident Action Plans to EOC staff during each operational period.</p>	<p>Leon County Emergency Management</p>
<p>Finding #103: Citizen Information Line staff and volunteers could benefit from more frequent situation reports from Public Information Staff in the EOC.</p>	<p>Amend the CEMP to designate Leon County Community and Media Relations as the lead entity responsible for providing situation reports to CIL staff.</p>	<p>Leon County Emergency Management</p>
<p>Finding #104: During Hurricane Hermine, 2-1-1 Big Bend lost power to its main facility, requiring the agency to relocate to the Public Safety Complex.</p>	<p>Amend the Tallahassee-Leon County Local Mitigation Strategy to designate the 2-1-1 Big Bend facility as a critical facility and assist in seeking funding to install a backup generator.</p>	<p>Leon County Emergency Management</p>

Section 5.0 Additional Opportunities and Recommendations

<u>Findings/Observations:</u>	<u>Recommendations:</u>	<u>Lead Agency:</u>
<p>Finding #105: Future shelter operations should include a plan for registered sex offenders. Though no conflicts occurred during Hurricane Hermine, registered sex offenders require a separate shelter or must be segregated from the main shelter population.</p>	<p>Work with the Leon County Sheriff's Office to resolve issues relative to registered sex offenders and emergency shelter operations.</p>	<p>Leon County Emergency Management</p>
<p>Finding #106: Staff from the Leon County Office of Intervention and Detention Alternatives (OIDA) observed a need to ensure that monitoring devices for clients with court-ordered GPS monitoring can operate continually in the event of extended power outages. Batteries on GPS monitoring devices must be charged daily, so in the event of an extended power outage, clients need to have a designated place to recharge their device's battery.</p>	<p>Designate a location where OIDA clients can charge their GPS monitoring device battery during emergency events and update internal procedures to be able to communicate this location with clients.</p>	<p>Leon County Office of Intervention and Detention Alternatives</p>
<p>Finding #107: Staff observed a need during Hurricane Hermine to improve the process for gathering information from citizen reports made through the Consolidated Dispatch Agency, the Citizen Information Line, and 2-1-1 Big Bend on road conditions and storm-related damage in order to best facilitate response and recovery efforts.</p>	<p>Identify ways to collect additional details about downed trees, such as the diameter of the tree and whether it involves a power line, when receiving reports from the public.</p>	<p>Leon County Emergency Management</p>
<p>Finding #108: The layout of some temporary debris staging areas was restrictive and did not allow for easy access for equipment and staging of debris.</p>	<p>Re-evaluate and identify debris staging areas throughout Leon County, ensuring that these sites are configured such that they can accommodate sufficient volume of debris and equipment.</p>	<p>Leon County Public Works</p>
<p>Finding #109: Staff observed an opportunity to further enhance the County's ability to assist citizens following a disaster through navigation teams and/or Community Resource Centers.</p>	<p>Identify a community organization that can assist with navigating insurance claims as a member of the Community Organizations Active in Disaster (COAD) and as a participant at a Community Recovery Center or as part of a navigation team following a disaster. Amend COAD governing documents and the Leon County CEMP as appropriate.</p>	<p>VolunteerLEON</p>

Section 5.0 Additional Opportunities and Recommendations

<u>Findings/Observations:</u>	<u>Recommendations:</u>	<u>Lead Agency:</u>
	Pre-identify suitable sites that can serve as Community Recovery Centers, as well as logistical support needs and site layouts. Assign sworn law enforcement officers to direct facility security operations.	Leon County Emergency Management
Finding #110: Closer coordination with debris removal and monitoring contractors is needed to ensure that sufficient trucks, equipment, and staffing will be available to fully support future debris operations.	Coordinate with debris removal contractors during pre-hurricane season kickoff meetings to identify equipment that will be needed to remove debris from private roads that are in poor condition.	Leon County Public Works
	Re-evaluate the terms of debris removal and monitoring contracts to ensure that contractors' resources and personnel will be available to meet local needs.	Leon County Public Works
	During pre-hurricane season kickoff meetings each year, verify the debris monitoring contractor's proposed command center location to ensure adequate space is available to properly conduct monitoring operations.	Leon County Public Works
	Conduct a tabletop exercise with debris removal and monitoring contractors during pre-hurricane season kickoff meetings.	Leon County Public Works
	Designate a staff member to act as a project manager to oversee debris monitors and haulers.	Leon County Public Works

Section 6.0 Conclusion

6.0 Conclusion

Hurricane Hermine was the most severe weather event to affect Leon County since Hurricane Kate in 1985. Damage caused by the storm left many thousands of citizens without electricity for several days, frustrated by the pace of restoration, amid rumors of delays due to the refusal of additional resources available to assist with the recovery, and people's expectations related to the reliability of available information in the age of social media. Although these challenges presented a significant test of Leon County's plans, training, partnerships, and response capabilities during Hurricane Hermine, Leon County coordinated large-scale response and recovery activities involving a variety of partnering response agencies to quickly and effectively meet citizens' needs following the disaster.

While the impacts of Hurricane Hermine were severe, Leon County recognizes that it must continue to enhance its plans and capabilities to prepare for even larger, more severe disasters. The strengths and recommendations for continuous improvement contained in this After-Action Report will help to further enhance Leon County's preparedness for future emergency events.

In reviewing all aspects of Leon County plans, preparations, response, and recovery efforts from Hurricane Hermine, staff has identified the 110 findings and 80 recommendations presented in this report. In recognition of the importance of these findings, Leon County has already begun to address a number of the recommendations for improvement. For example, Leon County has adopted a list of state and federal legislative priorities for 2017 that includes seeking funding to enhance the disaster resilience of critical facilities throughout the County in partnership with the City of Tallahassee. Additionally, County, City, and Talquin Electric staff have already begun the process of refining protocols to establish Road Clearing Task Force crews during future incidents to further expedite the restoration of critical transportation networks. Together with the specific recommendations for revisions to the County's Comprehensive Emergency Management Plan, these actions demonstrate Leon County's commitment to learning lessons from every emergency event, developing solutions to identified issues, and following through on their implementation in the interest of better serving citizens.

Based on the Board's direction, staff will bring back future agenda items as needed to implement the recommendations contained in this After-Action Report. In addition, staff will provide a status report to the Board on the implementation of these findings and recommendations prior to the start of the 2017 hurricane season.

7.0 Appendices

Appendix A: List of Acronyms

Appendix B: Citizens for Responsible Spending Post-Hurricane Recovery Best Practices Task Force Final Report

Appendix C: County Attorney Memorandum Regarding Emergency Management Powers

Appendix D: Leon County CEMP

Appendix E: Leon County Board Policy No. 07-2, “Reserves”

Appendix F: 2016 Disaster Survival Guide for the Capital Area

Appendix G: EM Constellation Mission Requests

Appendix A: List of Acronyms

AHCA	Florida Agency for Healthcare Administration
CAD	Computer Aided Dispatch
CDA	Consolidated Dispatch Agency
CEMP	Comprehensive Emergency Management Plan
CIL	Citizen Information Line
COAD	Community Organizations Active in Disaster
COOP	Continuity of Operations Plan
CRC	Community Recovery Center
CRS	Citizens for Responsible Spending
DART	Disaster Animal Response Team
DCA	Florida Department of Community Affairs
DSEM	Leon County Department of Development Support and Environmental Management
DSI	Disasters, Strategies & Ideas Group
EIP	Emergency Information Portal
EMS	Leon County Emergency Medical Services
EOC	Emergency Operations Center
EPC	Emergency Preparedness Coordinator
ESF	Emergency Support Function
FDEM	Florida Division of Emergency Management
FDEP	Florida Department of Environmental Protection
FDOH	Florida Department of Health
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
GIS	Geographic Information Systems
HSPD-5	Homeland Security Presidential Directive #5
ICS	Incident Command System
IHP	Individuals and Households Program
JEA	Jacksonville Electric Authority
LCEM	Leon County Emergency Management
LCSO	Leon County Sheriff's Office
LMS	Local Mitigation Strategy
MIS	Leon County Management Information Systems
MYTEP	Multi-Year Training and Exercise Plan

NIMS	National Incident Management System
OIDA	Leon County Office of Intervention and Detention Alternatives
PDRP	Post-Disaster Redevelopment Plan
PIO	Public Information Officer
PSC	Public Safety Complex
SBA	U.S. Small Business Administration
SBDC	Small Business Development Center
SCO	State Coordinating Officer
SMAA	Statewide Mutual Aid Agreement
TLCASC	Tallahassee-Leon County Animal Services Center
TPD	Tallahassee Police Department

CITIZENS FOR RESPONSIBLE SPENDING



Post-Hurricane Recovery Best Practices Task Force

October 24, 2016

Preamble

The Post-Hurricane Recovery Best Practices Task Force is a bi-partisan group of concerned citizens who offer the following recommendations to local government officials with the goal of improving our community's preparedness and response to hurricanes and other severe storms. Our recommendations focus primarily on improving organizational structure, including the establishment of a clear chain of command; implementing a Comprehensive Emergency Management Plan (CEMP) with appropriate coordination between the County and City; improving communications with the public before, during and after a storm; and prioritizing services to those with the greatest need. We hope these recommendations are received in the spirit in which they are offered---to make our community better, safer and stronger. Any member this Task Force will be glad to discuss the group's basis for making these recommendations. We welcome your interest and questions.

Task Force Leadership

Hon. Jeff Kottkamp, Chair

Former Lt. Governor and State Representative

J. Sam Bell, P.E., (Ret), Vice Chair

Former Utility Executive, Energy Consultant & Assistant City Manager

Task Force Members

Lisa Ard, Owner of Sweet South Cottage and Farms

Steve Bahmer, President & Chief Executive Officer of Leading Age Florida

Bert Bevis, Owner of Bert Bevis Realty, Inc.

Michael Brawer, Executive Director/Chief Executive Officer of Association of Florida Colleges

Dale Brill, Ph.D., President and Founder of Thinkspot, Inc.

Monesia Brown, Esq., Wal-Mart Director of Public Affairs & Government Relations - Florida

Colleen Castille, Chief Executive Officer and Partner of Terra Conservation Group

Will Croley, Insurance Agent/Broker at Doug Croley Insurance Services

Emily Fritz, Retired Association Executive

Bruce Hoffmann, Esq., Retired, former State Representative who survived Hurricane Andrew and former General Counsel of Department of Revenue and Department of Management Services

Irv. "Doc" Kokol, Retired, former Director of Communications for Florida Wildlife Commission, Department of Health & Agency Health Care Administration

John McEachern, Retired, former Bank President and Mortgage Company Executive

Tom Napier, Community Activist, and appointed by Governor Rick Scott to State Board of Administration as Commissioner of State Retirement System

Victoria Vangalis-Zepp, appointed by Governor Rick Scott to the Florida Developmental Disabilities Council & former Executive Director of Florida TaxWatch's Center for Competitive Florida

Technical Assistance

Raoul Lavin, Tallahassee Assistant City Manager

Barry Moline, Executive Director of Florida Municipal Electric Association

Kevin Peters, Leon County Emergency Management Director

Fred Shelfer, President & Chief Executive Officer – Goodwill Big Bend

RECOMMENDATIONS

Before the Emergency (Planning)

1. Local government chain of command

- a. Review and clarify the memorandum to Leon Board of County Commissioners from Herb Thiele, County Attorney, dated 9-12-2016, regarding Emergency Management Powers.
- b. Update and clarify the analysis in Section 1, Emergency Management Powers and in Section 2, Director of Leon County Division of Emergency Management, regarding coordination of emergency management activities and transfer of job functions.
- c. Establish a clear County/City chain-of-command process that removes non-law enforcement elected officials from intervening in response and recovery operational decisions. According to state statute, counties are in charge before, during and after all natural disasters. The appropriate professionals should be calling the shots: Emergency Management Director, Sheriff, County Administrator and, where appropriate City Manager.
- d. Review the County Emergency Management Plan (CEMP) to assure that it complies with Florida statutes.



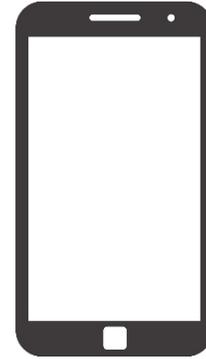
2. Organization and training

- a. The County Emergency Management Plan (CEMP) should be reviewed annually.
- b. The County/City/State should practice and drill hurricane and other disaster response plans regularly and with more frequency (at least at onset of the annual hurricane season) to ensure that everyone knows their proper roles and responsibilities.
- c. Provide training to non-utility County and City personnel to provide post-storm damage assessment reporting in order to expedite response and recovery processes.



3. Communications

- a. Develop outgoing (push) public communications system utilizing social media, mobile app and other commonly utilized platforms to provide the public with ongoing and just-in-time information and ensure the public knows how to access this information even during power outages.
- b. Ensure that the public and other stakeholders are aware of the CEMP-codified restoration priorities and the master plan for disaster recovery.
- c. Ensure adequate communications staffing through paid and volunteer networks to provide an ongoing flow of accurate information to the public.
- d. Engage County and City communications departments to work with all local media outlets to regularly educate and advise citizens on basic storm preparation in a concise manner.
- e. Incentivize all special needs citizens to register with County/City Utility emergency operations departments so that their needs and specific locations are known well in advance of storm. If being without electricity, even for a short time frame, is critical to their well-being, they should have plans to go to a nearby medical facility or shelter that is able to support them during and after the storm. Currently, the County and the City Utility maintain separate lists of special needs people, but these lists need to be consolidated and confirmed annually.



4. Utilities

- a. Seek and finalize signed mutual aid agreements from public and private utility companies, and execute them far in advance of storm. These mutual aid agreements should be specific to all potential costs incurred under all scenarios.
- b. Develop a systematic implementation plan for utilizing mutual aid providers and drill for this annually. This includes embedding one City utility crew member with each outside public and private utility company crew, even if the total number of local utility crews must be reduced to free up personnel. This will ensure that the greatest number of electric recovery teams are on the ground working while ensuring that safety protocols are maintained.
- c. Ensure prioritized restoration planning is adequate and leaves no unnecessary vulnerability. This means that a priority list must be created in advance, between the County and the utility, with specific addresses of those facilities that need to come on-line and in what order. For example, law

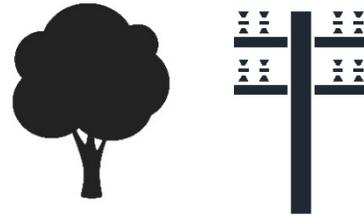


enforcement, hospital and medical facilities, nursing homes, assisted living facilities, special needs residents, juvenile justice facilities, child care facilities, hospice, etc.

- d. The State of Florida should be encouraged to utilize their procurement resources and purchasing power to make personal-use emergency generators affordable for local municipalities. This would allow residents to buy emergency generators to keep their refrigerators/freezers/stoves operational during and immediately after a storm. This could be managed similar to the *Energy-Efficient Loan* program and would allow residents to purchase a personal generator through a no-interest or low-interest basis. In addition, like the Energy-Efficient loan program, the resident would pay the loan back through their utility bill by adding a few dollars to their monthly bill. This would empower low and middle-income residents to be more self-sustaining during emergencies.

5. Tree and power line mitigation

- a. The County and City should jointly study tree mitigation issues, including cable burial, and establish clear policies that balance safety and environmental aesthetics with the cost to taxpayers to ensure minimal damage to main lines. This is particularly important along major thoroughfares and feeder lines in all neighborhoods.



- b. Assess tree growth and pruning throughout the year to limit possible power line interference in the event of a storm. Consider up to a 10-foot radius around feeder lines similar to what Investor Owned Utilities do in other parts of the state. This has very real financial implication to the taxpayers and will likely contribute to quicker electricity recovery.

During the Emergency

While the County and the City will be activating their Emergency Operation Center (EOC) and preparing to activate the Emergency Service Functions, the public wants to hear from those trusted to protect them. To this end, clear and concise communications is the primary focus for recommendations during the emergency.

There are some axioms of communicating during a crisis:

- A. You cannot over-communicate;
 - B. Given accurate information, people will not panic; and
 - C. People receive and process messages differently during a crisis than in times of calm.
1. Communication during the storm when the power is out and the wind is howling empowers the County and City with an opportunity to build a bond with their audience that will continue after the storm and well into the recovery phase.
 - a. Simple safety messages, weather updates and reminders that the County Emergency Operations Center will provide timely and valuable information secure a leadership position for the County as the voice of calm and authority.
 2. There needs to be **one trusted** source of information that both County and City residents can rely on for accurate and timely information.
 - a. The public needs to know who is in charge. Is it the Emergency Management Director, the Sheriff, County Administrator, or others unseen?
 - b. The clearer the lines of responsibility, the more trust you will find from the public.
 3. Messages should be crafted and presented by trained spokespersons.
 - a. Elected officials should resist the temptation to create and share information at any stage of the storm that has not been approved and released by the official spokesperson. This will drastically minimize confusion. A stronger communication process and tool should be established to allow elected officials to drive constituent queries to the appropriate portal/app.
 4. The City of Jacksonville's JAXReady smart phone application should be considered a best practice and emulated to the greatest extent possible.
 - a. JAXReady, created by the Emergency Preparedness Division and Information Technologies Division of the City of Jacksonville, Florida, helps Jacksonville monitor weather threats and plan for evacuation in the event of a natural disaster. JAXReady



provides access to current threat levels, weather reports and wildfire updates, as well as up-to-the-minute news feeds for emergency preparedness and evacuation.

5. The Leon EOC should review the Florida Power and Light operational plan for communication with their customers as a best practice. Below is a sample of their messages to customers during Hurricane Mathew.
 - a. *“As we continue to make progress in South Florida, we have moved our resources into the central and northern parts of our service area, aggressively attacking outages. The Treasure Coast and northern East Coast counties can expect to be restored by end of day Sunday, Oct. 9. You may have already heard from one of our automated phone notifications that we are now working on the main line serving you and may have your power back on by end of day today, unless there is severe damage, flooding, or additional issues with your neighborhood’s line. We thank you for your patience and will continue working to get your power back on safely and as quickly as possible. We have thousands of resources in the field working to restore power safely and as quickly as possible. Our crews are being helped by in- and out-of-state workers from other utilities and electrical contractors. We’ll continue to work around the clock to restore power to your neighborhood. We sincerely appreciate your patience and ask you to please stay away from downed power lines and flooded areas.”*
 - b. This message provides three important pieces of information.
 - i. Where are they working now?
 - ii. When can I expect my power to be restored if they’re in the current work area?
 - iii. A consistent safety message reminder.

6. The County’s Emergency Operation Center activated a Joint Information Center (ESF 14), but it seems the bulk of the effort was to provide press releases and press conferences. Many if not most, residents did not receive their information through this source because the power was out.

7. Today’s communication hub for most residents are their smart phones.
 - a. While they may be comfortable using web pages, Facebook and Twitter, during a storm, text seems to be the most reliable method of receiving messages.
 - b. Web pages provide a wealth of information, but they require an internet connection and a web page that is mobile-friendly or responsive in design for smart phones. During a storm, high-speed internet may not be available, as was the case with Hurricane Hermine.

8. The public wants to know the truth/facts, and they want to hear as soon as possible.
 - a. If the storm has caused serious infrastructure damage, explain what the implications are.
 - b. Rather than concentrate on what percentage of the power has been restored, let the public know how long it will be to restore all of the service.
 - c. Never speculate.

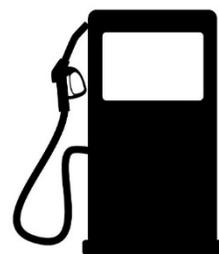


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9. There needs to a viable method for citizens to make an inquiry and feel confident they will receive a response from the County or the City. This was not the case during Hermine.
 - i. County and City Communication specialists can predict most of the questions citizens will have. These questions should be identified and answered in advance. This information should reside on a custom web page, the aforementioned mobile app and other digital platforms such as Facebook and Twitter. Residents will then be encouraged to seek answers to their questions through these approved platforms.
 - ii. Commercial live operator systems can be pre-staged with pre-approved scripts and serve as that human voice so valuable to people in crisis if the volume is too large for County or City staff to manage.

After the Emergency (Recovery)

1. Provide consistent and accurate updates via a website and social media regarding the storm damage and recovery efforts.
2. Create a web-based and phone system for citizens to communicate with either the County EOC or City Utility regarding needs, questions and concerns.
3. In advance of the storm, specific areas for staging assets and post-hurricane supply distribution should be established and communicated to the public so they know where and when to go to get critical supplies such as water/ice/food. During this recovery stage, residents should be reminded what supplies are available and where the distribution centers are.
4. In advance of the storm, negotiate with the Florida Department of Transportation for assistance in early tree removal of downed trees. This will assist electrical crews in reaching areas with downed lines.
5. Provide debris removal status reports, similar to what Governor Rick Scott did with his Department of Transportation color-coded and simple-to-understand status reports, each day to the public during the clean-up effort.
6. Conduct a post-storm accounting of all government-owned equipment that was used/distributed (generators) so that a plan for maximum utilization can be implemented for the next natural disaster.
7. Tallahassee is the nexus for associations representing grocery, fuel, hotels, insurance agents, debris removal and transportation, etc.
 - We believe the County and City can leverage the near real-time information these associations receive from their members and then provide that accurate information to citizens through their smart phones via an e-portal.
 - What gas stations, grocery stores, debris removal companies are open? What hotels have rooms available? A web platform (e-portal) should be replicated/designed that would allow local businesses to provide such information on a timely basis that they are open and in business to assist residents.
8. Within 60 days of the completion of recovery, conduct a post-storm self-critique of the response effort.



BOARD OF COUNTY COMMISSIONERS

INTER-OFFICE MEMORANDUM

VIA ELECTRONIC DELIVERY

TO: Honorable Chairman and Members of the Board of County Commissioners

FROM: Herbert W. A. Thiele, County Attorney 

DATE: September 12, 2016

SUBJECT: Emergency Management Powers

Background:

At the Special Meeting of the Board of County Commissioners held on September 6, 2016, the Board directed that the County Attorney prepare a Memorandum of Law in anticipation of the September 13, 2016 Board meeting, regarding emergency management powers in a declared State of Emergency.

Analysis:

I. Emergency Management Powers

Sections 252.31 – 252.60, Florida Statutes (2016), cited as the “State Emergency Management Act,” provides for the creation of a state emergency management agency known as the Division of Emergency Management (“Division”), and authorizes counties to create emergency management agencies so that federal, state and local governments may act in coordination with one another during disasters and local states of emergency. The Division is responsible for maintaining a comprehensive statewide program of emergency management, and is responsible for the coordination of efforts of the federal government with state and local governments of the State of Florida, including county and municipal governments and school boards. Toward that end, the Division is responsible for the preparation of a state comprehensive emergency management plan, which is to include: evacuation components; shelter components; post-disaster response and recovery components; and a system of communications and warning mechanisms to ensure that the state’s population is adequately warned of emergency situations. In addition, the Division is required to adopt standards and requirements for county emergency management plans; assist counties in preparing and maintaining emergency management plans; implement training programs; review emergency operating procedures; and ensure proper coordination between the federal, state and local governments.

Section 252.38 enumerates the emergency management powers of local governments and provides that each **county** within the state is authorized and required to establish and maintain an emergency management agency, and develop a county emergency management plan and program that is “coordinated and consistent with the state comprehensive emergency management plan and program.” See, Section 252.38(1)(a), Florida Statutes (2016). Each

Honorable Chairman and Members of the Board of County Commissioners
September 12, 2016
Page 2

county emergency management agency is required to have a director who shall be appointed by the board of county commissioners or county administrator, and who shall have the “direct responsibility for the organization, administration, and operation of the county emergency management agency. **The director shall coordinate emergency management activities, services, and programs within the county and shall serve as liaison to the [D]ivision and other local emergency management agencies and organizations.**” See, Section 252.38(1)(b), Florida Statutes (2016). (Emphasis supplied.)

Municipalities are authorized but not directed to create municipal emergency management programs, and are required to coordinate their activities with those of the county emergency management agency. In the event that a municipality establishes an emergency management program, the municipality “must comply with all laws, rules, and requirements applicable to county emergency management agencies. **Each municipal emergency management plan must be consistent with and subject to the applicable county emergency management plan. In addition, each municipality must coordinate requests for state or federal emergency response assistance with its county.**” Section 252.38(2), Florida Statutes (2016). (Emphasis supplied.)

Counties are authorized to assert those powers enumerated in Section 252.38(3), which include the authority to: appropriate and expend funds; appoint, employ, remove or provide fire and police personnel and other emergency management workers; establish primary and secondary emergency operation centers; request state assistance or invoke emergency-related mutual aid assistance by declaring a state of local emergency in advance of an emergency affecting only one part of a subdivision; and authorize aide to jurisdictions outside of the county.

Pursuant to Chapter 252, the Board of County Commissioners enacted Leon County Ordinance No. 93-16, codified as Sections 2-301 - 313, Leon County Code of Laws, which created the Leon County Division of Emergency Management and provided the authority to appoint a Director. Further, Section 2-306 authorizes the Board and in the absence of a quorum, the Chairman, to declare local states of emergency. Disaster emergency measures which may be employed at the discretion of the Board are provided for in Section 2-309. A copy of Ordinance No. 93-16, as codified is attached hereto as Attachment #1.

The City of Tallahassee, pursuant to the provisions of Section 166.021 (Municipal Home Rule Powers Act) and Section 252.38 (Emergency Management Powers of Political Subdivisions), developed a City of Tallahassee Emergency Management Plan. The Plan is an all hazard emergency plan modeled after the systems and structures of the National Interagency Incident Management System (NIIMS).

Many provisions contained in Chapter 252, Florida Statutes, refer simply to “political subdivisions”, which are defined to include municipalities and counties. However, the creation of a local emergency management agency shall only be on a county-wide, or multi-county basis, the director of which shall be in charge of all operations within that county or counties. See, Section 252.38(1)(a), Florida Statutes (2016).

Thus, the statute by its own terms directs each county to establish an emergency management agency which “shall have jurisdiction over and serve an entire county”. While a municipality is authorized under Section 252.38(2) to create municipal emergency management programs, the State Emergency Management Act contemplates the existence of no more than one local emergency agency for each county of the state.

II. Director of Leon County Division of Emergency Management

As stated above, the Leon County Division of Emergency Management is statutorily required to have a Director. The Director shall be appointed by the Board of County Commissioners “to serve at the pleasure of the [Board], in conformance with applicable resolutions, ordinances and laws”. See, Section 252.38(1)(b), Florida Statutes (2016). However, the Board maintains the discretion to delegate the authority to appoint the Director to the County Administrator. In such event, the Director would serve at the pleasure of the County Administrator. “A county constitutional officer [such as the Leon County Sheriff], or an employee of a constitutional officer, may be appointed as [D]irector....” See, Section 252.38(1)(b), Florida Statutes (2016).

Section 2-308, Leon County Code of Laws, established the Leon County Division of Emergency Management in 1993. The Code provision also established the position of an appointed Director to the Emergency Management Division, who is responsible for the coordination of emergency management activities, services, and programs within the County.

On March 30, 1999, the County entered into an Interlocal Agreement with the Leon County Sheriff, which was subsequently amended transferring the job functions and equipment of the Leon County Division of Emergency Management to the Leon County Sheriff. A copy of the Emergency Management Interlocal Agreement and First Amendment are attached hereto as Attachment #2.

The responsibilities and requirements for the job functions and equipment of the Division of Emergency Management were delegated by the County to the Sheriff, and the Director “shall report to the Sheriff for normal operation. However, the Director will report directly to the County in accordance with Leon County Ordinance No. 93-16, known as the Emergency Management Ordinance of Leon County, in time of an emergency or a disaster declared under Chapter 252, Florida Statutes or the Leon County Code of Laws[.]” See, Emergency Management Interlocal Agreement Section 4 and First Amendment to the Emergency Management Interlocal Agreement Section 1.

Should you have any questions, please contact the County Attorney’s Office.

Attachments

cc: Mike Wood, Sheriff
Vincent S. Long, County Administrator
Alan Rosenzweig, Deputy County Administrator
Lewis E. Shelley, City Attorney
Major Stephen D. Hurm, General Counsel and Director of Professional Standards,
Leon County Sheriff’s Office

DIVISION 1. - LOCAL EMERGENCY MANAGEMENT

Sec. 2-301. - Short title.

This article [Ordinance No. 93-16] shall be known as the Emergency Management Ordinance of Leon County, Florida.

(Ord. No. 93-16, § 1, 10-19-93)

Sec. 2-302. - Legislative authorization.

This article is enacted in the interest of the public health, safety, and general welfare of the citizens and inhabitants of Leon County, Florida, pursuant to Article VIII, Section 1(f), of the Florida Constitution and Sections 252.38 Florida Statutes (1993) and 125.01(1)(t), Florida Statutes (1991).

(Ord. No. 93-16, § 2, 10-19-93)

Sec. 2-303. - Territory embraced.

This article shall be effective within the boundaries of Leon County, Florida, except where in conflict with an ordinance of a municipality within Leon County.

(Ord. No. 93-16, § 3, 10-19-93)

Sec. 2-304. - Intent of article.

The intent of the Board of County Commissioners of Leon County, Florida, in adopting this article is to:

- (1) Protect and safeguard the safety, health and welfare of the people of Leon County.
- (2) Designate a county official to declare a local state of emergency in the event of a natural, technological, or manmade disaster or emergency, or the imminent threat thereof, and to authorize certain actions relating thereto, and to authorize certain actions relating thereto when a quorum of the Board of County Commissioners is unable to meet.
- (3) Establish and create the Leon County Division of Emergency Management.
- (4) Take a proactive approach to coordinating and managing debris removal operations as part of its overall emergency management plan, recognizing that communities with a debris management plan are better prepared to restore public services and ensure the

public health and safety in the aftermath of a major disaster or catastrophic disaster, and to thereby be better positioned to receive the full level of assistance available to them from the Federal Emergency Management Agency (FEMA) and from other participating entities.

(Ord. No. 93-16, § 4, 10-19-93; Ord. No. 10-18, § 1, 7-13-10)

Sec. 2-305. - Definitions.

As used in this article the following words and terms shall have the meanings respectively ascribed.

- (1) *County work forces* means officers, employees, and agents of the county including, but not limited to, contractors retained by the county to push, remove, store, or dispose of disaster-generated debris or to otherwise act in response to the implementation of the county's disaster-generated debris removal management plan.
- (2) *Disaster* means any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of emergency by a county, the Governor, or the President of the United States. Disasters shall be identified by the severity of resulting damage, as follows:
 - a. *Catastrophic disaster* means a disaster that will require massive state and federal assistance, including immediate military involvement.
 - b. *Major disaster* means a disaster that will likely exceed local capabilities and require a broad range of state and federal assistance.
 - c. *Minor disaster* means the disaster that is likely to be within the response capabilities of local government and to result in only a minimal need for state or federal assistance.
- (3) *Disaster-generated debris* or *debris* means any material, including trees, branches, personal property, and building material deposited on county-owned property or rights-of-way or on private roads as a direct result of a major disaster or a catastrophic disaster.
 - a. The term includes, but is not limited to:
 1. *Vegetative debris*. Debris consisting of whole trees, tree stumps, tree branches, tree trunks, and other leafy material.
 - 2.

Hazardous limbs and hazardous trees. Limbs or trees damaged in a major disaster or a catastrophic disaster and in danger of falling on primary ingress or egress routes or on county rights-of-way.

- 3. *Construction and demolition debris.* Debris created by the removal of disaster-damaged interior and exterior materials from improved property such as lumber and wood, gypsum wallboard, glass, metal, roofing material, tile, carpeting and floor coverings, pipe, concrete, fully cured asphalt, equipment, furnishings, and fixtures.
- 4. *HHW and e-waste.* Household hazardous waste (HHW) such as household cleaning supplies, insecticides, herbicides, and other products or materials containing volatile chemicals that catch fire, react, or explode under certain circumstances, or that are corrosive or toxic, and electronic waste (e-waste) such as computer monitors, televisions, and other such electronics that contain hazardous materials.
- 5. *White goods.* Discarded household appliances such as refrigerators, freezers, air conditioners, heat pumps, ovens, ranges, washing machines, clothes dryers, and water heaters.
- 6. *Putrescent debris.* Debris that will decompose or rot such as animal carcasses and other fleshy organic matter.

b. The term does not include:

- 1. Debris from vacant lots, forests, heavily wooded areas, unimproved property, and unused areas.
- 2. Debris on agricultural lands used for crops or livestock.
- 3. Concrete slabs or foundations-on-grade.
- 4. Construction and demolition debris consisting of materials used in the reconstruction of disaster-damaged improved property.

(4) *Disaster-generated debris removal management plan* means the action by the county taken in accordance with section 2-314 herein.

(5) *Emergency* means any occurrence, or threat thereof, whether natural, technological or manmade, in war or in peace, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property.

(6)

Emergency management means the preparation for, the mitigation of, the response to, and the recovery from emergencies and disasters. Specific emergency management responsibilities include, but are not limited to:

- a. Reduction of vulnerability of people and communities of this state to damage, injury, and loss of life and property resulting from natural, technological, or manmade emergencies, catastrophes or hostile military or paramilitary action.
 - b. Preparation for prompt and efficient response and recovery to protect lives and property affected by emergencies, rescue, care, and treatment of persons victimized or threatened by disasters.
 - c. Response to emergencies using all systems, plans, and resources necessary to preserve adequately the health, safety, and welfare of persons or property affected by the emergency.
 - d. Recovery from emergencies by providing for the rapid and orderly start of restoration and rehabilitation of persons and property affected by emergencies.
 - e. Provision of an emergency management system embodying all aspects of preemergency preparedness and postemergency response, recovery, and mitigation.
 - f. Assistance in anticipation, recognition, appraisal, prevention, and mitigation of emergencies which may be caused or aggravated by inadequate planning for, and regulation of, public and private facilities and land use.
- (7) *Hazardous limb* means a broken tree limb greater than two inches in diameter measured at the point of break.
- (8) *Hazardous tree* means a tree greater than six inches in diameter (measured at diameter breast height) and which meets any of the following criterion:
- a. More than 50 percent of the crown is damaged or destroyed;
 - b. The trunk is split or broken branches expose the heartwood; or
 - c. The tree is leaning at an angle greater than 30 degrees and shows evidence of ground disturbance.
- (9) *Local emergency management agency* means an organization created in accordance with the provisions of F.S. §§ 252.31—252.91 to discharge the emergency management responsibilities and functions of a political subdivision.
- (10) *Manmade emergency* means an emergency caused by an action against persons or society, including, but not limited to, enemy attack, sabotage, terrorism, civil unrest, or other action impairing the orderly administration of government.

- (11) *Natural emergency* means an emergency caused by a natural event, including, but not limited to, a hurricane, a storm, a flood, severe wave action, a drought, or an earthquake.
- (12) *Private road* means any non-public road that is located within the unincorporated area of Leon County and has a designated name and private-road signage, the maintenance of which is not the legal responsibility of the county. The term includes, but is not limited to, roads owned and maintained by homeowners' associations, including gated communities, and roads for which no individual or entity has claimed or exercised maintenance responsibility. The term also includes the land lying within the three-foot roadside shoulder area on both sides of the travel lanes of such road.
- (13) *Right-of-way* means the portions of county-owned land over which facilities such as highways, roads, railroads, or power lines are built. The term includes the county-owned land on both sides of such facilities up to the boundary of the adjoining property.
- (14) *Technological emergency* means an emergency caused by a technological failure or accident, including, but not limited to, an explosion, transportation accident, radiological accident, or chemical or other hazardous material incident.

(Ord. No. 93-16, § 5, 10-19-93; Ord. No. 10-18, § 2, 7-13-10)

Sec. 2-306. - Person empowered to declare a local state of emergency.

Pursuant to F.S. ch. 252, which authorizes the waiver of procedures and formalities otherwise required of political subdivisions to take whatever prudent action is necessary to ensure the health, safety and welfare of the community in the event of an emergency, when a quorum of the Board of County Commissioners is unable to meet, the chairman of the Board of County Commissioners, or the vice-chairman in his or her absence, or the county administrator, or his or her designee, in the absence of the chairman and vice-chairman, is hereby designated and empowered to declare a local state of emergency whenever that person shall determine that a natural, technological or manmade disaster, or emergency has occurred or that the occurrence or threat of one is imminent and requires immediate and expeditious action.

(Ord. No. 93-16, § 6, 10-19-93)

Sec. 2-307. - Length of state of emergency.

A state of emergency shall be declared by proclamation of the chairman of the board, or the vice-chairman in his or her absence, or by the county administrator, or his or her designee, in the absence of the chairman and vice-chairman. The state of emergency shall continue for seven days, and may be extended in seven-day increments as necessary or, until the chairman, or vice-chairman, finds that the threat or danger no longer exists and/or until a meeting of a quorum of the Board of County Commissioners can take place and terminate the state of emergency proclamation.

(Ord. No. 93-16, § 7, 10-19-93)

Sec. 2-308. - Establishment of the Leon County Division of Emergency Management.

There is hereby created and established the Leon County Division of Emergency Management. Such division shall have an appointed director. The director shall be responsible for the organization, administration and operation of the division of emergency management. The director shall coordinate emergency management activities, services and programs within the county and shall serve as liaison with the State Division of Emergency Management and other local emergency management agencies and organizations.

(Ord. No. 93-16, § 8, 10-19-93)

Sec. 2-309. - Activation of disaster emergency activities.

A proclamation declaring a state of emergency shall be the authority for taking emergency measures including, but not limited to, the use or distribution of any supplies, equipment, materials, facilities assembled or arranged to be made available pursuant to the disaster emergency plans of Leon County. Such disaster emergency measures may include the following actions at the discretion of the board:

- (1) Suspend or limit the sale, dispensing, or transportation of alcoholic beverages, explosives (excluding ammunition), and combustibles.
- (2) Establish curfews, including but not limited to, the prohibition of or restrictions on pedestrian and vehicular movement, standing and parking, except for the provision of designated essential services such as fire, police, emergency medical services and hospital services, including the transportation of patients, utility emergency repairs and emergency calls by physicians.
- (3) Utilize all available resources of the county government as reasonably necessary to cope

with the disaster emergency, including emergency expenditures.

- (4) Declare certain areas off limits.
- (5) Direct and compel the evacuation of all or part of the population from any stricken or threatened area of the county.
- (6) Make provisions for availability and use of temporary emergency housing and emergency warehousing of materials.
- (7) Establish emergency operating centers and shelters in addition to or in place of those provided for in the county's emergency plans.
- (8) Declare that during an emergency it shall be unlawful and an offense against Leon County or any person, firm, or corporation to use the fresh water supplied by any water system in Leon County for any purpose other than cooking, drinking and bathing.
- (9) Declare that during any emergency it shall be unlawful and an offense against Leon County for any person, firm, or corporation operating within the county to charge more than the normal average retail price for any merchandise, goods, or services sold during the emergency. The average retail price as used herein is defined to be that price at which similar merchandise, goods or services were being sold during 90 days immediately preceding the emergency or at a mark-up which is a larger percentage over wholesale cost than was being added to wholesale cost prior to the emergency.
- (10) Confiscate merchandise, equipment, vehicles or property needed to alleviate the emergency with or without compensation. Reimbursement shall be within 60 days and at customary value charged for the items during the 90 days previous to the emergency.
- (11) Allow the chairman, vice-chairman, or in their absence, the county administrator, or his or her designee on behalf of the county, to call on the National Guard, other law enforcement divisions and state and federal assistance as necessary to assist in the mitigation of the emergency or to help maintain law and order, rescue, and traffic control.
- (12) Allow the county administrator, subject to the limitations of section 2-314 below, to determine after a major disaster or catastrophic disaster if the removal of disaster-generated debris accumulated within the county is necessary in order to remove or reduce threats to life, public health, and safety. Upon making such determination, the county administrator shall inform the chairman and shall immediately implement the disaster-generated debris removal management plan set forth in section 2-314 below.

(Ord. No. 93-16, § 9, 10-19-93; Ord. No. 10-18, § 3, 7-13-10; Ord. No. 11-18, § 1, 6-14-11)

Sec. 2-310. - Construction of article.

Nothing in this article shall be construed to limit the authority of the Board of County Commissioners to declare or terminate a state of emergency and take any action authorized by law when sitting in regular or special session.

(Ord. No. 93-16, § 10, 10-19-93)

Sec. 2-311. - Penalties.

- (a) Any person, firm or corporation who refuses to comply with or violates any section of this article, or the emergency measures which may be effective pursuant to this article, shall be punished according to law and upon conviction for such offense, shall be punished by a fine not to exceed \$500.00 or imprisonment not to exceed 60 days in the county jail, or both. Each day of continued non-compliance or violation shall constitute a separate offense. In addition to the foregoing, any licensee of Leon County found guilty of violating any provision of this article, or the emergency measures which may be made effective pursuant to this article, may have his or her license suspended or revoked by the Board of County Commissioners of Leon County. In addition to the penalties set forth above, Leon County is authorized to shut off the water supply to violators of section 2-309.
- (b) Nothing contained herein shall prevent the county from taking such other lawful action in any court of competent jurisdiction as is necessary to prevent or remedy any refusal to comply with, or violation of, this article or other emergency measures which may be effective pursuant to this article. Such other lawful action shall include, but shall not be limited to, an equitable action for injunctive relief or an action at law for damages.

(Ord. No. 93-16, § 11, 10-19-93)

Sec. 2-312. - Conflict.

All ordinances or parts of ordinances in conflict with the provisions of this article are hereby repealed to the extent of such conflict.

(Ord. No. 93-16, § 12, 10-19-93)

Sec. 2-313. - Severability.

If any section, subsection, sentence, clause, phrase, or portion of this article is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct, and independent provision and such holding shall not affect the validity of the remaining provisions of this article.

(Ord. No. 93-16, § 13, 10-19-93)

EMERGENCY MANAGEMENT INTERLOCAL AGREEMENT

THIS AGREEMENT, is made by and between Leon County, a political subdivision of the State of Florida, located at 301 South Monroe Street, Tallahassee, Florida (hereinafter referred to as the COUNTY), and Larry Campbell, as Sheriff of Leon County, Florida, a County Constitutional Officer of the State of Florida, a/k/a the Leon County Sheriff's Office, located at 2825 Municipal Way, Tallahassee, Florida (hereinafter referred to as the SHERIFF);

WHEREAS, the COUNTY desires to transfer and SHERIFF agrees to accept the job functions and equipment of the Leon County Division of Emergency Management;

NOW THEREFORE, for and in consideration of the mutual terms, covenants, and conditions herein contained to be complied with by the COUNTY and the SHERIFF, both parties hereto contract and agree as follows:

1. The COUNTY agrees to delegate and the SHERIFF agrees to accept the responsibilities and requirements of the job functions and equipment of the Leon County Division of Emergency Management. Such functions shall include, but not be limited to, emergency preparedness, the Leon County 911 Program, Emergency Medical Services coordination, Volunteer Fire Department coordination and other such related functions as agreed to by the COUNTY and the SHERIFF;
2. The COUNTY and the SHERIFF agree that the Leon County Division of Emergency Management shall operate under the direction of the SHERIFF consistent with Chapter 252, Florida Statutes and Leon County Ordinance No. 93-16, known as the Emergency Management Ordinance of Leon County;
3. The COUNTY and the SHERIFF agree that the Director of the Leon County Division of Emergency Management shall be appointed in accordance with Chapter 252, Florida Statutes;
4. The COUNTY and the SHERIFF agree that the Director of the Leon County Division of Emergency Management shall report to the SHERIFF for normal operation. However, the Director will report directly to the COUNTY in accordance with Leon County Ordinance No. 93-16, known as the Emergency Management Ordinance of Leon County, in time of an emergency or a disaster declared under Chapter 252, Florida Statutes or the Leon County Code of Laws;
5. The COUNTY and the SHERIFF agree that all employees of the Leon County Division of Emergency Management shall be employees of the SHERIFF and be subject to the SHERIFF's personnel rules and regulations therein, except that those employees who are working for the COUNTY at the time this Agreement is executed shall be allowed to continue COUNTY benefits, to be paid by the SHERIFF, and as agreed to by the employee and the SHERIFF;

6. The COUNTY and the SHERIFF agree that the SHERIFF shall assume responsibility as Fiscal Agent for all operating costs associated with the Leon County Division of Emergency Management;

7. The COUNTY and the SHERIFF agree that the SHERIFF shall be responsible for administering the Leon County 911 fee in accordance with Section 365.171, Florida Statutes;

8. The COUNTY and the SHERIFF agree that the SHERIFF shall be responsible for the submission of all grant documentation and related reimbursement expenses to the State of Florida and/or to the appropriate Federal Agencies in accordance to applicable statutes, rules and regulations;

9. The COUNTY and the SHERIFF agree that this Agreement may be terminated by either party upon sixty (60) days written notice to the other party.

10. The COUNTY and the SHERIFF agree that this Agreement shall commence on May 1, 1999, and shall run in perpetuity unless terminated in accordance with #9 above;

11. The COUNTY and the SHERIFF agree that this Agreement shall survive political elections regardless of the makeup of the COUNTY and the SHERIFF;

12. Any notices required under this Agreement shall be to the COUNTY, c/o The County Administrator, Board of County Commissioners, 301 South Monroe Street, Tallahassee, Florida, 32301, and to the SHERIFF, Larry Campbell, Leon County Sheriff's Office, 2825 Municipal Way, Tallahassee, Florida, 32304.

13. The COUNTY and the SHERIFF agree that to the extent allowed by the Constitution and the laws of the State of Florida, and pursuant to the restrictions and requirements of Florida Statutes, Section 768.28, the COUNTY hereby agrees to indemnify, defend, save, and hold harmless the SHERIFF from all claims, demands, liabilities, and suits arising out of, because of, or due to any negligent act of the COUNTY, its agents, or employees arising out of this Emergency Management Interlocal Agreement. It is specifically understood and agreed that this indemnification clause does not cover or indemnify the SHERIFF for his negligence or breach of contract, or that of his agents or employees. That to the extent allowed by the Constitution and the laws of the State of Florida, and pursuant to the restrictions and requirements of Florida Statutes, Section 768.28, the SHERIFF hereby agrees to indemnify, defend, save, and hold harmless the COUNTY from all claims, demands, liabilities, and suits arising out of, because of, or due to any negligent act of SHERIFF, his agents, or employees arising out of this Emergency Management Interlocal Agreement. It is specifically understood and agreed that this indemnification clause does not cover or indemnify the COUNTY for its negligence or breach of contract, or that of its agents or employees.

IN WITNESS WHEREOF, the parties have hereunto set their hands and seals and have caused this EMERGENCY MANAGEMENT AGREEMENT to be executed, effective this 30th day of March, 1999, at Tallahassee, Leon County, Florida.

LEON COUNTY, FLORIDA

LEON COUNTY SHERIFF'S OFFICE

BY: [Signature]
Cliff Thael, Chairman
Board of County Commissioners
301 South Monroe Street
Tallahassee, Florida 32301

BY: [Signature]
Larry Campbell, Sheriff
Leon County Sheriff's Office
2825 Municipal Way
Tallahassee, Florida 32304

DATE: 3/27/99

DATE: 3-20-99

ATTEST:
DAVE LANG, CLERK OF THE COURT
LEON COUNTY, FLORIDA

APPROVED AS TO FORM:
LEON COUNTY ATTORNEY'S OFFICE

BY: [Signature]
Clerk
DATE: 3-31-99

BY: [Signature]
Herbert W.A. Thiele, Esquire



**FIRST AMENDMENT TO THE EMERGENCY MANAGEMENT
INTERLOCAL AGREEMENT**

THIS FIRST AMENDMENT to the Agreement for Emergency Management Interlocal Agreement dated the March 30, 1999, by and between Leon County, a political subdivision of the State of Florida, (hereinafter referred to as COUNTY), and Larry Campbell, as Sheriff of Leon County, Florida, a Constitutional Officer of the State of Florida, a/k/a the Leon County Sheriff's Office (hereinafter referred to as the SHERIFF).

WITNESSETH:

For and in consideration of the mutual covenants, promises, restrictions, and representations set forth herein, the sufficiency of which is hereby acknowledged by the parties, the COUNTY and the SHERIFF do hereby agree as follows:

1. Paragraph #1 of the Emergency Management Interlocal Agreement entered into by the COUNTY and SHERIFF on March 30, 1999 is hereby replaced in its entirety to read as follows:

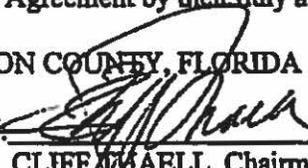
The COUNTY agrees to delegate and the SHERIFF agrees to accept the responsibilities and requirements for the job functions and equipment of the Leon County Division of Emergency Management. Such functions shall include, but not be limited to, emergency preparedness, the Leon County E-911 Program, and other such related functions as may be agreed to by the COUNTY and the SHERIFF;

2. All other provisions of the Emergency Management Interlocal Agreement dated March 30, 1999, not in conflict with the provisions stated herein, shall remain in full force and effect.

3. This Agreement shall become effective upon full execution hereof by both parties.

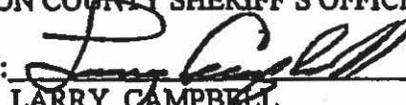
IN WITNESS WHEREOF, the parties evidence their agreement with the execution of this Agreement by their duly authorized signatories.

LEON COUNTY, FLORIDA

BY: 

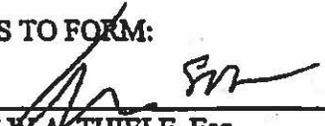
CLIFF MAELL, Chairman
of the Board of County Commissioners

LEON COUNTY SHERIFF'S OFFICE

BY: 

LARRY CAMPBELL
Leon County Sheriff's Office
2825 Municipal Way
Tallahassee, FL 32304

APPROVED AS TO FORM:

BY: 
HERBERT W.A. THIELE, Esq.
COUNTY ATTORNEY

ATTESTED TO:

BY: 
ROBERT B. INZER, Clerk
LEON COUNTY, FLORIDA



Leon County Comprehensive Emergency Management Plan



Prepared by:
The Leon County Sheriff's Office, Division of Emergency Management
December 2007

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Note: Each section of the Comprehensive Emergency Management Plan is individually numbered, beginning at one.

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Introductory Materials

1. Executive Summary

Leon County Government is dedicated to preserving and enhancing the outstanding quality of life which has made our community a desirable place to live, work, and raise our children. By providing cost effective and superior services, County government will promote orderly growth for the economic health and safety of its citizens.

The Leon County Division of Emergency Management is dedicated to saving lives and protecting property of the residents of Leon County through the coordination of cost-effective and integrated public safety programs.

The Leon County Comprehensive Emergency Management Plan (CEMP) is authorized by Chapter 252, Florida Statutes. The CEMP outlines the County's preparedness, response, recovery, and mitigation activities to man-made, technological, and natural disasters.

The CEMP follows the National Incident Management System (NIMS) structure, and is divided into four sections (Basic, Preparedness, Recovery and Mitigation) and Annexes which include a Terrorism Annex and Maps.

The Basic Plan contains response elements including concept of operation, responsibilities, and specific references to standard operating guides, supporting plans, and County and State authority to implement the CEMP.

The Preparedness section contains the outline of how the County will prepare for an event. The primary methods of preparedness focus on planning, training, and exercises. The Preparedness section also contains information on mutual aid and continuity of government.

The Recovery section contains the outline of how the County will recover from an event by: implementing damage assessment processes; opening community recovery centers to assist residents; managing debris; restoring infrastructure, keeping citizens informed through community relations; identifying unmet needs; and providing emergency shelter for citizens.

The Mitigation section contains a reference to the Local Mitigation Strategy. The Federal Emergency Management Agency approved the Local Mitigation Strategy in January of 2010. The Local Mitigation Strategy outlines the process for identifying mitigation projects, identifying sources of funding for projects, and providing mitigation education. The Local Mitigation Strategy also identifies participating agencies of the Local Mitigation Strategy (LMS) Committee, and their responsibilities.

In summary, the CEMP and appendices are the guides by which Leon County will prepare for, respond to, recover from, and mitigate future damages. While each event will have similar needs, each event is unique unto itself, requiring different levels of response and recovery.

2. Introduction

Leon County, hereafter referred to as the County, is exposed to many different types and levels of hazards. The required response to these hazards can vary from increased awareness of potential severe weather, to large-scale evacuation, and subsequent recovery from a major or catastrophic disaster. The wide variance in the number of agencies tasked and the actions to be taken by each under different conditions can lead to confusion and the misinterpretation of required actions. The Comprehensive Emergency Management Plan (CEMP) describes the basic strategies, assumptions, operational goals and objectives, and mechanisms through which the County will mobilize resources and conduct activities to guide and support emergency management efforts through preparedness, response, recovery, and mitigation.

3. Purpose

This plan will establish uniform policy and procedures consistent with the National Incident Management System for the effective coordination of resources to cope with a wide variety of natural, man-made, and technological emergencies. These emergencies may differ in size and severity and might affect the health, safety, or general welfare of the people of Leon County.

4. Goals

Provisions are made for the necessary flexibility of direction, coordination, and operating procedures to accomplish the following specific goals:

- 4.1 Preparedness activities shall be conducted on an ongoing basis to ensure readiness for all types of emergencies. These activities include educational presentations, distribution of brochures, press releases, video presentations and pamphlets on the hazards in our community and on how to prepare, respond, recover, and mitigate loss of life and damage to property.
- 4.2 Response activities shall be conducted in the event of all types of potential or actual emergencies to protect the citizens of the County by informing them of the dangers, dispatching task forces/strike teams throughout the County, and providing for the health and safety of the community before, during, and after an event.

- 4.3 Recovery activities shall be conducted to provide for the welfare of the citizens, provision of food, water, shelter, removal of debris, clearing roadways, restoring essential services (electricity, water, and telephone service), and opening of schools and businesses.
- 4.4 Mitigation functions shall be conducted to identify projects before and after an event that will minimize damages in the future. Mitigation activities include identifying funding for projects and implementing the Local Mitigation Strategy.

5. Objective

In conducting preparedness, response, recovery, and mitigation activities, prioritization will be given to actions that:

- 5.1 First and foremost minimize the loss of life, suffering, and personal injury resulting from emergency conditions.
- 5.2 Minimize damage to property, material shortages, and service systems disruptions which would have an adverse impact on the residents, the economy, and the well-being of the County.
- 5.3 Ensure that emergency operations are effectively managed within the County through close coordination of resources available from county and municipal government, private industry, civic and volunteer organizations, and state and federal agencies.
- 5.4 Provide emergency relief and coordinate immediate recovery operations in disaster areas.

6. Scope

Leon County may experience tropical cyclones, floods, hazardous materials incidents, radiological incidents, nuclear attack, civil disturbance, extreme cold and heat, fire, (both wild land and structural), thunderstorms, tornadoes, drought, sinkholes, terrorism (weapons of mass destruction), exotic pests and diseases, critical infrastructure disruption, airplane accidents, rail and highway accidents, dam failures, and earthquakes.

The County has established the CEMP as its guide to respond to all the above events, outlining direction and control from the Board of County Commissioners to the County Division of Emergency Management, to coordinate the overall response to events. The City of Tallahassee Departments, County Departments, volunteer agencies, private business, and State and Federal organizations convene at the County Emergency Operations Center to communicate and coordinate action plans to respond to, recover

from, and mitigate the effects of an event, as well as coordinate regional conference calls with the surrounding twelve (12) Florida counties to discuss current conditions, and coordinate actions within the region.

7. Comprehensive Emergency Management Plan Adoption

5.01

Board of County Commissioners Leon County, Florida

Policy No. 93-2

Title:	Emergency Management
Date Adopted:	January 12, 1993
Effective Date:	January 12, 1993
Reference:	Ch. 252, F.S.
Policy Superseded:	N/A

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that:

In order to provide for the safety and welfare of the citizens of Leon County in the event of a natural, man-made or technological emergency, and to ensure a constant state of readiness, the most current element of the Leon County Comprehensive Emergency Management Plan, upon approval of the State of Florida, Division of Emergency Management, shall be in effect.

8. National Incident Management System Adoption

R05-82

**A RESOLUTION OF THE BOARD OF COUNTY
COMMISSIONERS OF LEON COUNTY, FLORIDA,
DESIGNATING THE NATIONAL INCIDENT MANAGEMENT
SYSTEM (NIMS) AS THE BASIS FOR ALL INCIDENT
MANAGEMENT IN LEON COUNTY.**

WHEREAS, the President of the United States in Homeland Security Directive (HSPD)-5, directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System (NIMS), which would provide a consistent nationwide approach for Federal, State, local and tribal governments to work together more effectively and efficiently to prevent, prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity; and

WHEREAS, the collective input and guidance from all Federal, State, local and tribal homeland security partners has been, and will continue to be, vital to the development, effective implementation and utilization of a comprehensive NIMS; and

WHEREAS, it is necessary and desirable that all Federal, State, local emergency agencies and personnel coordinate their efforts to effectively and efficiently provide the highest levels of incident management; and

WHEREAS, to facilitate the most efficient and effective incident management it is critical that Federal, State and local organizations utilize standardized terminology, standardized organizational structures, interoperable communications, consolidated action plans, unified command structures, uniform personnel qualification standards, uniform standards for planning, training and exercising, comprehensive resource management, and designated incident facilities during emergencies or disasters; and

WHEREAS, the NIMS standardized procedures for managing personnel, communications, facilities and resources will improve the County's ability to utilize federal funding to enhance local agency readiness, maintain first responder safety and streamline incident management processes; and

WHEREAS, the Incident Command System components of NIMS are already an integral part of various incident management activities throughout the State, including current emergency management training programs.

NOW, THEREFORE, BE IT RESOLVED this 13th day of September, 2005, by the Board of County Commissioners of Leon County, Florida, as follows:

1. The Board of County Commissioners of Leon County, Florida, adopts the National Incident Management System (NIMS) as the standard for incident management in Leon County.
2. Employees of Leon County response agencies will complete the required NIMS training appropriate to their level of assigned responsibilities, and maintain that level of training by certification within the timeframe to be established by the Federal requirements for NIMS.

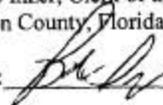
DONE AND ADOPTED by the Board of County Commissioners of Leon County, Florida, this 13th day of September, 2005.



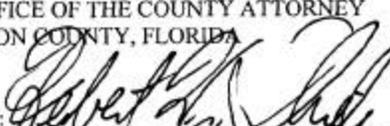
LEON COUNTY, FLORIDA

BY: 
CLIFF THIEBLE, CHAIRMAN
BOARD OF COUNTY COMMISSIONERS

ATTEST:
Bob Inzer, Clerk of the Circuit Court
Leon County, Florida

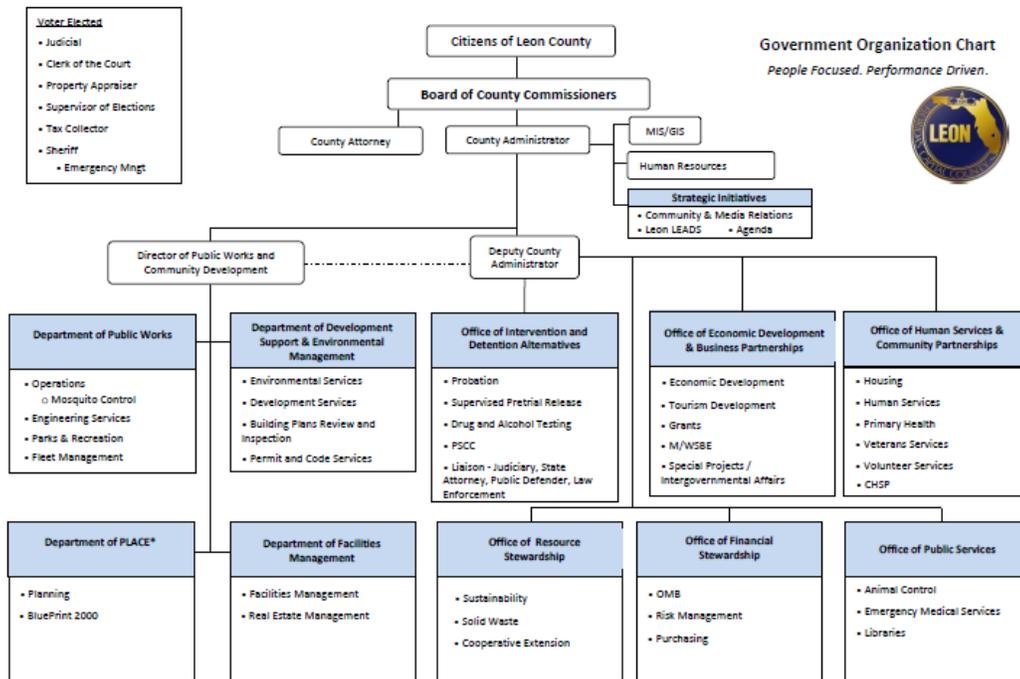
BY: 

APPROVED AS TO FORM:
OFFICE OF THE COUNTY ATTORNEY
LEON COUNTY, FLORIDA

BY: 
Herbert W. A. Thiele, Esq.
County Attorney

9. County Organization Chart

9.1 Daily Operations Organization



* PLACE = Planning, Land Management & Community Enhancement

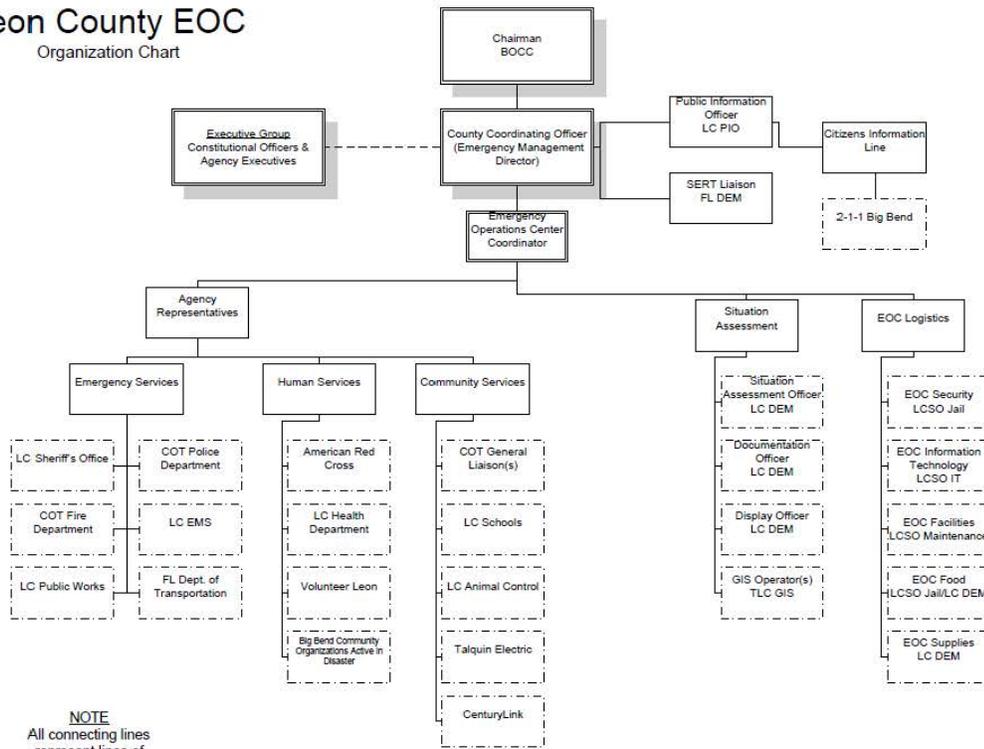
The Leon County Division of Emergency Management was established by Leon County Ordinance 93-16, with the responsibility of coordinating emergency management activities, services and programs within the county.

Management of the Leon County E9-1-1 Emergency Telephone System is also under the direction of the Leon County Division of Emergency Management. The E9-1-1 Emergency Telephone System was established by Leon County Ordinance 89-5.

On March 16, 1999 the Leon County Board of County Commissioners approved an Interlocal Agreement to transfer job functions and equipment of the Leon County Division of Emergency Management to the Leon County Sheriff's Office. Under this agreement the Division reports to the Sheriff on a daily basis and to the Board of County Commissioners in times of an emergency.

9.2 Emergency Operations Organization

Leon County EOC
Organization Chart



NOTE
All connecting lines
represent lines of
coordination

10. Person Empowered to Declare a Local State of Emergency

Pursuant to F.S. ch. 252, which authorizes the waiver of procedures and formalities otherwise required of political subdivisions to take whatever prudent action is necessary to ensure the health, safety and welfare of the community in the event of an emergency, when a quorum of the Board of County Commissioners is unable to meet, the chairman of the Board of County Commissioners, or the vice-chairman in his or her absence, or the county administrator, or his or her designee, in the absence of the chairman and vice-chairman, is hereby designated and empowered to declare a local state of emergency whenever that person shall determine that a natural, technological or manmade disaster, or emergency has occurred or that the occurrence or threat of one is imminent and requires immediate and expeditious action.

11. Length of Local State of Emergency Declaration

A state of emergency shall be declared by proclamation of the chairman of the board, or the vice-chairman in his or her absence, or by the county administrator, or his or her designee, in the absence of the chairman and vice-chairman. The state of emergency shall continue for seven days, and may be extended in seven-day increments as necessary or, until the chairman, or vice-chairman, finds that the threat or danger no longer exists and/or until a meeting of a quorum of the Board of County Commissioners can take place and terminate the state of emergency proclamation.

12. Activation of Disaster Emergency Activities

A proclamation declaring a state of emergency shall be the authority for taking emergency measures including, but not limited to, the use or distribution of any supplies, equipment, materials, facilities assembled or arranged to be made available pursuant to the disaster emergency plans of Leon County. Such disaster emergency measures may include the following actions at the discretion of the board:

12.1 Suspend or limit the sale, dispensing, or transportation of alcoholic beverages, firearms, explosives and combustibles.

12.2 Establish curfews, including but not limited to, the prohibition of or restrictions on pedestrian and vehicular movement, standing and parking, except for the provision of designated essential services such as fire, police, emergency medical services and hospital services, including the transportation of patients, utility emergency repairs and emergency calls by physicians.

12.3 Utilize all available resources of the county government as reasonably necessary to cope with the disaster emergency, including emergency expenditures.

12.4 Declare certain areas off limits.

12.5 Direct and compel the evacuation of all or part of the population from any stricken or threatened area of the county.

12.6 Make provisions for availability and use of temporary emergency housing and emergency warehousing of materials.

12.7 Establish emergency operating centers and shelters in addition to or in place of those provided for in the county's emergency plans.

12.8 Declare that during an emergency it shall be unlawful and an offense against Leon County or any person, firm, or corporation to use the fresh water supplied by any water system in Leon County for any purpose other than cooking, drinking and bathing.

12.9 Declare that during any emergency it shall be unlawful and an offense against Leon County for any person, firm, or corporation operating within the county to charge more than the normal average retail price for any merchandise, goods, or services sold during the emergency. The average retail price as used herein is defined to be that price at which similar merchandise, goods or services were being sold during 90 days immediately preceding the emergency or at a mark-up which is a larger percentage over wholesale cost than was being added to wholesale cost prior to the emergency.

12.10 Confiscate merchandise, equipment, vehicles or property needed to alleviate the emergency with or without compensation. Reimbursement shall be within 60 days and at customary value charged for the items during the 90 days previous to the emergency.

12.11 Allow the chairman, vice-chairman, or in their absence, the county administrator, or his or her designee on behalf of the county, to call on the National Guard, other law enforcement divisions and state and federal assistance as necessary to assist in the mitigation of the emergency or to help maintain law and order, rescue, and traffic control.

12.12 Allow the county administrator, subject to the limitations of section 2-314 of the Leon County Emergency Management Ordinance, to determine after a major disaster or catastrophic disaster if the removal of disaster-generated debris accumulated within the county is necessary in order to remove or reduce threats to life, public health, and safety. Upon making such determination, the county administrator shall inform the chairman and shall immediately implement the disaster-generated debris removal management plan.

13. Key Definitions

13.1 Emergency means any occurrence, or threat thereof, whether natural, technological or manmade, in war or in peace, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property.

13.2 Disaster means any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of emergency by a county, the Governor, or the President of the United States. Disasters shall be identified by the severity of resulting damage, as follows:

13.2.1 Catastrophic disaster means a disaster that will require massive state and federal assistance, including immediate military involvement.

13.2.2 Major disaster means a disaster that will likely exceed local capabilities and require a broad range of state and federal assistance.

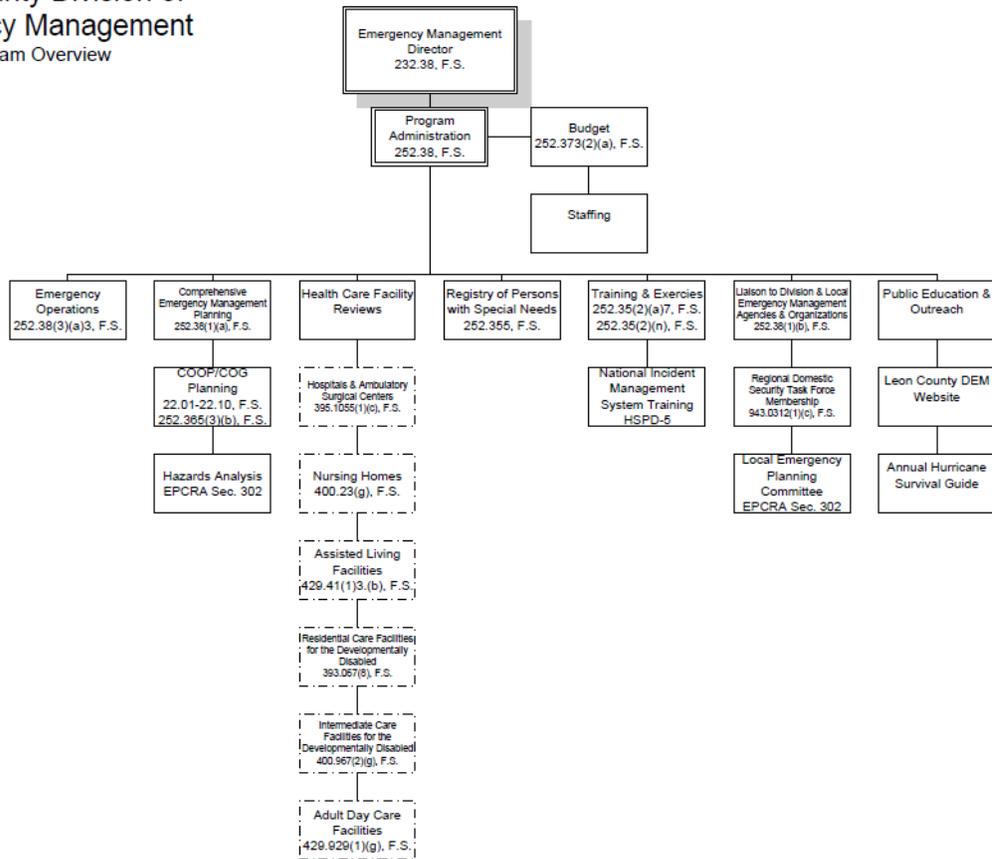
13.2.3 Minor disaster means the disaster that is likely to be within the response capabilities of local government and to result in only a minimal need for state or federal assistance.

13.2.4 Local emergency management agency means an organization created in accordance with the provisions of F.S. §§ 252.31—252.91 to discharge the emergency management responsibilities and functions of a political subdivision.

14. Leon County Division of Emergency Management

The Emergency Management Ordinance of Leon County, Florida established the Leon County Division of Emergency Management. The division shall have an appointed director. The director shall be responsible for the organization, administration and operation of the division of emergency management. The director shall coordinate emergency management activities, services and programs within the county and shall serve as liaison with the State Division of Emergency Management and other local emergency management agencies and organizations.

Leon County Division of Emergency Management Program Overview



15. Financial Management

The Clerk of the Court is responsible for the financial management of the County; however, the Office of Management and Budget actually performs the financial management function. Each department submits its budget to Office of Management and Budget, which in turn obtains the spending authority from the Board of County Commissioners.

The Office of Management and Budget in coordination with the Clerk of the Court is responsible to provide training and guidance in budget management.

Each department is tasked to keep a detailed record of costs at the onset of an emergency. Public Works uses the Federal Emergency Management Agency cost codes for all equipment. Immediately following an emergency, and if the County receives a Presidential Disaster Declaration, all response agencies or organizations participate in an Applicants Briefing, where eligible costs and application procedures are identified.

The Leon County Division of Emergency Management will provide the coordination for mutual aid requests. The documentation for billing or collection is the responsibility of the requesting or providing entity. The County is a signatory to the Statewide Mutual Aid Agreement, and any resource requests will be in accordance with the Statewide Mutual Aid Agreement. Any conflicts will be handled in accordance with the Statewide Mutual Aid Agreement.

Leon County receives funding from the Emergency Management, Preparedness and Assistance Trust Fund, the Emergency Planning and Community Right-to-Know Act (EPCRA) program, Office of Domestic Preparedness, and the Department of Homeland Security. The County also applies annually for grants under the Emergency Management, Preparedness and Assistance Trust Fund Competitive Grant Program and Hazard and Mitigation Grant Program funds as available. These funds are used to maintain and enhance the County's Emergency Management Program. These funds are derived from State and Federal programs.

Each agency is responsible for obtaining proper financial management training that is offered by the Office of Management and Budget and the Leon County Division of Emergency Management. City, County, and other agencies shall keep detailed expenditure reports for personnel, supplies, and equipment in response to, or in support of, another government (State or local) during an event.

16. Reference and Authorities

The following references and authorities may be consulted for further advice and guidance. Other than those references and authorities that have the inherent force and effect of law, this Plan is not intended to incorporate them by reference.

16.1 Federal

16.1.1 Public Law 93-234:

"The Flood Disaster Protection Act of 1973"

16.1.2 Public Law 100-707:

"Robert T. Stafford Disaster Relief and Emergency Assistance Act"

16.1.3 Public Law 106-390:

"Disaster Mitigation Act of 2000"

16.1.4 32CFR185 - Part 185, Code of Federal Regulations:

"Military Support to Civil Authorities"

16.1.5 44 CFR, Code of Federal Regulations:

"Emergency Management and Assistance"

16.1.6 47CFR11 - Part 11, Code of Federal Regulations:

"Emergency Alert System (EAS)"

16.1.7 36USC300101-300111, United States Code:

"Congressional Charter of the American National Red Cross"

16.1.8 Homeland Security Presidential Directive-5: "Management of Domestic Incidents", February 2003

16.1.9 Presidential Policy Directive-8: "National Preparedness", March 2011

16.1.10 National Response Framework, January 2008

16.1.11 National Incident Management System (NIMS), December 2008

16.1.12 Homeland Security Exercise and Evaluation Program, February 2007

16.2 State

16.2.1 Chapter 110, Florida Statutes:
"Volunteers"

16.2.2 Chapter 125, Florida Statutes:
"Volunteers"

16.2.3 Chapter 163.2511-163.3247, Florida Statutes:
"County and Municipal Planning and Land Development Regulation"

16.2.4 Chapter 215.555, Florida Statutes:
"Florida Hurricane Catastrophe Fund"

16.2.5 Chapter 252, Florida Statutes:
"State Emergency Management Act"

16.2.6 Chapter 366, Florida Statutes:
"Public Utilities"

16.2.7 Chapter 376, Florida Statutes:
"Pollutant Discharge and Prevention and Removal"

16.2.8 Chapter 377.703 (3) (a), Florida Statutes:
"Development of an Energy Emergency Contingency Plan"

16.2.9 Chapter 380, Florida Statutes:
"Land and Water Management"

16.2.10 Chapter 501.160, Florida Statutes:
"Rental or Sale of Essential Commodities During a Declared State of
Emergency"

16.2.11 Chapter 768.13, Florida Statutes:
"Good Samaritan Act"

16.2.12 Rule 9G-2, Florida Administrative Code:
"State of Florida Comprehensive Emergency Management Plan Criteria"

16.2.13 Rule Chapter 9G-6, Florida Administrative Code:
"Review of Local Emergency Management Plans"

16.2.14 Rule 9G-11, Florida Administrative Code:
"Funding Formula for Emergency Management Assistance Funds"

16.2.15 Rule 9G-12, Florida Administrative Code:

"Contract Procedures for Funding of Radiological Emergency Response Plans"

16.2.16 Rule 9G-14, Florida Administrative Code:
"Hazardous Materials"

16.2.17 Rule 9G-17, Florida Administrative Code:
"Funding of County Hazardous Materials Emergency Plans"

16.2.18 Rule 9G-19, Florida Administrative Code:
"Base Funding for County Emergency Management Agencies, Emergency Management Competitive Grant Program and Municipal Competitive Grant Program Rule"

16.2.19 Rule 9G-20, Florida Administrative Code:
"Residential Facility Plan Review Fees"

16.2.20 Rule 9G-22 Florida Administrative Code:
"Hazard Mitigation"

16.2.21 Rule 9J-2, Florida Administrative Code:
"Development of Regional Impact"

16.2.22 Rule 9J-5, Florida Administrative Code:
"Minimum Criteria for Review of Local Government Comprehensive Plans and Determination of Compliance"

16.2.23 Rule 9J-12, Florida Administrative Code:
"Schedule for Submission of Revised Local Government Comprehensive Plans"

16.2.24 Rule 25-6.0183, Florida Administrative Code:
"Electric Utility Procedures for Generating Capacity Shortage Emergencies"

16.2.25 Rule 25-6.0185, Florida Administrative Code:
"Electric Utility Procedures for Long-Term Energy Emergencies"

16.2.26 Governor's Executive Order:
On April 14, 1980, Governor Graham issued Executive Order No. 80-29. Section 4 of the order provides in part that: "Political subdivisions of the State (counties) shall, and municipalities may, by inter-local agreement or otherwise, take pre-emergency action as prescribed in Chapter 252, including, but not limited to, the following:... (f) Nothing contained in this order shall prevent local jurisdictions from taking prompt and necessary action to save lives and protect the property of their citizens, including the

authority to compel and direct timely evacuation when necessary in the absence of the Governor's directive."

16.2.27 Statewide Mutual Aid Agreement

16.3 County

16.3.1 Ordinance No. 93-16

16.3.2 Leon County Debris Management Plan (October 2008)

16.3.3 Local Mitigation Strategy (January 2010)

16.3.4 Post Disaster Redevelopment Plan (to be complete in May 2012)

16.3.5 Leon County Health Department Emergency Operations Plan (2011)

16.3.6 County Policy and Procedure Manual

16.3.7 Emergency Support Functions Annexes (ESF 1 through ESF 17)

16.3.8 Individual Agency Policies and Procedures

16.4 Other Documents, Listings, Plans, and Procedures

- CSX Railroad Plan
- Florida Field operations Guide
- All Health Care Facilities Plans
- Local School Board Plan
- Tallahassee Regional Airport Plan
- C.H. Corn Hydroelectric Dam Plan
- Pipeline Group (Natural Gas) Plan
- Critical Facility Listing
- Tallahassee-Leon County Comprehensive Plan
- Hazardous Materials Plan
- City of Tallahassee Standard Operating Procedures
- City of Tallahassee Incident Management Plan
- Tallahassee-Leon County Statistical Digest
 - The Tallahassee-Leon County Planning Department produces an annual Statistical Digest that contains regularly updated economic and demographic data on Tallahassee and Leon County.
 - http://www.tal.gov.com/planning/support/stat_digest.cfm
- Tallahassee-Leon County MPO 2020 Long Range Transportation Plan

- Continuity of Operations Plans for County and City Departments and Constitutional Officers
- Apalachee Region Hurricane Evacuation Study Update (2011)
- Florida National Guard, Operation Plan for Military Support to Civil Authorities (FLNG-MSCA)
- State Emergency Response Team (SERT) Standard Operating Procedure
- State of Florida Comprehensive Emergency Management Plan (2010)
- State of Florida Enhanced Hazard Mitigation Plan (2010)
- State of Florida Department of Health: Action Plan for Pandemic Influenza (March 2004)
- US Department of Health and Human Services website: www.pandemicflu.gov
- Florida Association for Search and Rescue: Resource Typing for Search and Rescue and Technical Rescue Resources
- Big Bend Homeless Coalition Annual Report on Homelessness in Leon County
 - Yearly compilation of Point-In-Time count and annual statistic from the BBHC Homeless Management Information System
 - <http://www.bigbendhc.org/resources.htm>
- Florida Department of Health Publications
 - Florida Community Health Assessment Resource Tool Set
 - Behavioral Risk Factor Surveillance System County Reports
 - <http://www.floridacharts.com/charts/chart.aspx>
 - Bureau of Preparedness and Response
 - Vulnerable Populations Toolkit
 - This website is a tool kit for community planners who seek to better understand the needs of vulnerable populations before, during and after a disaster or incident.
 - <http://www.doh.state.fl.us/demo/BPR/VulnerablePopulations.html>
- Tallahassee-Leon County Geographic Information System
 - Electronic Database (EDB)
- Leon County Sheriff's Office General Orders
 - 46.1 Agency Responses to Unusual Occurrences
 - Jail SOP 8.03 Mass Arrest Plan
- Tallahassee Police Department Policies and Procedures
 - Special Operations Bureau
 - Special Events Planning Unit Plans
- City of Tallahassee
 - Parks and Recreation Policies and Procedures
 - Special Events Unit Plans
- Leon County Jail

- Standard Operating Procedures
- Jail Emergency Plan/Emergency Management System

17. Plan Distribution and Revision Control Documents

The Leon County Comprehensive Emergency Management Plan will be made available to all Lead and Support Emergency Support Function Agencies as identified in Response Section.

The Leon County Comprehensive Emergency Management Plan will be made available to County Staff on the county's intranet site.

County employees will be allowed to view the plan and print portions that are applicable to their emergency responsibilities.

The county's intranet site is available to county staff at: <http://intra/>

The Leon County Management Information System (Lead for Emergency Support Function #2 – Communications) will make the electronic version of the plan available to the City's Technology Department to be placed on their internal network for access by City agency mission partners.

Non county entities that have a coordination role under the Plan will receive 1 hard copy version of the plan and 1 electronic version of the plan on disk.

Date

Dear Emergency Management Partner:

You have been issued a copy of the Leon County Comprehensive Emergency Management Plan.

Attached are revisions to this plan. Please remove and destroy old pages and replace with the attached revised pages.

Distribution Control Record	Plan #
Plan Assigned to	Name:
	Agency:

I have received, reviewed, and understand the revision to the Leon County Emergency Management Plan.

Signature: _____ Date: ____/____/____

If you have any questions, please call the Leon county Division of Emergency Management at (850) 488-5921.

Please make a copy of this acknowledgement form and keep with your plan. Please return the original to:

Leon County Division of Emergency Management
535 Appleyard Drive
Tallahassee, FL 32304

Basic Plan

Response to Emergencies and Disasters

1. Purpose: The purpose of this plan is to outline the roles and responsibilities, management structures, and concept of operations for response to emergencies and disasters in Leon County.

2. Roles and Responsibilities: Safeguarding the life and property of its citizens is an innate responsibility of the governing body of each political subdivision of the state. Florida Statutes grants the following emergency power to political subdivisions of the state:

“to assign and make available for duty the offices and agencies of the political subdivision, including the employees, property, or equipment thereof relating to firefighting, engineering, rescue, health, medical and related services, police, transportation, construction, and similar items or services for emergency operation purposes, as the primary emergency management forces of the political subdivision for employment within or outside the political limits of the subdivision.” (Ch 252.38(3)(a).4.)

2.1 Lead Agency by Emergency or Disaster: While all situations will be managed following the concepts of Incident Command and Multiagency Coordination, certain agencies have legal jurisdiction or subject matter expertise for response. Lead agencies will provide overarching response objectives and strategy to be implemented by Unified Command and the Emergency Operations Center.

Emergency or Disaster	Local Lead Agency	State Lead Agency *
Hurricane	Leon County Emergency Management	
Flood	Leon County Emergency Management	
Severe Weather/Tornado	Leon County Emergency Management	
Extreme Temperatures	Leon County Emergency Management	
Drought	Leon County Emergency Management	
Fire		
--Structure	Tallahassee Fire Department	
--Wildland	Tallahassee Fire Department	Florida Forest Service
Hazardous Materials:		
--Chemical	Tallahassee Fire Department	
--Biological	Tallahassee Fire Department & Leon County Health Department	
--Radiological	Tallahassee Fire Department	Florida Bureau of Radiation Control
--Nuclear	Tallahassee Fire Department	Florida Bureau of Radiation Control
--Explosives	Tallahassee Fire Department & Big Bend Bomb Squad	
Search & Rescue		
--Urban	Tallahassee Fire Department	
--Wildland	Leon County Sheriff's Office	
Terrorism	Leon County Sheriff's Office & Tallahassee Police Department	Florida Department of Law Enforcement
Riots & Unlawful Assembly	Leon County Sheriff's Office & Tallahassee Police Department	
Transportation Accident:	Multiagency Response - No single lead	
Human Health Issues:	Leon County Health Department	
Mass Casualty	Leon County Emergency Medical Service & Tallahassee Fire Department	
Animal Issues:		
--Domestic Animals	Leon County Animal Control & Tallahassee Animal Control	
--Large Animals	Leon County Sheriff's Office	Department of Agriculture
--Exotic Animals/Nuisance Animals	County/City Animal Control & Sheriff's Office/Police Department	Florida Fish & Wildlife Conservation Commission
Infrastructure Failure		
Electric		
--City	Tallahassee Utilities	
--Unincorporated Areas	Talquin Electric	
Water		
--City	Tallahassee Utilities	
--Unincorporated Areas	Talquin Electric	
Telecommunications	CenturyLink	
Road & Bridge	Leon County Public Works & Tallahassee Public Works	Florida Department of Transportation
Dam	Multiagency Response - No Single Lead	

* Some state agencies have "first response" responsibilities within local political subdivisions

2.2 Lead and Support Agencies by Emergency Support Function: Emergency Support Functions provide a structure for multiagency coordination of incident support. Specific Emergency Support Function missions, organizational relationships, response actions, and primary and support agency responsibilities are described in the Emergency Support Function annexes.

Note: A Lead Coordinating Agency (noted by "L") may support other Emergency Support Functions (noted by "S")

	Emergency Support Functions																
	ESF #1 - Transportation	ESF #2 - Communications	ESF #3 - Public Works & Engineering	ESF #4 - Fire Fighting	ESF #5 - Information, Coordination & Planning	ESF #6 - Mass Care	ESF #7 - Resource Management	ESF #8 - Health & Emergency Medical Services	ESF #9 - Search & Rescue	ESF #10 - Hazardous Materials	ESF #11 - Food & Water	ESF #12 - Energy & Utilities	ESF #13 - Military Support	ESF #14 - Emergency Public Information	ESF #15 - Volunteer & Donation Management	ESF #16 - Law Enforcement & Homeland Security	ESF #17 - Animal Care
Lead Coordinating Agency																	
Constitutional Officers																	
Sheriff																	
County Offices																	
Animal Control																	
Emergency Management					L		L										
Health Department																	
Management Information System																	
Public Works																	
Volunteer Services																	
City Offices																	
Fire Department																	
StarMetro																	
Utilities																	
Non-Government Offices																	
American Red Cross																	
Talquin Electric																	

	Emergency Support Functions																
	ESF #1 - Transportation	ESF #2 - Communications	ESF #3 - Public Works & Engineering	ESF #4 - Fire Fighting	ESF #5 - Information, Coordination & Planning	ESF #6 - Mass Care	ESF #7 - Resource Management	ESF #8 - Health & Emergency Medical Services	ESF #9 - Search & Rescue	ESF #10 - Hazardous Materials	ESF #11 - Food & Water	ESF #12 - Energy & Utilities	ESF #13 - Military Support	ESF #14 - Emergency Public Information	ESF #15 - Volunteer & Donation Management	ESF #16 - Law Enforcement & Homeland Security	ESF #17 - Animal Care
Support Coordinating Agencies																	
Constitutional Officers																	
Superintendent of Schools																	
County Offices																	
Administration																	
Emergency Medical Services																	
Tallahassee-Leon County GIS																	
City Offices																	
Airport																	
Animal Service Center																	
Communications																	
Emergency Management Coordinator																	
Police Department																	
Public Works																	
Radio Services																	
Non-Government Offices																	
2-1-1 Big Bend																	
Big Bend Community Organizations Active in Disaster																	
Big Bend Disaster Annual Response Team																	
Capital District Amateur Radio Emergency Service																	
Capital Regional Medical Center																	
CenturyLink																	
Tallahassee Memorial Healthcare																	
The Salvation Army																	
Volunteer Fire Departments																	

3. Incident Management Structures: On September 13, 2005, the Leon County Board of County Commissioners adopted the National Incident Management System as the standard for incident management in Leon County. The National Incident Management System provides a consistent nationwide template to enable Federal, State, tribal, and local governments, nongovernmental organizations (NGOs), and the private sector to work together to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity. The National Incident Management System identifies the Incident Command System and the Multiagency Coordination System as fundamental elements of incident management.

3.1 Incident Command System: The Incident Command System is a standardized, on-scene, all-hazards incident management concept.

3.1.1 The Incident Command Systems allows personnel from a variety of agencies to meld rapidly into a common management structure.

3.1.2 When operating as part of the Incident Command System, personnel will use plain English or “clear text” to communicate.

3.1.3 When multiple agencies respond to an emergency scene, Unified Command should be established.

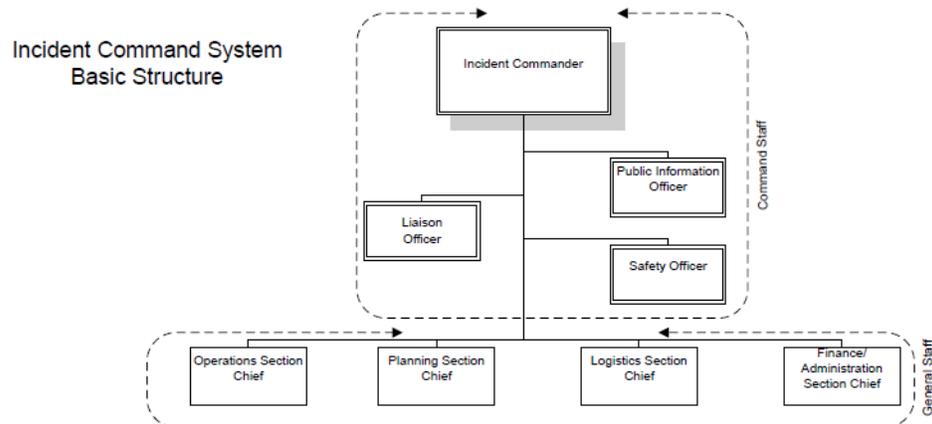
3.1.4.1 Unified Command enables agencies to manage an incident together by establishing a common set of incident objectives and strategies.

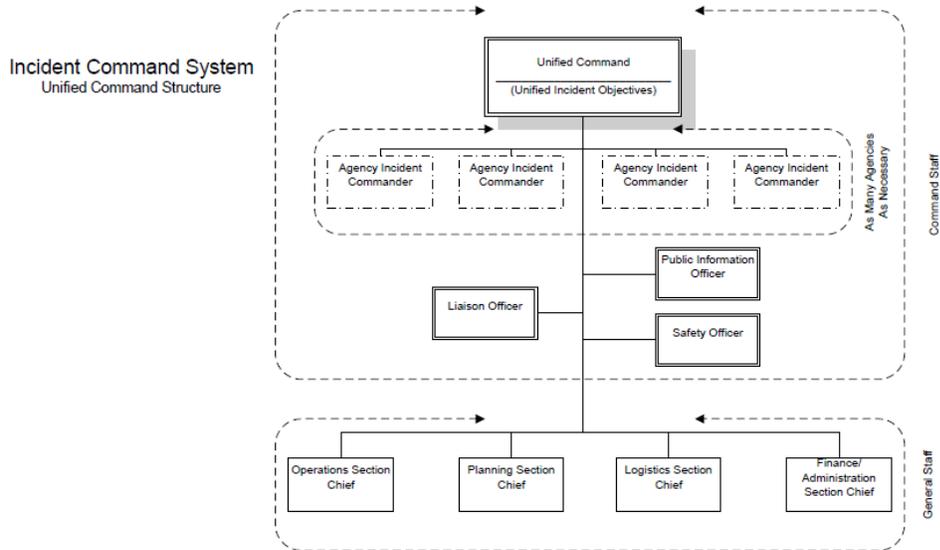
3.1.4.2 Unified Command allows agencies to make joint decisions.

3.1.4.3 Each participating agency maintains its authority, responsibility, and accountability.

3.1.4 A single Incident Command Post must be established. This will be the location from which an Incident Commander or a Unified Command will oversee on-scene tactical operations.

3.1.5 The Incident Command System employs a modular organization meaning that only functions/positions which are necessary to meet incident objectives will be filled.





3.2 Multiagency Coordination System: A Multiagency Coordination System supports the on-scene response by providing external coordination and securing of additional resources. In Leon County, the Multiagency Coordination System is facilitated in the County Emergency Operations Center.

3.2.1 The Emergency Operations Center will gather, analyze, and evaluate disaster information.

3.2.2 The Emergency Operations Center will use disaster information to develop a Common Operating Picture for emergency response and support agencies.

3.2.3 The Emergency Operations Center will use disaster information to facilitate planning and decision making.

3.2.4 The Emergency Operations Center will support on-scene response through the acquisition of additional resources.

3.2.5 The Emergency Operations Center will activate to a level necessary to meet incident objectives.

3.2.5.1 Duty Officer Monitoring

3.2.5.2 Monitoring Activation

3.2.5.3 Partial Activation

3.2.5.4 Full Activation

3.2.6 Emergency Operations Center: To gather information during an emergency, make decisions, and direct necessary actions requires close coordination between key officials. Such coordination is best obtained when these officials are working together in the same facility. A central facility, from which all local emergency efforts can be coordinated, is essential for emergency response and recovery.

3.2.7 EOC management activities include but are not limited to:

3.2.7.1 Activate EOC

3.2.7.2 Direct EOC Operations

3.2.7.3 Gather and Provide Information

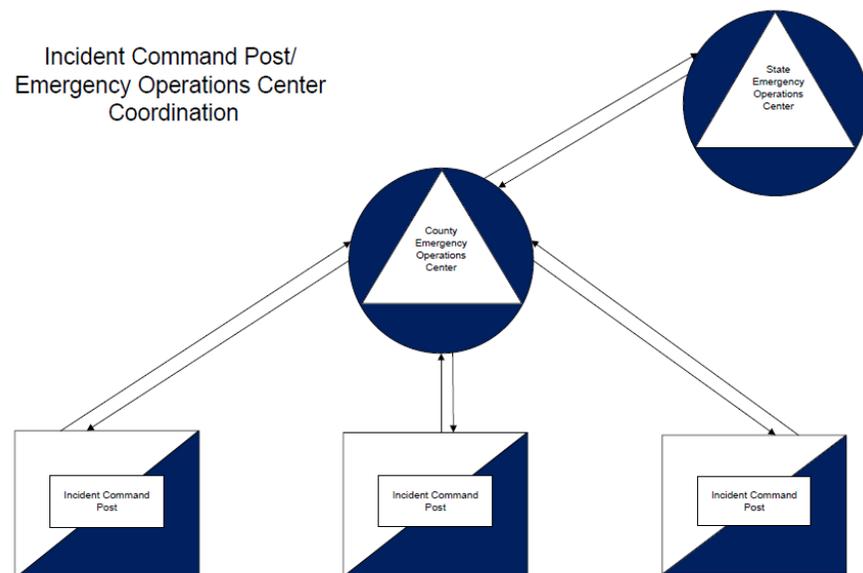
3.2.7.4 Identify and Address Issues

3.2.7.5 Prioritize and Provide Resources

3.2.7.6 Provide for Connectivity of Information Systems

3.2.7.7 Support and Coordinate Response

3.2.7.8 Demobilize EOC



Note: Solid lines represent lines of communication, not chain of command

4. Concept of Operations: Emergencies and Disasters can occur at anytime. Often there is some previous indication an event is about to occur. Other times situations occur without warning. Regardless of onset, there are phases of an emergency with set activities that occur. The activities are the same with or without warning, the order in which they are carried out will be the only change. The chart below outlines the common response activities.

Emergency/Disaster With Warning	Emergency/Disaster Without Warning
Monitoring	Monitoring
Alert & Warning	Emergency/Disaster Occurs
Activation	Notification
Implement Protective Actions	Response & Activation
Emergency/Disaster Occurs	Implement Protective Actions
Response	Impact Assessment
Impact Assessment	Clear/Decontaminate Scene
Clear/Decontaminate Scene	Initiate Short-term Recovery Activities
Initiate Short-term Recovery Activities	

4.1 Monitoring: The responsibilities of the Division of Emergency Management must continue on a 24/7 basis. An Emergency Management staff member will be assigned to serve as a Duty Officer. The Duty Officer is the primary point of contact for emergency issues when the Emergency Operations Center is not activated. The Duty Officer will perform the following basic daily duties:

- 4.4.1 Conduct a daily threat assessment
- 4.4.2 Distribute hazardous weather/hazardous situation outlooks to partner agencies
- 4.4.3 Receive emergency notifications from the County Warning Point and monitor reported incidents
- 4.4.4 Coordinate with on-scene incident command/unified command for resource support
- 4.4.5 Coordinate with Florida Division of Emergency Management for state assistance
- 4.4.6 Keep Emergency Management Director apprised of situation and any situational changes
- 4.4.7 Keep an activity log and plot reported incidents into the Incident Tracking System

4.2 Alert/Warning: The Leon County Sheriff’s Office Communications Center is designated as Leon County’s Primary Warning Point, commonly know as the County

Warning Point. The County Warning Point receives emergency information 24/7 from a variety of sources. Sources include:

4.2.1 The County Warning Point is a Primary Public Safety Answering Point for the Leon County 9-1-1 System. In this capacity the County Warning Point is the first point of emergency notification from the public

4.2.2 The Florida Division of Emergency Management utilizes the Emergency Management Network (commonly known as EMNet) produced by Comlabs as the primary method to receive and relay emergency information with Florida's counties. Leon County's EMNet terminal is located in the County Warning Point

4.2.3 The Florida Division of Emergency Management has established a redundant system to the EMNet by utilizing a portion of the Federal Emergency Management Agency's National Alert Warning System (NAWAS). The Florida Division of Emergency Management will use Florida NAWAS to receive and relay emergency information with Florida's counties. Leon County's Florida NAWAS terminal is located in the County Warning Point

4.3 **Notification:** There are many incidents that require multiagency notification and information sharing. To facilitate information sharing, a notification matrix has been established to ensure 9-1-1 call takers know which agencies require notification of reported incidents.

4.3.1 The matrix below identifies which incidents are to be reported to the County Warning Point

County Warning Point Notification Matrix	
Aviation Accidents/Incidents	Hazardous Materials Releases
Bomb Threats / Found Devices	Health Advisories
Civil Disturbances	Railroad Incidents
Dam Failure	Road Closures (Major/Large Roads)
Electric Outages (Large/Long Term)	School Lockdowns
Evacuations	Sinkholes
Explosions	Telephone System Outages
Fires (Major Structure Fires)	Terrorism (Credible Threats/Actual Event)
Fires (Large Wildfires)	Tornadoes
Floods	Transportation Incidents
Funnel Clouds	Severe Weather
Hail	Weather Related Damage Reports
Other Incidents Not Listed (with Significant Emergency Response)	

4.3.1.1 Upon receipt of a reportable incident, The County Warning Point will notify the Division of Emergency Management Duty Officer and the Florida Division of Emergency Management State Watch Office

4.4 Activation: The Emergency Operations Center will activate to a level necessary to address a threat, emergency, or disaster.

4.4.1 Duty Officer Monitoring: The Duty Officer is the primary point of contact for emergency issues when the Emergency Operations Center is not activated

4.4.2 Monitoring Activation: Emergency Management Staff muster in the Emergency Operations Center to actively monitor a threatening or emergency situation

4.4.3 Partial Activation: Emergency Management Staff and essential Emergency Support Function agency representatives muster in the Emergency Operations Center to coordinate a response to an emergency situation or disaster

4.4.4 Full Activation: Emergency Management Staff and all Emergency Support Function agency representatives muster in the Emergency Operations Center to coordinate a response to a disaster

4.5 Implement Protective Measures: Protective Measures are those steps taken to preserve the health and safety of emergency responders and the public during an emergency or disaster.

4.5.1 Evacuation: Evacuation is a protective action which involves having people move from a place of danger to a place of relative safety

4.5.1.1 In any emergency situation that requires an evacuation, the on-scene Incident Command/Unified Command will notify the County Warning Point

4.5.1.2 In a situation that will require a larger scale community evacuation, the Chairman of the Board of County Commissioners will declare a local State of Emergency and order the evacuation of the threatened area

4.5.2 Shelter-In-Place: Shelter-In-Place is a protective action which involves having people take cover immediately in their current location or nearby sturdy structure. Shelter-In-Place will be advised when evacuation is impractical or undesirable due to the hazard

4.5.3 Other Protective Measures: Based on the nature of the emergency other protective measures may be required. Lead agencies or lead Emergency Support Function Agencies will develop protective measures and work with the Public Information officer(s) to disseminate protective measures to the public

4.6 Event Occurs: A Hazard Profile and Analysis can be found in the Leon County-City of Tallahassee Local Mitigation Strategy. The hazards most likely to occur are identified and their possible impacts analyzed. This gives Emergency Support Function agencies an idea of what to expect if an emergency or disaster occurs. This plan is developed with flexibility and adaptability so that it can address any event, both expected and unexpected.

4.7 Response: Response consists of activities that address the short-term, direct effects of an incident. Response activities are primarily conducted at the incident scene. Representatives of Emergency Support Function agencies will report to the Emergency Operations Center as part of a response to an emergency or disaster,

4.7.1 Response priorities are:

4.7.1.1 Life Safety

4.7.1.2 Incident Stabilization

4.7.1.3 Property Preservation

4.7.1.4 Meeting Basic Human Needs of Survivors

4.7.2 Agencies involved in a response will follow their own policies and procedures

4.7.3 Agencies involved in a response should establish a Unified Command and follow the principals of the Incident Command System

4.8 Impact Assessment: Quickly assessing the impact of an emergency or disaster will allow the Emergency Operations Center and response agencies to determine the magnitude of damage. The information from the impact assessment will be used to prioritize response activities, allocate resources, identify resource shortfalls and request mutual aid through the State Emergency Operations Center.

4.8.1 Impact assessment reports will come from a multitude of sources. The common sources include:

4.8.1.1 Citizen calls to 9-1-1

4.8.1.2 Reports from field staff of response agencies, relayed through their Emergency Support Function agency representative in the Emergency Operations Center

4.8.1.3 Media reports

4.8.1.4 Citizen calls to the Emergency Operations Center

4.8.1.5 Reports from other agencies that are not represented in the Emergency Operations Center

4.8.2 Information to be collected for impact assessment includes:

4.8.2.1 Life Safety Issues

4.8.2.1.1 Number of Individuals affected/exposed

4.8.2.1.2 Number of Fatalities

4.8.2.1.3 Number of Injuries

4.8.2.1.4 Number of Persons in Shelter

4.8.2.1.5 Number of Homes Damaged or Destroyed

4.8.2.1.6 Unmet Human Needs (First Aid, Food, Water, Shelter,)

4.8.2.2 Infrastructure Status

4.8.2.2.1 Status of Public Safety Facilities (Law Enforcement, Fire, EMS, Hospitals, Shelters)

4.8.2.2.2 Status of Electric System (Number of outages and estimated restoration times)

4.8.2.2.3 Status of Water (Water Supply and Sewer)

4.8.2.2.4 Status of Accessibility (Roads, Schools, Government Offices)

4.8.2.2.5 Status of Communications Systems (Telephone, Cellular, 9-1-1, 800MHz Public Safety Radio System)

4.9 Clear or Decontaminate Incident Scene: One response activity that continues into the Recovery Phase is clearing an incident scene. Once debris is removed from an incident scene restoration activities can begin. Hazardous materials, criminal, or terrorist incidents may require a decontamination process prior to the removal of debris from an incident scene.

4.9.1 Debris Management Operations: Debris Management is the process of clearing, collecting and disposing of emergency or disaster generated debris. The three phases of Debris Management (listed below) are explained further in the Recovery Annex.

4.9.1.1 Debris Clearance/Emergency access Push

4.9.1.2 Debris Removal and Right-of-Way Pick-up

4.9.1.3 Temporary Debris Storage and Reduction

4.9.2 Decontamination: Decontamination is the reduction or removal of toxic agents so they are no longer hazards. Hazardous materials, criminal, or terrorist incidents may require a decontamination process prior to the removal of debris from an incident scene. Response operations on hazardous materials, criminal, or terrorist incidents may require the establishment of containment zones.

4.9.2.1 Containment Zones:

4.9.2.1.1 Hot Zone: The Hot Zone is the area immediately surrounding the incident area.

4.9.2.1.2 Warm Zone: The Warm Zone is the area upwind, uphill, and outside the Hot Zone.

4.9.2.1.3 Cold Zone: The Cold Zone is the area upwind, uphill and outside the Warm Zone.

4.9.2.2 Decontamination of Individuals

4.9.2.2.1 Victims from within the Hot Zone will be taken to the Warm Zone to be decontaminated.

4.9.2.2.1.1 Decontamination consists of clothing/accessory removal and wash-down

4.9.2.2.2 Victims will be transferred to the Hospital or reunited with family from the Cold Zone.

4.9.2.2.3 Responders will stage in the Cold Zone.

4.9.2.2 Decontamination of Debris: Decontamination of the Hot Zone, (debris, exposed structures and environment) will require coordination with State Emergency Support Function #10-Hazardous Materials to ensure compliance with environmental regulations.

4.9.3 Collection of Evidence in Criminal/Terrorism Events: Incidents where criminal or terrorist activities occur are crime scenes. All items contained in the area may be considered as evidence.

4.9.3.1 Debris movement should be kept to a minimum (limited to life saving activities) until a law enforcement investigation is complete.

4.9.3.2 Personnel conducting decontamination should bag, seal, and label any contaminated items removed from victims and turn them over to law enforcement to be processed as evidence.

4.10 Initiate Short-term Recovery Activities: Response and short-term recovery efforts often occur simultaneously. Short-term recovery is focused on restoring critical services and infrastructure so that a level of community stability can be achieved. Community stability marks a starting point at which local government and community leaders may begin implementing provision of the Leon County-City of Tallahassee Post Disaster Re-development Plan (to be completed in May 2012). Short-term recovery priorities include:

- 4.10.1 Conduct Damage Assessment
- 4.10.2 Debris Management Operations
- 4.10.3 Restoration of Infrastructure
- 4.10.4 Re-open Public Schools
- 4.10.5 Activate Community Recovery Center(s)
- 4.10.6 Activate Continuity of Operations Plans for Government Agencies

Preparedness Annex

Leon County is vulnerable to a wide range of emergencies, including natural, technological, and manmade disasters. Preparedness efforts: focused on planning, training, and exercise among all those involved in emergency management and incident response activities; will promote coordination of response efforts during times of crisis.

1. **Planning:** State and local emergency planning in Florida uses an all-hazards approach to planning. All-hazards planning is based on the fact that the consequences of disasters are the similar regardless of the hazard, and most of the functions performed during emergency situations are not hazard-specific.

1.1 Development of the County's Comprehensive Emergency Management Plan: Chapter 252.38 of Florida Statutes places the responsibility for emergency management planning on the Leon County Division of Emergency Management. The Chapter also places the responsibility for leading emergency management planning efforts on the Leon County Director of Emergency Management.

1.2 The lead and support agencies for Emergency Support Functions serve as the de facto planning team. Elements of the plan are discussed annually in workshops hosted by the Leon County Division of Emergency Management. During workshops, notes will be taken and evaluated to determine new guidelines, policies, procedures, or capabilities discussed by Emergency Support Function agencies. As necessary this information will be used to update the Leon County Comprehensive Emergency Management Plan. Drafts of changes to the Comprehensive Emergency Management Plan will be distributed to Emergency Support Function agencies for comment prior to insertion to the plan.

Additionally, after exercises, emergencies, disasters, and events an After Action Report will be produced. The After Action Report will identify elements of the Leon County Comprehensive Emergency Management Plan that work as planned and elements that need improvement. Areas for improvement will be analyzed and addressed by Emergency Support Function agencies. As improvements are addressed they will be incorporated into the Leon County Comprehensive Emergency Management Plan.

1.3 Planning Requirements: Chapter 252.35 of Florida Statutes states the Florida Division of Emergency Management will adopt standards and requirements for county emergency management plans. The standards and requirements must ensure that county plans are coordinated and consistent with the state comprehensive emergency management plan. This plan is designed to meet the standards and requirements established by the Florida Division of Emergency Management.

1.4 Plan Review: Rule 9G-6.006(2) of Florida Administrative Code states, the Division (Florida Division of Emergency Management) shall review each county comprehensive emergency management plan at a minimum of every four years. The Leon County Division of Emergency Management will review the county's Comprehensive Emergency Management Plan annually and update as necessary. The Leon County Division of Emergency Management will prepare a fully updated version every four years.

2. **Training:** Training provides Emergency Support Function agencies and cooperating state, federal, and non-government agencies an understanding of Leon County's emergency/disaster response goals and concept of operations. The Leon County Division of Emergency Management's Coordinator will facilitate the local training program.

2.1 Training Coordination: The Florida Division of Emergency Management's Training Unit coordinates the delivery of courses in the field for primarily county and municipal responders. Training announcements are posted on the Florida Division of Emergency Management Training & events Calendar at: <http://trac.floridadisaster.org/trac>

2.1.2 The Federal Emergency Management Agency's Emergency Management Institute offers the Independent Study Program. This is a distance learning program which offers training, free of charge, to the Nation's emergency management network and the general public. It serves as both an alternative means to deliver valuable training to the professional and volunteer emergency management community, and an opportunity to improve public awareness and promote disaster preparedness nationally. The Independent Study Program offers more than 100 training courses via the training site: <http://training.fema.gov/IS>.

2.2 Training Requirements: The basic training requirements for emergency or disaster response operations are outlined below.

2.2.1 Certification and Licensure: Some disciplines (such as law enforcement, fire, EMS) require the completion of a basic training program and licensure prior to employment. Other disciplines allow for professional certification after hire.

2.2.2 Agency Training: Every agency should have a training program to ensure operational capability and readiness.

2.2.3 National Incident Management System Training: The National Incident Management System establishes a national baseline for emergency responder training. To be compliant with the National Incident Management System the completion of the following courses are required:

2.2.3.1 Introduction to the Incident Command System (ICS-100)

Target Audience: emergency response providers and disaster workers, entry level to managerial level, including emergency medical service personnel; firefighters; medical personnel; police officers; public health personnel; public work/utility personnel; and other emergency management response personnel.

2.2.3.2 The National Incident Management System, An Introduction (IS-700)

Target Audience: emergency response providers and disaster workers, entry level to managerial level, including emergency medical service personnel; firefighters; medical personnel; police officers; public health personnel; public work/utility personnel; and other emergency management response personnel.

2.2.3.3 Incident Command System for Single Resources & Initial Action Incidents (ICS-200)

Target Audience: personnel at the following levels of responsibility in emergency management and incident response operations: first-line supervisor, mid-level management and command and general staff.

2.2.3.4 National Response Framework, An Introduction (IS-800)

Target Audience: Officials in local jurisdictions with overall emergency management responsibilities as dictated by law or ordinance, officials with overall emergency management responsibilities through delegation, and officials primarily involved in emergency planning.

2.2.3.5 Intermediate Incident Command System (ICS-300)

Target Audience: personnel include all mid-level management, including persons serving as command staff, section chiefs, strike team leaders, task force leaders, unit leaders, division/group supervisors, and branch directors in an ICS organization and multiagency coordination system/emergency operations center staff. (Note: Local emergency management/response personnel determine who within their organizations requires ICS-300 training, based on local incident management organizational planning.)

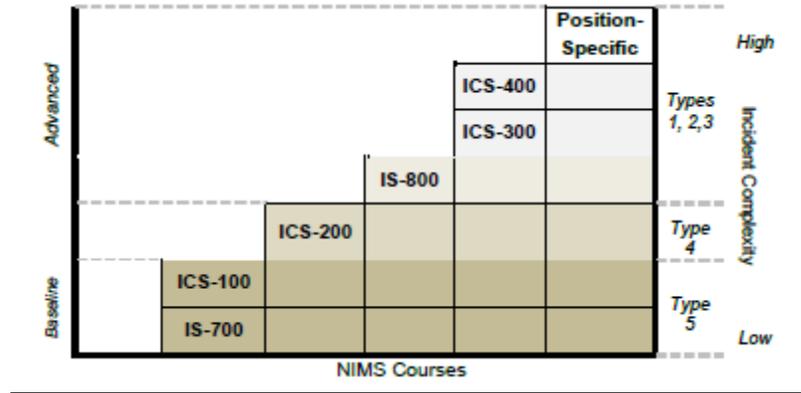
2.2.3.6 Advanced Incident Command System (ICS-400)

Target Audience: personnel serving as Command and General Staff in an ICS organization, select department heads with multiagency coordination system responsibilities, area managers, emergency managers, and multiagency coordination system/emergency operations center managers. (Note: Local

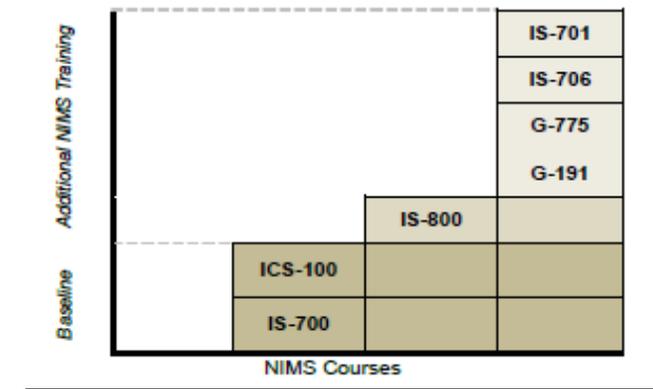
emergency management/response personnel determine who within their organizations requires ICS-400 training, based on local incident management organizational planning.)

2.2.4 The National Incident Management System Training Program: The National Incident Management System Training Program recommends the following training plans.

2.2.4.1 Training Program recommended for personnel that will respond to incident scenes



2.2.4.2 Training Program recommended for personnel that will respond to the Emergency Operations Center



- Exercise:** Leon County will follow the Homeland Security Exercise and Evaluation Program. The Homeland Security Exercise and Evaluation Program is a capabilities- and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises.

3.1 Seminars & Workshops: The Leon County Division of Emergency Management will annually host the following workshops. Emergency Support

Function agencies, and cooperating state, federal, and non-government agencies will be invited.

- 3.1.1 Wildland Fire Coordination (Wildfire)
- 3.1.2 Emergency Services Coordination (Hurricane)
- 3.1.3 Evacuation & Shelter Coordination (Hurricane)
- 3.1.4 Debris Management Coordination (Hurricane & Severe Weather)
- 3.1.5 Regional Special Needs Shelter Coordination (Hurricane)

The Leon County Division of Emergency Management, Emergency Support Function agencies, and cooperating state, federal, and non-government agencies will participate in seminars and workshops hosted by other agencies. Other seminars and workshops include:

- 3.1.6 Local Mitigation Strategy Workshop (Multi-Hazard)
- 3.1.7 Local Emergency Planning Committee Quarterly Meetings (Hazardous Materials)
- 3.1.8 North Florida Regional Domestic Security Task Force Quarterly Meetings (Terrorism)
- 3.1.9 Other seminars and workshops hosted by other Emergency Support Function agencies, state agencies, federal agencies, or non-government agencies

3.2 Drills & Exercises: Each Emergency Support Function agency should conduct drills and exercises to maintain operational readiness. The Leon County Division of Emergency Management will conduct the following:

- 3.2.1 Redundant Communications Drill – Weekly
- 3.2.2 County Emergency Operations Center Activation Exercise – Biennial
(Includes participation of Emergency Support Function agencies)
- 3.2.3 Leon County Division of Emergency Management Continuity of Operations Plan Relocation Exercise – Annual

The Leon County Division of Emergency Management will participate in the following exercises:

3.2.4 Florida Statewide Hurricane Exercise – Annual (Hurricane)

3.2.5 Local Emergency Planning Committee Exercise – Biennial
(Hazardous Materials exercise which may include participation of various
Emergency Support Function agencies)

3.2.6 Other exercises hosted by other Emergency Support Function
agencies, state agencies, federal agencies, or non-government agencies

3.3 Evaluation: Leon County will follow the Homeland Security Exercise and
Evaluation Program. Homeland Security Exercise and Evaluation Program
Volume III provides the methodology for evaluating and documenting exercises
and implementing an Improvement Plan.

3.4 Implementing Improvements and Lessons Learned: During Seminars and
Workshops notes will be taken and evaluated to determine new guidelines,
policies, procedures, or capabilities discussed by Emergency Support Function
agencies, and cooperating state, federal, and non-government agencies. As
necessary this information will be used to update the Leon County
Comprehensive Emergency Management Plan. After exercises, emergencies,
disasters, and events an After Action Report will be produced. The After Action
Report will identify elements of the Leon County Comprehensive Emergency
Management Plan that work as planned and elements that need improvement.
Areas for improvement will be analyzed and addressed. As improvements are
addressed they will be incorporated into the Leon County Comprehensive
Emergency Management Plan.

4. **Public Awareness & Education:** The Leon County Division of Emergency
Management provides information to individuals through presentations to community
groups, demonstrations at community events, and discussions with individuals that
directly call the Division of Emergency Management's office.

4.1 It is the responsibility of every individual to prepare themselves to survive a
disaster. Prepared individuals will make better decisions about their personal
safety which will reduce the demand on public safety resources during disasters.

4.2 To facilitate individual preparedness the Leon County Division of Emergency
Management has a focused public awareness program. The program, titled *Be
Prepared. Have a Plan.*, focuses on three points; having a plan, having a kit, and
protecting your home.

Have a plan
What is your risk
What will you do
Where will you go

How will you communicate
Special considerations for children, elderly, disabled, and pets

Have a kit
Minimum of 3-day supply food and water

Protect your home
Up-to-date insurance
Reinforce your home
Clear yard of potential “airborne debris”
Remove dead/diseased limbs and trees
Create defensible space for homes in Wildland-Urban Interface areas

4.2.1 The goal is for citizens to be prepared with a plan and kit, which are regularly reviewed and refreshed, and are ready to survive on their own for at least three days following a disaster.

4.3 The Leon County Division of Emergency Management participates in a regional project, *The Hurricane Survival Guide for the Capital Area*. The guide is designed to guide citizens, those that have to evacuate and those that can shelter-in-place, through hurricane preparedness. The guide is updated annually and distributed in local newspapers on the first weekend of hurricane season. A map of the region’s hurricane evacuation zones is included. There is a companion website, www.haveahurricaneplan.com, which citizens can use to build their plan online and print it out. Citizens can also sign-up for emergency alert emails at the website.

4.4 The Leon County Division of Emergency Management, Emergency Support Function agencies, and cooperating state, federal, and non-government agencies also participate in State of Florida public awareness initiatives.

5. **Special Needs Registry:** In accordance with Chapter 252.355, Florida Statutes, the Leon County Division of Emergency Management maintains a registry of persons with special evacuation assistance needs.

5.1 The Leon County Division of Emergency Management promotes the registry as part of its public awareness and outreach program.

5.2 All appropriate agencies and community-based service providers, including home health care providers, hospices, nurse registries, and home medical equipment providers, shall assist the Leon County Division of Emergency Management by collecting registration information for persons with special needs as part of program intake processes, establishing programs to increase the

awareness of the registration process, and educating clients about the procedures that may be necessary for their safety during disasters.

5.3 On or before May 31st of each year each electric utility shall annually notify residential customers in its service area of the availability of the registration program available through the Leon County Division of Emergency Management by:

5.3.1 An initial notification upon the activation of new residential service with the electric utility, followed by one annual notification between January 1 and May 31; or

5.3.2 Two separate annual notifications between January 1 and May 31.

5.4 All records, data, information, correspondence, and communications relating to the registration of persons with special needs are confidential and exempt from the provisions of s. 119.07(1) "Public Records".

6. **Mutual Aid:** An emergency or disaster has the potential to exceed the resource capabilities of Leon County. The Statewide Mutual Aid Agreement provides a system for obtaining the support needed to carry out emergency or disaster response operations.

6.1 Leon County is a Participating Party to the Statewide Mutual Aid Agreement. This allows the County to invoke assistance under the Agreement by requesting it from any other Participating Party, or from the Florida Division of Emergency Management if the County's resources are inadequate to meet the disaster.

6.2 Any special districts, educational districts, or other local and regional governments are eligible to sign the Statewide Mutual Aid Agreement and become Participating Parties.

6.2.1 Other Participating Parties to the Statewide Mutual Aid Agreement in Leon County are:

6.2.1.1 City of Tallahassee

6.2.1.2 Leon County Schools

6.2.1.3 Florida Agricultural & Mechanical University

6.2.1.4 Florida State University

6.3 The Statewide Mutual Aid Agreement consists of twelve Articles. The Articles describe the processes for invoking the Agreement, responsibilities of

Requesting and Assisting Parties, financial management procedures for Requesting and Assisting Parties, and other conditions of the agreement.

6.4 In general the process for a Participating Party to request assistance through the Statewide Mutual Aid Agreement is:

6.4.1 A Governor's Executive Order is in place or a Local State of Emergency has been declared for a disaster.

6.4.2 Requesting Party identifies resource needed

6.4.2.1 Detailed description of resource needed

6.4.2.2 Date resource needs to report for duty

6.4.2.3 Duration of resource deployment

6.4.2.4 Reporting location

6.4.2.5 Point-of-Contact resources can communication with

6.4.2.6 Special conditions for deployment (e.g. self-sustained, communications capability, special vehicles)

6.4.3 Requesting Party forwards request to Leon County Emergency Operations Center

6.4.4 Emergency Operations Center Staff (most likely a State Emergency Response Team Liaison) places request with State Emergency Operations Center

6.4.4.1 A New Mission will be filled out in EM Constellation database

6.4.4.2 A Mission Number will be generated

6.4.4.3 The Mission Number will be given to Requesting Party

6.4.4.4 All information related to Mission will be tracked and shared with Requesting Party

6.5 The Statewide Mutual Aid Agreement can be found at:

<http://www.floridadisaster.org/Response/Operations/EMAC/index.htm3>

7. **Continuity of Government and Operations:** Continuity of Operations Planning is an effort to ensure that the capability exists to continue essential government services and agency functions across a wide range of hazards and emergencies.

7.1 Continuity of Operations Planning is different than Emergency Management Planning. A Continuity of Operations Plan is focused on resumption business operations after an emergency or disaster. Emergency Management Planning framework through which the government and agencies of Leon County will prepare for, respond to, and recover from, the impacts of an emergency or disaster which would adversely affect the health, safety, and general welfare of its residents. Continuity of Operations Plans supports the Comprehensive Emergency Management Plan.

7.2 The Leon County Division of Emergency Management, Constitutional Offices, Emergency Support Function agencies, and cooperating state, federal, and non-government agencies should have a Continuity of Operations Plan that supports the Leon County Comprehensive Emergency Management Plan.

7.3 Orders of Succession for organizational leadership are a key element of Continuity of Government and Operations. During a declared local State of Emergency the orders of succession for Leon County are as follows:

7.3.1 Chairman of the Board of County Commissioners

7.3.2 Vice-chairman of the Board of County Commissioners (in the absence of the Chairman)

7.3.3 County Administrator or his or her designee (in the absence of the Chairman and Vice-chairman)

8. Reserved

Introduction

The transition from emergency response to short term recovery is not “clear-cut”. Initially, response (life saving) and recovery (repair and restoration) functions will likely take place concurrently.

The Recovery Annex to the Leon County Comprehensive Plan is focused on short-term recovery objectives, stabilizing the disaster situation so that long-term, permanent, recovery activities can be implemented by County and City leadership.

Leon County and the City of Tallahassee are developing a Post Disaster Redevelopment Plan. This plan will serve as tool to guide the elected leadership of each organization through the process of rebuilding and reinventing the community after a disaster. Elements of the plan can be implemented after minor, major, or catastrophic disasters.

Leadership

During the short-term recovery period, emergency conditions will likely still exist and a local State of emergency will be in place. In this situation the Chairman of the Leon County Board of County Commissioners is responsible for the short-term recovery efforts.

To support the Chairman of the Leon County Board of County Commissioners the Leon County Emergency Management Director will serve as the County Coordinating Officer. The County Coordinating Officer will coordinate short-term recovery activities from the Leon County Emergency Operations Center. The County Coordinating Officer will ensure short-term recovery operations are synchronized between County, City, State, and non-government entities that are involved in short-term recovery operations.

After short-term recovery objectives have been met, and a transition to long-term recovery begins, leadership will transition to County and City administration.

County Administration Leadership

- Leon County Board of county Commissioners
- Leon county Administrator
- County Constitutional Officers
 - Sheriff
 - Superintendent of Schools
 - Property Appraiser
 - Tax Collector
 - Clerk of Court
 - Supervisor of Elections

City of Tallahassee Administration Leadership Tallahassee City Commission

Tallahassee Mayor
Tallahassee City Manager

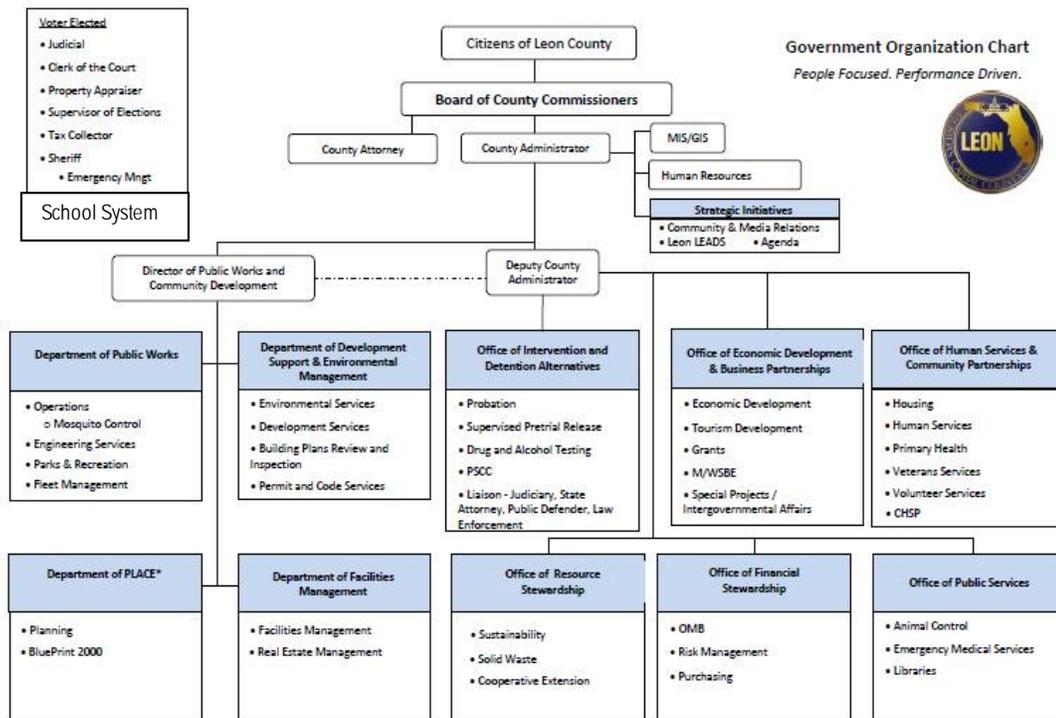
Coordination

The County Coordinating Officer will ensure short-term recovery operations are synchronized between County, City, State, and non-government entities that are involved in short-term recovery operations.

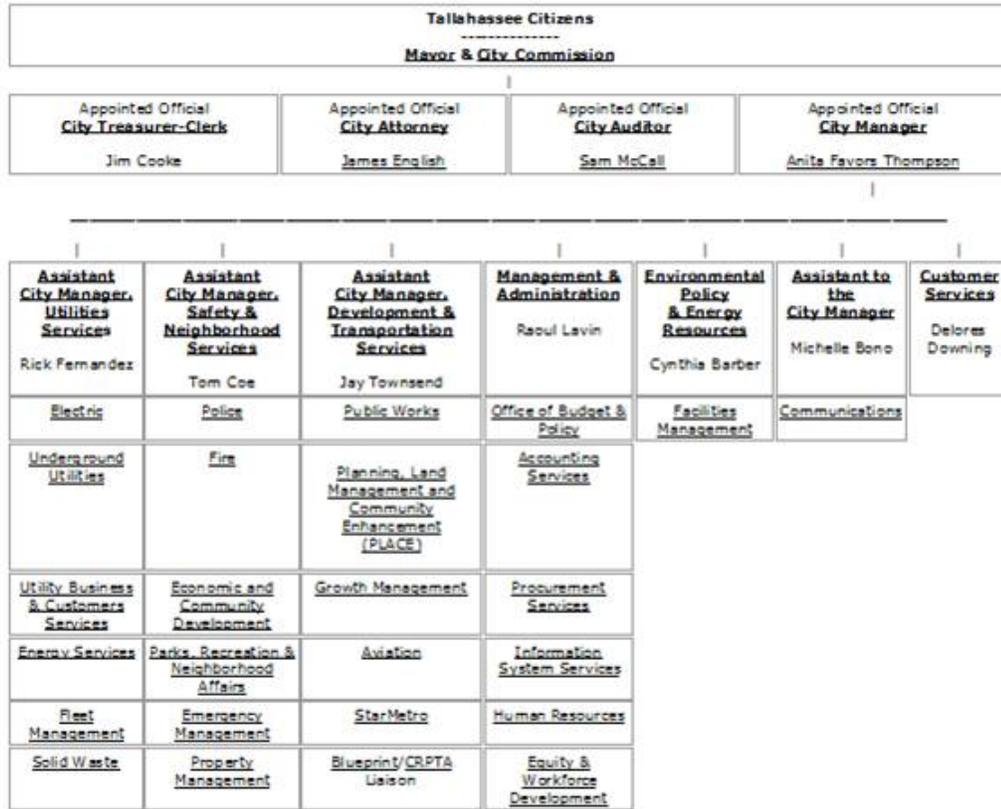
The County Coordinating Officer will coordinate short-term recovery activities from the Leon County Emergency Operations Center.

The following agencies will be involved in short-term recovery.

Leon County



City of Tallahassee



Other Non-government

- Talquin Electric
- Tallahassee Memorial Hospital
- Capital Regional Hospital
- Capital Area Chapter of the American Red Cross
- 2-1-1 Big Bend
- Ability 1st
- Big Bend Disaster Animal Response Team

Community Organizations Active in Disaster (COAD) Members

- America's 2nd Harvest of the Big Bend
- Advocacy Center for persons with Disabilities
- ECHO
- Elder Care Services
- Salvation Army
- The Alzheimers Project
- WCTV
- Area Agency on Aging North Florida

Bible Believers Fellowship
Big Bend Cares
Big Bend Homeless Coalition
Big Bend Transit, inc
Brehon Institute for Family Services
Calvary Chapel
Capital City Christian Church
Capital Heights Baptist Church
Catholic Charities of Tallahassee/ Pensacola
Catholic Charities Florida Voluntary Organizations Active in disaster (VOAD)
Christian Heritage Church
Epiphany Lutheran Church and School
Evangel Assembly
First Church of the Nazarene
Florida Assets Building Coalition- Florida Family Network
Florida Baptist Disaster Relief
Florida Conference of the United Methodist Church
Freedom Church First Assembly of GOD
Good Shepherd Catholic Church
Goodwill Industries of the Big Bend
Grace Lutheran Church
Grace Mission Episcopal Church
Heritage Assembly of GOD
Holy Jerusalem Church of GOD
Holy Comforter Episcopal Church
Jackson Hewitt Tax Service
Lutheran Social Services of North Florida
Man Up Enterprises
Meridian Woods Church of Christ
New Hope International Outreach Ministries
New Mt. Zion AME Church
Piedmont Park Alliance Church
Presbytery of Florida, Response and Readiness
Committee
Restoration and Refuge Outreach Center
Southern Baptist Disaster Relief
St. Louis Catholic Church
St. Thomas Moore Co-Cathedral
Tallahassee Amateur Radio Society
United Methodists-Northwest District
United Way of Florida
United Way of the Big Bend
Watson Temple Institutional Cogic

Coordination of County, City, and other non-government agencies will occur through the Leon County Emergency Operations Center. Organizations will deploy an agency representative to the Leon County Emergency Operations Center. Agency Representatives will serve as a conduit of information between their agency, reporting on field operations, and the Leon County Emergency Operations Center. The Agency Representative will pass information from Emergency Operations Center briefings and information provided by other Agency Representatives back to their home agencies.

The County Coordinating Officer will use the information provided by Agency Representatives to identify areas of severe impact, develop situation reports and damage assessment estimates, and identify resource needs that will have to be requested from the Florida Division of Emergency Management.

The City of Tallahassee will manage their agency short-term recovery operations utilizing the "Area Command" concept from the Incident Command System. The City will deploy a Liaison Officer (or more depending on intensity of impact) from the City Area Command to the Leon County Emergency Operations Center. This Liaison Officer will represent City Area Command providing information on City short-term recovery operations and will represent City Agencies that do not have an Agency Representative in the Leon County Emergency Operations Center. The City Liaison Officer will pass information from Emergency Operations Center briefings and information provided by other Agency Representatives back to the City Area Command.

When the Leon County Emergency Operations Center is activated in the response and short-term recovery phases, the County Coordinating Officer will request a State Emergency Response Team Liaison from the Florida Division of Emergency Management. The role of the State Emergency Response Team Liaison will be to provide situation information to the State Emergency Operations Center, place mission request from Leon County with the State Emergency Operations Center, and to provide the County Coordinating Officer with information from the Florida Division of Emergency Management and the Federal Emergency Management Agency regarding any recovery operations they will conduct to support Leon County. The County Coordinating Officer will share this information, from the State Emergency Response Team Liaison, with Agency Representatives and the City Liaison Officer in the Leon County Emergency Operations Center.

Coordination of the Big Bend Community Organizations in Disaster will be through the use of 2-1-1 Big Bend. The agencies listed above have worked with 2-1-1 Big Bend to identify the disaster recovery services they provide and a service directory has been created. When needs are identified in the Leon County Emergency Operations Center, that cannot be met by government agencies, the Leon County Emergency Support Function #15 Coordinator will work with the 2-1-1 Big Bend Coordinator to assign tasks to Community Organizations in Disaster members, based on the service directory. Activities Coordinated by Emergency Support Function #15 and 2-1-1 Big Bend will be tracked by 2-1-1 Big Bend using their case management system.

If a Disaster Field Office is established in Leon County, the County Coordinating Officer will identify a member of the Leon County Division of Emergency Management staff to serve as the County Liaison Officer to the Disaster Field Office. The County Liaison Officer will provide information on Leon County's short-term recovery operations, damage assessment estimates, and resource needs that have been requested from the Florida Division of Emergency Management. The County Liaison Officer will pass information from Disaster Field Office briefings back to the County Coordinating Officer. The County Coordinating Officer will share information from the County Liaison Officer with Agency Representatives and the City Liaison Officer in the Leon County Emergency Operations Center.

Staffing

Each agency will determine their staffing needs to meet their short-term recovery objectives. Details of how an agency will organize itself and work schedules that will be utilized will be developed by individual agencies and made part of their agency emergency manual.

Leon County has a policy that all county employees that work for non-emergency agencies will register with the Leon County Emergency Support Function #15 Coordinator for emergency assignments. Employees can register for Citizens Information Line call taker, Volunteer Reception Center staffing, Community Relations staffing.

While each agency will develop work schedules that allow them to meet their short-term recovery objectives safely, staffing schedules will usually follow one of the following plans.

Day Shift Operations Only (12 hours/day): 7:00 AM – 7:00 PM

Alpha/Bravo Shifts (Day & Night Operations 24 hours/day):

Alpha Shift: 7:00 AM - 7:00 PM

Bravo Shift: 7:00 PM – 7:00 AM

Alpha/Bravo/Charlie Shifts (Day & Night Operations 24 hours/day):

Alpha Shift: 6:00 AM – 2:00 PM

Bravo Shift: 2:00 PM – 10:00 PM

Charlie Shift: 10:00 PM – 6:00 AM

Equipment

Agencies will use the equipment assigned to them and used on a daily basis to meet their short-term recovery objectives.

In instances where the quantity of equipment may not be sufficient, such is the case for debris removal equipment, the County and City have entered into pre-disaster contracts.

When needed these contracts can be activated and additional equipment and operators will deploy to Leon County.

In cases where services are not available through the private sector, such as law enforcement officers, patrol cars, firefighters, and fire fighting apparatus, the County and City will utilize the Statewide Mutual Aid Agreement and request needed support from the Florida Division of Emergency Management through the State Emergency Response Team Liaison in the Leon County Emergency Operations Center.

Plans

Each agency has an emergency plan outlining what they will do during a disaster (roles and responsibilities), and how they will do it (operational guides/check lists). Each agency has a Continuity of Operations Plan integrated (or Annexed) into their agency emergency plan. These plans essentially serve as Standard Operating Guides to the Leon County Comprehensive Plan.

To the greatest extent possible, agencies will follow their daily business processes in meeting short-term recovery objectives (eg, using the same forms, systems, and databases to track agency activities).

Leon County and the City of Tallahassee are developing a Post Disaster Redevelopment Plan. This plan will serve as tool to guide the elected leadership of each organization through the process of rebuilding and reinventing the community after a disaster. Elements of the plan can be implemented after minor, major, or catastrophic disasters.

Training

Basic emergency management training, required by the National Incident Management System, is available from the Federal Emergency Management Agency on the Emergency Management Institute Independent Study web site. Agency training officers for each agency are responsible for ensuring agency staff completes IS-100, IS-200, IS-700, IS-800.

The Federal Emergency Management Agency's Emergency Management Institute Independent Study web site also offers training on recovery operations. The Leon County Division of Emergency Management sends reminders of training opportunities available from the Emergency Management Institute Independent Study web site representatives of cooperating agencies annually. Agency training officers and agency heads have the responsibility coordinated this training internally.

Each agency has "industry specific" training sessions throughout the year. These training sessions are coordinated internally to meet the specific needs of the agencies. These training sessions help agencies perform their daily mission as-well-as prepare them for meeting their short-term recovery objectives.

The Leon County Division of Emergency Management coordinated with the Training Section of the Florida Division of Emergency Management to schedule classroom offerings of recovery related courses to benefit local agencies. They also participate in the Regional and Statewide Training and Exercise Plan workshops to ensure the recovery operations training needs of local agencies are recognized and are appropriately planned for. The Leon County Division of Emergency Management will work with the Florida Division of Emergency Management to host the following courses at least once during the Comprehensive Emergency Management Plan update cycle (once every four years):

- G-270.4 Recovery from Disaster: the Local Government Role
- G-202 Debris Management Planning for State/Local/Tribal Officials
- G-250.7 Local Situation Assessment
- G-557 Rapid Needs Assessment
- G-556 FEMA Local Damage Assessment

Operations

Short-term recovery is focused on restoring critical services and infrastructure so that a level of community stability can be achieved. Community stability marks a starting point at which local government and community leaders may begin implementing provision of the Leon County-City of Tallahassee Post Disaster Redevelopment Plan (to be completed in May 2012).

In addition to operations conducted by local government and local community and faith based relief organizations, state and federal assistance can be requested to help bring about community stability after an emergency or disaster.

During the recovery process a community is more vulnerable than ever to an emergency or disaster. Stabilizing the community and implementation of short-term recovery activities allows the Leon County Division of Emergency Management to focus on preparation for next emergency or disaster.

The short-term recovery objectives for Leon County are:

- Damage Assessment
- Debris Management
- Infrastructure Restoration
- Points of Distribution
- Reopen Schools
- Long-term Shelter/Emergency Housing
- Provide Community Recovery Center
- Resume Government Operations/Implement Continuity of Operations Plans
- State and Federal Assistance

Damage Assessment

Residential Damage Assessment

Lead Agency: American Red Cross, Capital Area Chapter

Support Agencies: Leon County Division of Emergency Management
Tallahassee-Leon County GIS

The Capital Area Chapter of the American Red Cross will conduct residential damage assessments for Leon County. The Chapter Disaster Services Director will activate personnel, teams, equipment, and make geographic assignments in accordance with the Capital Area Chapter of the American Red Cross emergency plan and American Red Cross policies and procedures.

The Leon County Emergency Support Functions #5 staff will collect reports of damaged structures from Public Safety Answering Point supervisors and Agency Representatives in the Leon County Emergency Operations Center. The location data will be given to Tallahassee-Leon County GIS Staff (part of Leon County Emergency Support Functions #5) in the Leon County Emergency Operations Center.

Tallahassee-Leon County GIS staff will plot locations of reported damage structures in the GIS, print street level maps and street sheets and provide (printed or electronic files) to the Capital Area Chapter of the American Red Cross. The Capital Area Chapter of the American Red Cross Damage Assessment Teams will use these maps to guide them in their damage assessment mission.

The Capital Area Chapter of the American Red Cross Damage Assessment Teams will validate the reported level of structure damage to addresses provided by Leon County Emergency Support Functions #5, as well as note additional damaged structures. The Capital Area Chapter of the American Red Cross Damage Assessment Teams will assess structure damage levels (Affected, Minor, Major, Destroyed) in accordance with the Capital Area Chapter of the American Red Cross emergency plan and American Red Cross policies and procedures.

After the assessment the Capital Area Chapter of the American Red Cross will return their results to Leon County Emergency Support Functions #5 and Tallahassee-Leon County GIS Staff (part of Leon County Emergency Support Functions #5) will update the information plotted in GIS.

Completed damage assessment info will be turned over to the Florida Division of Emergency Management to be used as support documentation for a Presidential Disaster

Declaration request, and to the County and City Building Officials so that they may conduct habitability assessments.

Habitability Assessment

Lead Agency: Leon County Division of Building Inspection
City of Tallahassee Growth Management-Building Inspection

Support Agencies: Leon County Division of Emergency Management
Tallahassee-Leon County GIS

As part of their individual agency emergency plans, the County and City Building Officials have developed assessment teams and assigned them geographic zones to complete Habitability Assessments. County teams will work unincorporated areas and City teams will work inside City Limits.

The initial focus of Habitability Assessment teams will be to assess all critical facilities within their assigned zones. These include Hospital, Nursing Homes, Assisted Living Facilities, Public Safety sites and schools. Individual agency emergency plans identify full lists of target locations to be assessed.

The results of the residential damage assessment completed by the Capital Area Chapter of the American Red Cross and mapped by Tallahassee-Leon County GIS will be given to the County and City Building Officials. The Building Officials will provide residential damage information to their teams and they will return to the field to conduct assessments.

The County and City Building Officials will provide the results of their assessments to the Leon County Division of Emergency Management (Leon County Emergency Support Function #5). This information will be given to Tallahassee-Leon County GIS Staff (part of Leon County Emergency Support Functions #5) to update the information plotted in GIS.

Updated damage assessment information will be turned over to the Florida Division of Emergency Management to be used as support documentation for a Presidential Disaster Declaration request.

Infrastructure Damage Assessment

Lead Agency: Multiple (list below)

Support Agencies: Leon County Division of Emergency Management
Tallahassee-Leon County GIS

Individual agencies will follow processes for assessing damaged as outlined in their agency emergency plan. At minimum infrastructure damage assessment reports will give a description of the damage, the location of damage (street address if possible) and the estimated cost of damage.

Damage reports collected by individual agencies will be forwarded to the Leon County Division of Emergency Management (Leon County Emergency Support Function #5). This information will be given to Tallahassee-Leon County GIS Staff (part of Leon County Emergency Support Functions #5) and plotted in GIS.

Infrastructure damage assessment information will be turned over to the Florida Division of Emergency Management to be used as support documentation for a Presidential Disaster Declaration request.

Roads and Bridges:

- County Roads – Leon County Public Works
- City Roads – City of Tallahassee Public Works
- State Roads – Florida Department of Transportation

Electric:

- City – City of Tallahassee Electric Utility
- Unincorporated – Talquin Electric

Drinking Water:

- City – City of Tallahassee Water Utility
- Unincorporated – Talquin Electric

Sewer:

- City – City of Tallahassee Water Utility
- Unincorporated – Talquin Electric

Government Facilities

- City – City of Tallahassee Facilities Management
- County – Leon County Facilities Management
- Public Schools – Leon County Schools Division of Facilities,
Construction and Maintenance
- Sheriff's Office & Jail – Leon County Sheriff's Office Facility
Maintenance

Parks & Recreation Facilities

- City – City of Tallahassee Parks and Recreation Department
- County – Leon County Parks and Recreation

Government Fleet

- City – City of Tallahassee Fleet Management

County – Leon County Fleet Management Division
Public Schools – Leon County Schools Transportation Department
Sheriff’s Office – Leon County Sheriffs Office Fleet Maintenance

Economic Injury Assessment

Lead Agency: Leon County Office of Economic Development & Business Partnerships

Support Agency: Tallahassee Chamber of Commerce
Capital City Chamber of Commerce

The Office of Economic Development & Business Partnerships will work with the Tallahassee Chamber of Commerce and the Capital City Chamber of Commerce to determine the impact to businesses in Leon County. They will utilize their partnerships to identify businesses that are open and those that are not open. For those that are not open they will work to determine what challenges are hampering the reopening of business and coordinate with the County Coordinating Officer in order to facilitate reopening of businesses.

The Office of Economic Development & Business Partnerships will work with the Tallahassee Chamber of Commerce and the Capital City Chamber of Commerce to leverage partnerships and encourage cross-sector support from open businesses to help closed businesses reopen.

The Tallahassee Chamber of Commerce and the Capital City Chamber of Commerce can help estimate economic loss to the community from reports of closed businesses and “downtime” between disaster and reopening of individual businesses.

Debris Management

Lead Agency: Leon County Department of Public Works
City of Tallahassee Public Works Department

Support Agencies: Florida Department of Transportation
Debris Management Contractors

The Leon County Department Public Works and the City of Tallahassee Public Works Department have both developed Debris Management Plans. The Debris Management Plans describe in detail the concept of operations for debris management; and are considered as Standard Operating Guides to the Leon County Comprehensive Management Plan. The County and City plans are complementary to ensure unity of effort in debris management operations.

The County and the City have also entered into pre-disaster contracts with three debris removal and disposal vendors. If an event occurs which generates a volume of debris greater than Leon County Department of Public Works and the City of Tallahassee Public Works Department can handle, the debris management contracts will be activated and the commercial recovery companies will provide adequate resources to conduct collection and disposal services.

Monitoring of debris removal and disposal contractor activities is a critical component in successful debris operations and in the justification and documentation of any application for Federal Emergency Management Agency Public Assistance funding. Therefore, Leon County and the City of Tallahassee have entered in to a pre-disaster debris removal monitoring contractor. Monitors will be on the look out for inappropriate contractor activities including: improper loading of trucks, picking up ineligible debris, posting trucks with inaccurate load capacities, etc.

Leon County and the City of Tallahassee have both agreed to allow the Florida Department of Transportation (or their debris removal contractor) to remove debris form Federal Highway Administration roadways within Leon County.

Infrastructure Restoration

Lead Agency: City of Tallahassee Utilities
Talquin Electric

Support Agencies:

Following road clearing activities, one of the most important emergency recovery missions is to restore electric power. In any power outage, utility crews restore service as quickly as possible. The initial focus for power restoration is critical facilities, such as hospitals and 9-1-1 answering points. Utility crews then focus on restoring customers, working from the largest outages to smallest outages.

A clean and safe water supply is vital to life. Individuals rely on water for daily living (i.e. drinking, meal preparation, bathing) and the community relies on water for public safety (i.e. firefighting, health care). Utility crews will restore the system by repairing pipe breaks, flushing the water system to ensure water quality, then taking bacteriological samples. Lab results, of bacteriological samples, are reviewed to determine when water is safe to drink.

Points of Distribution

Lead Agency: Leon County Division of Emergency Management
American Red Cross, Capital Area Chapter

Support Agencies: VolunteerLeon
Big Bend Community Organizations Active in Disaster
Florida Division of Emergency Management

The purpose of Points of Distribution is to establish initial points where the general public will obtain life sustaining emergency relief supplies (water and food) until such time as power is restored, water supply is restored, traditional facilities such as retail establishments reopen, or relief social service programs are in place.

The Leon County Division of Emergency Management will coordinate with Florida Division of Emergency Management, Logistics Section on:

- Pre-identifying possible Points of Distribution sites;
- Using the Florida National Guard setup and staff Points of Distribution for the first 72-hours and beyond;
- Projecting commodity flow;
- Transition to alternative staffing for Points of Distribution sites;
- Demobilization of Points of Distribution sites.

Local staffing for Points of Distribution will be coordinated by VolunteerLeon (Leon County Emergency Support Function #15). In accordance with their emergency manual they will utilize County Employees that have reregistered for emergency assignments, coordinate with 2-1-1 Big Bend to activate members of the Big Bend Community Organizations Active in Disaster that identified “distribution” as a service they provide, and coordinate with the Capital Area Chapter of the American Red Cross for volunteer support.

The Capital Area Chapter of the American Red Cross is Leon County’s Emergency Support Function #11 and can provide water and food on a smaller scale by setting up comfort stations when the need for a full Point of distribution is not required or feasible.

Reopen Schools

Lead Agency: Leon County Schools

Support Agency: Capital Area Chapter of the American Red Cross

It is important for schools to reopen quickly after a disaster to establish a sense of normalcy and consistency in students’ lives and to continue providing the community with a quality education. Having students return to school also allows parents time to restore homes and places of work.

To facilitate the reopening of schools and to maintain shelter availability for disaster survivors Capital Area Chapter of the American Red Cross will open other non-impacted facilities, with which they have shelter agreements, to provide shelter availability.

Long-term Shelter/Emergency Housing

Lead Agency: Capital Area Chapter of the American Red Cross

Support Agency: Leon County Division of Housing Services
City of Tallahassee Department of Economic & Community
Development

During certain emergency events or disasters the Capital Area Chapter of the American Red Cross will utilize select schools in the county to serve as emergency shelters. However, one short-term recovery goal is to reopen schools as quickly as possible. To facilitate the reopening of schools and to maintain shelter availability for disaster survivors the Capital Area Chapter of the American Red Cross, in accordance with the Capital Area Chapter of the American Red Cross emergency plan, will open other non-impacted facilities, with which they have shelter agreements, to provide shelter availability.

If the need for emergency shelter is expected to last for an extended period of time, the Housing Strategy Element of the Leon County-City of Tallahassee Post Disaster Redevelopment Plan will be activated to facilitate placement of disaster survivors into temporary housing.

In a situation where the Housing Strategy is implemented the director of Leon County Division of Housing Services and the grants coordinator from City of Tallahassee Department of Economic & Community Development become the “Lead Agencies” for coordination of Long-term Shelter/Emergency Housing. The Capital Area Chapter of the American Red Cross will move into a support role.

The Leon County Disaster Housing Strategy serves as the Standard Operating Guide for the Emergency Housing mission. It provides guidance to the director of Leon County Division of Housing Services and the grants coordinator from City of Tallahassee Department of Economic & Community Development in carrying out the Emergency Housing mission.

If State/Federal emergency housing mission is requested by the County Coordinating Officer, through the State Emergency Operations Center, the director of Leon County Division of Housing Services and the grants coordinator from City of Tallahassee Department of Economic & Community Development serve as liaisons to the State/Federal Disaster Housing team coordinator.

Provide Community Recovery Center

Lead Agency: VolunteerLeon

Support Agencies: Capital Area Chapter of the American Red Cross
2-1-1 Big Bend
Big Ben Community Organizations Active in Disaster
Leon County Public Library System
Leon County Management Information System

VolunteerLeon (Leon County Emergency Support Function #15) is tasked with coordinating the establishment of a County Recovery Center after a disaster. Full procedures for set-up and operations are outlined in the VolunteerLeon emergency manual.

VolunteerLeon has an agreement with the Leon County Public Library System to establish a County Recovery Center at any Library location that is in close proximity to an impacted area. In a situation where the entire County has been affected the County Recovery Center will be centrally located at the Main Branch Library in downtown Tallahassee.

Leon County Management Information System (Leon County Emergency Support Function #2) will provide telephones and computer network connectivity for agencies that staff the Community Recovery Center.

The goal of the County Recovery Center is for citizens to walk away with something they need after a disaster. As a minimum the VolunteerLeon will coordinate with the Capital Area Chapter of the American Red Cross to ensure a supply of water and shelf stable meals is available at the County Recovery Center for distribution to citizens that visit.

VolunteerLeon will request members of the Big Bend Community Organizations in Disaster staff the Community Recovery Center. Members of the Big Bend Community Organizations in Disaster have worked with 2-1-1 Big Bend to identify the disaster recovery services they provide and a service directory has been created. Members that have indicated they provide, water/food distributions services, voucher/cash services, or counseling/mental health services will be asked to staff the County Recovery Center.

The resource directory is collected and maintained throughout the year and will be used pre-disaster to contact members of the Big Bend Community Organizations in Disaster and place them on stand-by.

Activities Coordinated by Emergency Support Function #15 and 2-1-1 Big Bend will be tracked by 2-1-1 Big Bend using their case management system.

The Director of VolunteerLeon will contact the County Coordinating Officer if the demand for services overwhelms the capability of the County Recovery Center. The

Director of VolunteerLeon will ask the County Coordinating Officer to request state assistance. The County Coordinating Officer will request, through the State Emergency Response Team Liaison, a state Essential Services Center be established in Leon County to supplement local efforts at the County Recovery Center.

VolunteerLeon, the Leon County Public Library System, and Leon County Management Information System will make every effort to accommodate co-location of the County Recovery Center and the Essential Services Center, it may be necessary to locate the Essential Services Center at a different Library Branch or move both operations into a different larger location.

Resume Government Operations/Implement Continuity of Operations Plans

Lead Agency: All Government Agencies

Support Agency: Leon County Division of Emergency Management

Government agencies exist to serve the needs of the public, and should be open and available to the public as soon as possible.

Each agency has an emergency plan outlining what they will do during a disaster (roles and responsibilities), and how they will do it (operational guides/check lists). Each agency has a Continuity of Operations Plan integrated (or Annexed) into their agency emergency plan.

Elements of a Continuity of Operations Plan include

- Identification of Agency Mission Critical Functions;
- Identification and Preservation of Mission Critical Records/Data;
- Lines of Succession for Agency Leadership;
- Delegations of Authority to Successors;
- System to ensure Staff Accountability/Safety;
- Acquisition of Supplies/Systems for Alternate Operating Facility;
- Schedule of Tests and Exercises of Continuity of Operations capabilities; and
- Schedule for Continuity of Operations Plan updates.

State and Federal Assistance

Lead Agency: Leon County Division of Emergency Management

Support Agencies: All City and County Agencies
Non-government Agencies
Capital Area Chapter of the American Red Cross
2-1-1 Big Bend

Members of the Community Organizations Active in Disaster

Following the initial damage assessment process the County Coordinating Officer will forward all damage assessment reports and estimates to the State Emergency Operations Center, via the State Emergency Response Team Liaison in the Leon County Emergency Operations Center.

The County Coordinating Officer will request, through the State Emergency Response Team Liaison in the Leon County Emergency Operations Center, the state schedule and conduct a Joint Preliminary Damage Assessment in Leon County. A Joint Preliminary Damage Assessment for Individual Assistance and two Joint Preliminary Damage Assessments for Public Assistance (one for County and one for City) will be requested.

The Purpose of the Joint Preliminary Damage Assessment is to determine the magnitude and impact of an event's damage. The Joint Preliminary Damage Assessment team will follow FEMA damage assessment criteria.

The State/FEMA Team assigned to the Joint Preliminary Damage Assessment for Individual Assistance will be joined by representatives of the Capital Area Chapter of the American Red Cross and Leon County Division of Emergency Management. Copies of the Maps and Street Sheets developed by Tallahassee-Leon County GIS will be prepared for the Teams so that a logical route can be determined to best view the impacted areas. Each agency will provide their own equipment and vehicles to conduct the assessment.

The two State/FEMA Teams assigned to the Joint Preliminary Damage Assessment for Public Assistance will be joined by representatives of the Leon County Department of Public Works and the City of Tallahassee Public Works Department. Copies of the Maps of damaged infrastructure developed by Tallahassee-Leon County GIS will be prepared for the Teams so that a logical route can be determined to best view the impacted areas. Each agency will provide their own equipment and vehicles to conduct the assessment.

After the Joint Preliminary Damage Assessments the County will await word whether Leon County did or did not receive a presidential declaration.

If Leon County is awarded an Individual Assistance Declaration, the County Coordinating Officer will request the establishment of a Disaster Recovery Center from the Florida Division of Emergency Management. The Leon County Division of Emergency Management, Leon County Facilities Management, Leon County Management Information Services, and the Florida Division of Emergency Management will coordinate with FEMA on meeting FEMA requirement for a Disaster Recovery Center location. Once a location is agreed upon and an opening date and time is agreed upon the Leon County Community and Media Relations will issue media releases (in accordance with their Media & Community Outreach Plan) to announce the opening of the Disaster Recovery Center. Additionally, when given permission by FEMA the

Individual Assistance Tele-Registration Number will be publicized by Leon County Community and Media Relations.

If Leon County is awarded a Public Assistance Declaration the Leon County Division of Emergency Management will reserve a conference room in a County facility or at Capital Area Chapter of the American Red Cross and the coordinate with the Florida Division of Emergency Management to schedule a date and time for the Applicants Briefing. The Division of Emergency Management will send a meeting notice (usually via email but communications methods may be limited after an emergency or disaster and a surviving communications method (telephone or face to face notification) will be used for notification) to all agency heads in Leon County Government and coordinate with the City of Tallahassee's Emergency Coordination Officer have the invitation sent to all City agency heads (via email). The Leon county Division of Emergency Management will also work with VolunteerLeon and 2-1-1 Big Bend and the Capital Area Chapter of the American Red Cross to determine which non-government cooperators and which members of the Community Organizations Active in Disaster are eligible private non-profit organizations and should be invited ((usually via email but communications methods may be limited after an emergency or disaster and a surviving communications method (telephone or face to face notification) will be used for notification) to the Applicants Briefing.

After the Applicants Briefing those agencies and organizations that have a Request for Public Assistance will continue through the Public Assistance Program process with their assigned Public Assistance Coordinator.

Community Relations

Lead Agency: Leon County Community and Media Relations

Support Agencies: Leon County Division of Emergency Management
City of Tallahassee Department of Communications
VolunteerLeon

Leon County Community and Media Relations (Leon County Emergency Support Function #14) has a Media and Community Outreach Strategy as part of its daily business process that is designed to inform citizens, as-well-as community leaders and the media, and engage them in County Government activities. This business process will be followed closely even during time of disaster.

The elements of the strategy include:

- Media Interviews
- Media Releases and News Advisories
- Email Messages to Community and Business Groups
- Citizen Engagement Meetings (Public/Town Hall Meetings)

- County Website Posts
- Social Media (Twitter, Facebook, Youtube) Posts
- Email Subscription Service (for citizens to receive county news)
- Live FM Radio Feed to Public Radio (WFSU 88.9FM)
- Presentations at Public Events
- Cable Access Channel

The City of Tallahassee Department of Communications has a similar strategy and routinely coordinates with the County on joint public messaging.

Leon County has a policy that all county employees that work for non-emergency agencies will register with the VolunteerLeon (Leon County Emergency Support Function #15) Coordinator for emergency assignments. Employees can register for Community Relations Support.

This provides Leon County Community and Media relations with additional staff to:

- Preparing Media Releases
- Citizen Engagement Meetings
- Be Available at the Community Recovery Center to Answer Questions
- Visit Impacted Areas of the Community and Distribute Fliers with Recovery Information
- Monitor Social Media Feeds and Gather Information/Rumors That are Circulating
- Aid in the Identification of Unmet Needs in the Community
- Translate Recovery Materials to Other Languages

Unmet Needs Coordination

Lead Agency: VolunteerLeon
Capital Area Chapter of the American Red Cross
2-1-1 Big Bend

Support Agencies: Members of the Community Organizations Active in Disaster

VolunteerLeon is the lead agency for Emergency Support Function #15, and has the responsibility for coordination of volunteer resources and donations. The Capital Area Chapter of the American Red Cross also recruits, trains and utilizes disaster volunteers and works with VolunteerLeon to ensure volunteer resources and donations are coordinated with no duplication of effort. This partnership exists pre-disaster in the planning phase as-well-as in the disaster operations phase.

2-1-1 Big Bend provides operational support to VolunteerLeon by coordination of the Big Bend Community Organizations in Disaster. The agencies that make up the Big Bend Community Organizations in Disaster (listed above) have worked with 2-1-1 Big Bend to identify the disaster recovery services they provide and a service directory has been

created. When needs are identified in the Leon County Emergency Operations Center, that cannot be met by government agencies, VolunteerLeon (the Leon County Emergency Support Function #15 Coordinator) will work with the 2-1-1 Big Bend Coordinator to assign tasks to Community Organizations in Disaster members, based on the service directory. Activates Coordinated by VolunteerLeon (Emergency Support Function #15) and 2-1-1 Big Bend will be tracked by 2-1-1 Big Bend using their case management system.

The City will deploy a Liaison Officer (or more depending on intensity of impact) from the City Area Command to the Leon County Emergency Operations Center. This Liaison Officer will represent City Area Command providing information on City short-term recovery operations and will represent City Agencies that do not have an Agency Representative in the Leon County Emergency Operations Center. The City Liaison will provide reports of any unmet needs identified by city agencies. These reports will be passed to VolunteerLeon (the Leon County Emergency Support Function #15 Coordinator) will work with the 2-1-1 Big Bend Coordinator to assign tasks to Community Organizations in Disaster members, based on the service directory. The City Liaison Officer will pass information related to unmet needs from Emergency Operations Center briefings and information provided by other Agency Representatives back to the City Area Command.

VolunteerLeon, the Capital Area Chapter of the American Red Cross, 2-1-1 Big Bend, and the member agencies of the Big Bend Community Organizations in Disaster will serve as the unmet needs committee. Unmet needs will identified through public safety operations (reported by agency liaisons in the Emergency Operations Center), through the Red Cross residential damage assessment operation (direct contact with families in damaged homes), or through citizen calls to 2-1-1. VolunteerLeon (the Leon County Emergency Support Function #15 Coordinator) will work with the 2-1-1 Big Bend Coordinator to assign tasks to Community Organizations in Disaster members, based on the service directory. Activates Coordinated by Emergency Support Function #15 and 2-1-1 Big Bend will be tracked by 2-1-1 Big Bend using their case management system.

Mitigation Annex

The Leon County-City of Tallahassee Local Mitigation Strategy is the community's primary planning tool to help mitigate the risks to individuals and property from natural and man-made hazards. The Local Mitigation Strategy is required by the Federal Emergency Management Agency to apply for and receive Federal pre- and post-disaster assistance funds allocated to Leon County.

The Local Mitigation Strategy directs local government to use these monies for mitigation measures such as: hardening of critical facilities like fire stations against flooding and high winds; expanding the availability of emergency shelters; rebuilding roads and other infrastructure affecting public and private property; increasing flood control measures, as well as other community hazard mitigation needs.

In January 2010, the Federal Emergency Management Agency reviewed and approved the updated Leon County-City of Tallahassee Local Mitigation Strategy. The full document is available on the Tallahassee-Leon County Planning Department web site at: <http://www.talgov.com/planning/mitstrat/mitstra.cfm>



U.S. Department of Homeland Security
FEMA Region IV
3005 Chamblee Tucker Road
Atlanta, GA 30341

FEMA

January 26, 2010

Mr. David Halstead, Acting Division Director
Division of Emergency Management
2555 Shumard Oak Boulevard
Tallahassee, Florida 32399-2100

Attention: Mr. Miles Anderson

Reference: Leon County Local Hazard Mitigation Plan Update

Dear Mr. Halstead:

This is to confirm that we have completed a Federal/State review of the Leon County Hazard Mitigation Plan Update for compliance with the federal hazard mitigation planning standards contained in 44 CFR 201.6(b)-(d). Based on our review and comments, Leon County developed and submitted all the necessary revisions. Our staff has reviewed and approved these revisions. We have determined that the Leon County Hazard Mitigation Plan is compliant with federal standards, subject to formal community adoption.

In order for our office to issue formal approval of the plan, Leon County must submit adoption documentation and document that the final public meeting occurred. Upon submittal of these items to our office, we will issue formal approval of the Leon County Hazard Mitigation Plan.

If you have any questions or need any further information, please do not hesitate to contact Gabriela Vigo, of the Hazard Mitigation Assistance (HMA) Branch at (229) 225-4546 or Linda L. Byers, Planning Lead Specialist, at (770) 220-5498.

Sincerely,

Robert E. Lowe, Chief
Risk Analysis Branch
Mitigation Division



STATE OF FLORIDA
DIVISION OF EMERGENCY MANAGEMENT

CHARLIE CRIST
Governor

DAVID HALSTEAD
Interim Director

January 28, 2010

Mr. Gabe Menendez
Leon County Local Mitigation Strategy Working Group Chair
300 South Adams Street, Box A-16
Tallahassee, Florida 32301

Dear Mr. Menendez:

Congratulations! The enclosed letter constitutes the Federal Emergency Management Agency's (FEMA) "approval pending adoption" of the Leon County Local Mitigation Strategy Plan. As indicated in the letter from FEMA, the plan is in compliance with the Federal hazard mitigation planning standards resulting from the Disaster Mitigation Act of 2000, as contained in 44 CFR 201.6. A second letter giving formal approval of the plan will be issued as soon as FEMA receives proof of adoption by at least one participating jurisdiction. The plan would then be approved for a period of five years.

The mitigation planning unit would like to thank you for all of your hard work in accomplishing such a feat. Together we can make Florida a safer place to live for all.

If you have any questions regarding this matter, please contact Bill McCusker at 850-487-3211 or william.mccusker@em.myflorida.com.

Respectfully,

A handwritten signature in black ink, appearing to read "M.E. Anderson".

Miles E. Anderson, State Hazard Mitigation Officer
Bureau of Recovery and Mitigation
Mitigation Section

MEA/wm

Enclosed: FEMA letter of notification dated January 26, 2010

FLORIDA RECOVERY OFFICE • DIVISION HEADQUARTERS • STATE LOGISTICS RESPONSE CENTER
36 Skyline Drive
Lake Mary, FL 32746-6291
2555 Shumard Oak Boulevard
Tallahassee, FL 32399-2100
Tel: 850-413-9969 • Fax: 850-488-1016
www.FloridaDisaster.org
2702 Directors Row
Orlando, FL 32809-5631

Mitigation Assessment

An attachment to the Mitigation Annex of the Leon County Comprehensive Emergency Management Plan

Leadership

Lead Agency: Local Mitigation Strategy Committee

Support Agency: Tallahassee-Leon County Planning Department
Leon County Division of Emergency Management

Training

The individuals involved with mitigation assessment will complete the basic National Incident Management System training.

Basic National Incident Management System Training

IS-700	Introduction to the National Incident Management System
IS-800	Introduction to the National Response Framework
ICS-100	Introduction to Incident Command System
ICS-200	Incident Command System for Single Resources
ICS-300	Intermediate Incident Command System
ICS-400	Advanced Incident Command System

At least once during the Local Mitigation Strategy update cycle (every six years) the following Mitigation Training will be offered:

G-318 Mitigation Planning Workshop for Local Government

Presentation of this training will be coordinated with the Florida Division of Emergency Management's Region-2 Training Officer by the Leon County Division of Emergency Management. Announcement of this training will be posted on the Florida Division of Emergency Management's training calendar at <http://trac.floridadisaster.org>. The Leon County Division of Emergency Management will forward the training announcement to member agencies which compose the Local Mitigation Strategy Committee to encourage attendance.

Equipment

Agencies involved in mitigation assessment will use the equipment assigned to them and used on a daily basis to meet their mitigation assessment objectives. Equipment inventories are the responsibility of the individual agencies in accordance with their policies and procedures.

Assessment Process

Agencies which composed the Local Mitigation Strategy Committee also serve as response organizations under the Emergency Support Function format. As part of their emergency roles these agencies will be involved in the damage assessment process.

Following an emergency situation, where a damage assessment process was completed, the Tallahassee-Leon County Planning Department (which serves as the Coordinator for the Local Mitigation Strategy Committee) will call a special meeting of the Local Mitigation Strategy Committee. This call will usually be through email but communications methods may be limited after an emergency or disaster and a surviving communications method (telephone or face to face notification) will be used to contact the Local Mitigation Strategy Committee members. The meeting date, time, location, and a description of the information to be presented (results of the damage assessment and opportunities for mitigation) will be given to Local Mitigation Strategy Committee members.

The results of the damage assessment will be presented and reviewed. The Local Mitigation Strategy Committee will use this information to identify and or develop mitigation projections that could be added to the Local Mitigation Strategy.

Proposed mitigation projects must be brought by motion and open vote to the voting members of the Local Mitigation Strategy Committee to be added to the mitigation project list.

Damage Assessment Responsibilities are as follows:

Residential Damage Assessment

Lead Agency: American Red Cross, Capital Area Chapter

Support Agencies: Leon County Division of Emergency Management
Tallahassee-Leon County GIS

The Capital Area Chapter of the American Red Cross will conduct residential damage assessments for Leon County. The Chapter Disaster Services Director will activate personnel, teams, equipment, and make geographic assignments in accordance with the Capital Area Chapter of the American Red Cross emergency plan and American Red Cross policies and procedures.

The Leon County Emergency Support Functions #5 staff will collect reports of damaged structures from Public Safety Answering Point supervisors and Agency Representatives in the Leon County Emergency Operations Center. The location data will be given to Tallahassee-Leon County GIS Staff (part of Leon County

Emergency Support Functions #5) in the Leon County Emergency Operations Center.

Tallahassee-Leon County GIS staff will plot locations of reported damage structures in the GIS, print street levels maps and street sheets and provide (printed or electronic files) to the Capital Area Chapter of the American Red Cross. The Capital Area Chapter of the American Red Cross Damage Assessment Teams will use these maps to guide them in their damage assessment mission.

The Capital Area Chapter of the American Red Cross Damage Assessment Teams will validate the reported level of structure damage to addresses provided by Leon County Emergency Support Functions #5, as-well-as note additional damaged structures. The Capital Area Chapter of the American Red Cross Damage Assessment Teams will assess structure damage levels (Affected, Minor, Major, Destroyed) in accordance with the Capital Area Chapter of the American Red Cross emergency plan and American Red Cross policies and procedures.

After the assessment the Capital Area Chapter of the American Red Cross will return their results to Leon County Emergency Support Functions #5 and Tallahassee-Leon County GIS Staff (part of Leon County Emergency Support Functions #5) will update the information plotted in GIS.

Completed damage assessment info will be turned over to the Florida Division of Emergency Management to be used as support documentation for a Presidential Disaster Declaration request, and to the County and City Building Officials so that they may conduct habitability assessments.

Habitability Assessment

Lead Agency: Leon County Division of Building Inspection
City of Tallahassee Growth Management-Building Inspection

Support Agencies: Leon County Division of Emergency Management
Tallahassee-Leon County GIS

As part of their individual agency emergency plans, the County and City Building Officials have developed assessment teams and assigned them geographic zones to complete Habitability Assessments. County teams will work unincorporated areas and City teams will work inside City Limits.

The initial focus of Habitability Assessment teams will be to assess all critical facilities within their assigned zones. These include Hospital, Nursing Homes, Assisted Living Facilities, Public Safety sites and schools. Individual agency emergency plans identify full lists of target locations to be assessed.

The results of the residential damage assessment completed by the Capital Area Chapter of the American Red Cross and mapped by Tallahassee-Leon County GIS will be given to the County and City Building Officials. The Building Officials will provide residential damage information to their teams and they will return to the field to conduct assessments.

The County and City Building Officials will provide the results of their assessments to the Leon County Division of Emergency Management (Leon County Emergency Support Function #5). This information will be given to Tallahassee-Leon County GIS Staff (part of Leon County Emergency Support Functions #5) to update the information plotted in GIS.

Updated damage assessment information will be turned over to the Florida Division of Emergency Management to be used as support documentation for a Presidential Disaster Declaration request.

Infrastructure Damage Assessment

Lead Agency: Multiple (list below)

Support Agencies: Leon County Division of Emergency Management
Tallahassee-Leon County GIS

Individual agencies will follow processes for assessing damaged as outlined in their agency emergency plan. At minimum infrastructure damage assessment reports will give a description of the damage, the location of damage (street address if possible) and the estimated cost of damage.

Damage reports collected by individual agencies will be forwarded to the Leon County Division of Emergency Management (Leon County Emergency Support Function #5). This information will be given to Tallahassee-Leon County GIS Staff (part of Leon County Emergency Support Functions #5) and plotted in GIS.

Infrastructure damage assessment information will be turned over to the Florida Division of Emergency Management to be used as support documentation for a Presidential Disaster Declaration request.

Roads and Bridges:

County Roads – Leon County Public Works
City Roads – City of Tallahassee Public Works
State Roads – Florida Department of Transportation

Electric:

City – City of Tallahassee Electric Utility

Unincorporated – Talquin Electric

Drinking Water:

City – City of Tallahassee Water Utility
Unincorporated – Talquin Electric

Sewer:

City – City of Tallahassee Water Utility
Unincorporated – Talquin Electric

Government Facilities

City – City of Tallahassee Facilities Management
County – Leon County Facilities Management
Public Schools – Leon County Schools Division of Facilities,
Construction and Maintenance
Sheriff’s Office & Jail – Leon County Sheriff’s Office Facility
Maintenance

Parks & Recreation Facilities

City – City of Tallahassee Parks and Recreation Department
County – Leon County Parks and Recreation

Government Fleet

City – City of Tallahassee Fleet Management
County – Leon County Fleet Management Division
Public Schools – Leon County Schools Transportation Department
Sheriff’s Office – Leon County Sheriffs Office Fleet Maintenance

Economic Injury Assessment

Lead Agency: Leon County Office of Economic Development & Business Partnerships

Support Agency: Tallahassee Chamber of Commerce
Capital City Chamber of Commerce

The Office of Economic Development & Business Partnerships will work with the Tallahassee Chamber of Commerce and the Capital City Chamber of Commerce to determine the impact to businesses in Leon County. They will utilize their partnerships to identify businesses that are open and those that are not open. For those that are not open they will work to determine what challenges are hampering the reopening of business and coordinate with the County Coordinating Officer in order to facilitate reopening of businesses.

The Office of Economic Development & Business Partnerships will work with the Tallahassee Chamber of Commerce and the Capital City Chamber of Commerce to leverage partnerships and encourage cross-sector support from open businesses to help closed businesses reopen.

The Tallahassee Chamber of Commerce and the Capital City Chamber of Commerce can help estimate economic loss to the community from reports of closed businesses and “downtime” between disaster and reopening of individual businesses.

<p>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</p>	<p>Reference: STATE CEMP ESF 1</p>	<p>Reference: NATIONAL RESPONSE FRAMEWORK ESF 1</p>
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**ANNEX 1
TRANSPORTATION**

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ANNEX 1 TRANSPORTATION

LEAD AGENCY: City of Tallahassee, StarMetro

SUPPORT AGENCIES: Leon County School Board, Leon County Emergency Medical Services, Tallahassee Fire Department, City Liaison, City Public Information Officer, Tallahassee Police Department, Tallahassee Memorial Healthcare

I. INTRODUCTION

A. PURPOSE

The primary mission of the Transportation Group is to coordinate evacuation efforts with participating/available public and commercial transportation providers to ensure that people who desire or require evacuation are transported in a safe and expeditious manner to the nearest appropriate designated shelter or other applicable destination.

B. SCOPE

The transportation evacuation function will serve both ambulatory and non-ambulatory persons in designated or declared evacuation areas. Support will be provided during voluntary as well as mandatory evacuations. However, mandatory evacuation areas will receive priority support in the allocation and assignment of transportation resources.

StarMetro is the area coordinator for the transportation disadvantaged, a federally funded program providing assistance to individuals. StarMetro coordinates the pickup and delivery of individuals for several counties in the area.

II. POLICIES

StarMetro is assigned as the lead agency due to its responsibility for coordination of transportation for disadvantaged individuals. The coordinator for the transportation disadvantaged, or designee, is designated as the Coordinator for public transportation and will arrange for the pickup and transport of all special needs assistance population, and other effected citizens requiring transportation in Leon County.

III. SITUATION

A. Pre-positioning or staging of transportation will be done during the alert/mobilization phase. In the event of a no notice incident

transportation assets will be mobilized as rapidly as possible.

- B. Following a disaster of county-wide scope an assessment will be made of the overall condition of the transportation system within the County.
 - 1. If the situation requires, plans will be made to reschedule bus utilization and, within legal considerations, to arrange for the possible use of church, school, and private buses on a reimbursable or voluntary basis.
 - 2. When all local resources have been activated following a disaster and are clearly inadequate to handle the situation, assistance will be requested through the Leon County Division of Emergency Management to the Florida Division of Emergency Management (FDEM).

IV. CONCEPT OF OPERATIONS

- A. The coordinator for the transportation disadvantaged is responsible for assuming functional leadership over the Transportation Group. The Transportation Coordinator will report to the Emergency Operations Center (EOC) as requested or required.
- B. A listing of potential transportation providers and a summary of type of support offered is outlined in the Special Needs and Assistance Population Program (SNAPP) Standard Operating Guide (SOG).
 - 1. Supplemental transportation resources may be needed following a disaster as a result of increased transportation needs and the disruption of normal services.
 - 2. Transportation may be required to bring emergency equipment and supplies into the disaster area.
 - 3. Further emergency transportation may be necessary to provide access to assistance centers for disaster victims and access to places essential to the resumption of normal community life, such as stores, schools, government offices, and major employment centers.

The provision of emergency transportation may involve establishment of usage priorities as well as the provision of additional resources while normal systems are being restored.

The Special Needs and Assistance Population Program (SNAPP) provides transportation to individuals as identified in Florida Statute 252.355. The support transportation agencies are provided lists based on transportation needs; T-1A Ambulance, T-1 Stretcher capable bus or van, T-2 Wheel chair lift bus or van; T-3 Bus or van. The support transportation agencies are coordinated through the Emergency Operations Center to pickup and return Special Needs Assistance Population Program (SNAPP) clients. In the event that other citizens call and request transportation, the following procedures will be followed:

1. Prior to other citizens being transported, all SNAPP clients will have been transported to safe shelter.
2. Prior to transport, conditions (weather, plume) are determined to be safe by the Emergency Operations Center staff and transportation agency to allow safe transportation for both the driver and client.
3. Transportation will be provided in an orderly manner. Once all clients accepting the offer to be transported to safe shelter are delivered, others who request transportation will be dealt with on a first come first served basis, until such time as conditions have been determined unsafe to provide transportation.

V. RESPONSIBILITIES

All transportation group participating agencies fall into one of the following categories: Government (public) agencies; commercial (private for profit) transportation providers, and medical/social service agencies.

A. TRANSPORTATION DISADVANTAGED COORDINATOR - is designated as the Director/Coordinator for emergency transportation and, as such, will fulfill the following duties:

1. Coordinate all emergency transportation activities in the event of a declared disaster or emergency.
2. Make an assessment of the overall transportation system in the County immediately after the disaster.
3. Develop an Action Plan to implement the County evacuation plan developed for disasters.
4. Develop and maintain an updated, detailed list of vehicles which may be used for emergency transportation. This would include school and municipal buses, ambulances, and buses or vans operated by voluntary agencies or

private companies.

5. Select and train key personnel to assist in the implementation of disaster plans. Maintain a list of personnel and how to contact them or their alternates.
6. Notify drivers to report to work by telephone. In the event additional communications are needed, the Leon County EOC may elect to notify the media and request their support in announcing that all transportation providers need to contact StarMetro through the EOC.
7. Develop and maintain a list of refueling locations throughout the County.

B. LEON COUNTY SCHOOL BOARD TRANSPORTATION DIRECTOR

1. In coordination with the transportation disadvantaged coordinator, develop plans for the use of school buses as supplemental public transportation in the recovery phase of a disaster.
2. Develop an Action Plan to assist in the implementation of evacuations.
3. Provide an updated list of available resources, personnel, equipment, vehicles, and fuel that could be used in emergency operations.
4. Select and train key personnel to assist in the implementation of disaster plans when so directed by competent authorities. Maintain a list of personnel and how to contact them or their alternates.
5. Keep complete records of all resources used in providing emergency transportation services.

C. ALL TRANSPORTATION PROVIDERS IN LEON COUNTY

1. In coordination with the transportation disadvantaged coordinator, develop plans for the use of vehicles as supplemental public transportation in the recovery phase of a disaster.
2. Develop an Action Plan to assist in the implementation of the evacuations.
3. Provide an updated list of available resources, personnel, equipment, vehicles, and fuel that could be used in emergency operations.
4. Select and train key personnel to assist in the implementation of disaster plans when so directed by competent authorities. Maintain a list of personnel and how to contact them or their alternates.

5. Keep complete records of all resources used in providing emergency transportation services.

D. LEON COUNTY DIVISION OF EMERGENCY MANAGEMENT

1. Assist in establishing and maintaining communications with transportation providers.
2. Assist in development of Transportation Plans.
3. Maintain lines of communication with the State Division of Emergency Management and keep that agency informed as to the status of operations.
4. Assist in coordinating the services of support groups or volunteers who are assisting in the operation.
5. Coordinate record keeping and assessment operation in order to provide factual information to local, State, and Federal agencies as requested.
6. In coordination with the Public Information Officer (PIO), StarMetro, and the County EOC develop news releases or bulletins.
7. In coordination with County Fleet Management, develop a list of fuel sources for emergency vehicles.
8. Develop and maintain an updated list of people with special needs who will need special transportation and facilities.

E. LAW ENFORCEMENT AGENCIES

Provide traffic control or escorts to and from areas if necessary.

F. NOTIFICATION OF DRIVERS

In the event of a disaster, transportation agencies are requested to maintain a roster of drivers, including enough drivers to maintain operations on a 24-hour basis if needed, along with information on how they may be contacted. In the event that telephone communications have been disabled, the Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will make the request via television and radio for drivers to report to work.

G. DESIGNATED PICKUP ROUTES

StarMetro has identified areas of Tallahassee that are served by StarMetro whose residents may require evacuation from their homes. Those areas are: Frenchtown, Springfield, Bond, South City.

Residents of Frenchtown and Springfield Communities should report to the Dade Street Community Center or the Lincoln Neighborhood Center for transportation. Residents who do not have transportation would take **Route 13** buses to either of these centers for transportation to an evacuation center.

Residents of the Bond Community should report to Walker Ford Community Center. Those without transportation would take one of the **Route 14** buses to the center for further transportation.

South City residents should report to Jack McLean Community Center. Those individuals without transportation would take the **Route 7** bus to the center.

Citizens will be transported from Community Centers to the nearest open shelter.

Each driver will maintain radio contact with his/her agency and the agencies will provide updates to the Emergency Operations Center (EOC) through the Transportation Coordinator (StarMetro).

H. MUTUAL AID AGREEMENTS

There are no formal written agreements between Leon County and the School Board or StarMetro. Chapter 252, Florida Statutes provides the necessary understanding for the use of resources.

There are no formal agreements with outside jurisdictions for transportation purposes.

I. PRIORITY SYSTEM OF CLIENT PICKUP

Leon County has developed a separate annex for this transportation need. See Special Needs and Assistance Population Program (SNAPP) Standard Operating Guide (SOG). For emergency transportation purposes the individuals registered with the SNAPP will be picked up first, based on transportation needs. Actual routes cannot be determined due to the fluctuation of the registry. Individuals who call in and request transportation will be picked up after SNAPP clients and as conditions allow.

J. FUELING OF TRANSPORTATION VEHICLES

Leon County Operations, School Bus Maintenance, Leon County Jail, and City fueling facilities may be used for fueling if the situation warrants. The main facilities have generators for fueling.

K. LOCAL EMERGENCY TRAFFIC REGULATIONS

Leon County does not have an ordinance for special traffic flow. However, under a local state of emergency, the Board of County Commissioners may restrict access to roads to emergency vehicles only.

L. RECOVERY TRANSPORTATION ACTIVITIES

Vehicles used to provide transportation to shelters will provide return transportation as needed.

M. PRE-POSITIONING OF TRANSPORTATION VEHICLES

Pre-positioning of transportation vehicles will be staged under the direction of StarMetro and in coordination with law enforcement and emergency management.

N. SUPPORT TO DRIVERS AND VEHICLES

The Capital Area Chapter of the American Red Cross will provide food for drivers through the shelters. Each agency has predetermined fueling points. If these fueling points are not operational, then the driver will notify the Transportation Coordinator (StarMetro) for access to one of the City or County fueling points.

<p>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</p>	<p>Reference: STATE CEMP ESF 2</p>	<p>Reference: NATIONAL RESPONSE FRAMEWORK ESF 2</p>
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**ANNEX 2
COMMUNICATIONS**

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ANNEX 2 COMMUNICATIONS

LEAD AGENCY: County Management Information Services Division

SUPPORT AGENCIES: Leon County Sheriff's Office, Embarq, City of Tallahassee, Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Services (RACES), Capital Area Chapter of the American Red Cross, Area Cellular Telephone Providers.

I. INTRODUCTION

Leon County is the host to several television stations, numerous radio stations, telephone and cellular telephone providers as well as the City and County's 800 MHZ radio system. In the aftermath of a major hurricane the number of communications systems that would be operational cannot be determined, due to power outages, flying debris, downed transmission lines, uprooted trees and damaged towers.

Leon County has established three (3) back up communications networks, utilizing the ARES/RACES group, Emergency Medical Services (EMS) and the Sheriff's Office old UHF/VHF radio system. Staff and radios would be deployed to key locations to provide critical communications links. EMS has an Amateur Radio system with eight handheld and two base stations.

Modes of Communications

- Primary:** The primary mode of communication from the County Emergency Operations Center (EOC) will be landline telephone communications to all agencies (both voice and data transmissions).
- Secondary:** The secondary mode of communication from the County Emergency Operations Center (EOC) will be cellular telephone communications to all agencies (both voice and data transmissions) and the Emergency Satellite Communications System (ESATCOM) owned and operated by the State of Florida.
- 1st Alternate:** The 1st alternate mode of communications from the County Emergency Operations Center (EOC) will be 800 MHz radio communications to all agencies. In addition, local radio stations may be used to provide information to emergency response teams if operational.

2nd Alternate: The (2nd) alternate mode of communications from the County Emergency Operations Center (EOC) will be UHF/VHF radio.

3rd Alternate: Use of a satellite telephone which reaches most of the area's FDEM Region 2 counties, SEOC and the Mobile Command Center.

4th Alternate: The 3rd alternate mode of communication will be runners from the County Emergency Operations Center (EOC) to the State EOC, and other facilities as necessary

All emergency facilities (shelters, EOCs, feeding sites, staging areas, disaster recovery centers and other essential sites) currently either have dedicated landline telephone communications or they can be quickly established by Embarq during an emergency situation. The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) through Embarq, Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Service (RACES) and the Capital Area Chapter of the American Red Cross will assure clear communications are established. This will be accomplished either by installation of landline to the site, use of cellular telephones, radio communications, couriers delivering supplies or relief workers. In the event of an impending major or catastrophic emergency, radio communications may be pre-deployed to shelters, EOC's, and/or staged at key locations for quick deployment.

A. PURPOSE

The purpose of this communications annex is to assure provisions for communications to support local response efforts before, during, and immediately following an emergency.

B. SCOPE

The Communications Group coordinates and assists in providing communications support to County and local disaster response elements. This group will coordinate the support agencies communications assets (both equipment and services) available from voluntary groups, County agencies, and the telecommunications industry. This group will be the focal point of all communications activity at the County level before, during, and after activation of the Emergency Operations Center (EOC).

II. POLICIES

- Identify communications facilities, equipment and personnel located in and outside the affected area(s) that could be made available to support recovery efforts.

- Identify actual and planned actions of commercial telecommunications companies to restore services.
- Coordinate the deployment of communications equipment, personnel, and resources to establish temporary communications capabilities within the affected area(s).
- Each agency is responsible for identifying staffing patterns for 24-hour operations.

III. SITUATION

A. SITUATION

Leon County has telephonic and radio communications with response agencies throughout the County. These various nets operate from different sites rather than from a centralized Emergency Operations Center (EOC) and are established for day-to-day operations. In order to effectively communicate with other EOCs and forces in the field, provisions must be made for EOC members to have access to telephone, radio, or messenger systems.

B. ASSUMPTIONS

1. Each Emergency Operations Center (EOC) member will bring a current listing of personnel, operational dispatch center locations, and resources available to his/her department/agency. Included should be addresses, telephone numbers, and portable or mobile radios (if available), as well as a listing of vehicles from his/her department/agency.
2. EOC members will attempt to establish and secure communications with forces in the field and dispatch centers by using telephonic communications as long as possible.
3. Radio communications or existing departmental/agency nets will be used as sparingly as possible to avoid frequency saturation.
4. Auxiliary communications are available through assigned Amateur Radio Emergency Service (ARES) and Radio Amateur Civil Emergency Service (RACES) operators.
5. Landline communication may exist up to a Category 4 hurricane.
6. Radio and cellular towers are designed to be operational up to a Category 4 hurricane.

C. DISASTER CONDITION

A disaster condition may result from a significant natural disaster. Disasters such as hurricanes can cause widespread damage to commercial telecommunications and electric transmission facilities. All surviving communications assets of local government agencies, as well as the Florida telecommunications industry, will be needed to assure that victims are given an immediate and effective response.

D. PLANNING ASSUMPTIONS

- Initially, local emergency service organizations will focus on lifesaving activities. Local government officials will work toward re-establishing control in the disaster area. The Emergency Operations Center (EOC) will become the central point of coordination and control for local relief activities.
- Initial reports of damage may be fragmented and provide an incomplete picture of the damage to communications facilities.
- Weather and other environmental factors may restrict mobile or transportable communications equipment access into the affected area.
- The affected area's ability to communicate may be impaired.
- The type of natural disaster may necessitate the careful consideration of sites for establishing a consolidated agency operational area, such as a tent city for centralized field communications.

1. General

Normal radio nets will be used as long as possible for forces in the field. The Emergency Operations Center (EOC) members will direct actions using the following:

- a. Telephone.
- b. Message form to be sent through the Communications Group by:
 - (1) Dedicated landlines and cellular telephone.
 - (2) 800 MHz. Radio.
 - (3) Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Service (RACES) radio net.
 - (4) EMS network with 8 HAM radios in conjunction with ARES.
- c. Runner.

2. Additional Requirements

In a widespread threat such as a hurricane, communications with field forces (e.g., Capital Area Chapter of the American Red Cross shelters, hospitals, traffic control units, the City of Tallahassee, Leon County School Board, the electronic media) become a primary concern. In order to establish a back-up communications network to the commercial telephone system, ARES/RACES volunteers have been assigned to these locations. Requests and instructions may be forwarded to any of these locations by utilizing the message log representative and the Communications Group.

IV. CONCEPT OF OPERATIONS

A. GENERAL

Under the leadership of the Communications Group, representatives from each of the support and volunteer agencies will staff the Emergency Operations Center (EOC). The role of the primary agency will be to focus the coordination of and ensure the management of combined agency efforts. The Communications Group will respond directly to the EOC.

B. NOTIFICATION

The Communications Group, in coordination with the County Coordinating Officer will notify each support agency and/or volunteer agency (as required), using commercial telephone.

C. RESPONSE ACTIONS

Pre-Impact

1. Begin assessing needs to pre-stage communications assets for rapid deployment into the affected area(s).
2. Determine what assets are available and nearest to the affected area(s) and the time frame for deploying those assets.

Post-Impact

1. Assess the need for and obtain telecommunications industry support as required.
2. Prioritize the deployment of services based on available resources and critical needs.
3. Prepare and process reports using established procedures, focusing specific attention to the production of after-action reports.

4. Coordinate communications support to all quasi-governmental and volunteer agencies as required.

D. PLANNING

- Accumulate damage information obtained from assessment teams, the telecommunications industry, the Emergency Operations Center (EOC) and other City, County and State agencies;
- Prepare a listing of all County communications assets available to support a recovery mission. Other volunteer, local, and State agencies with communications assets may be requested to contribute assets to the response effort. Business and industry resources may also be considered for availability and effectiveness. Furthermore, availability, operational condition, and duration of need must be considered. The logistical requirements necessary to obtain critically needed equipment will also be evaluated.

E. COMMUNICATIONS SYSTEMS

1. Land Line Telephone

The primary communication system during emergencies is landline telephone. Embarq is responsible for maintaining and restoring telephone service in the County. Embarq priorities for restoration of service are as follows:

- Internal communications including control circuits.
- Telecommunications Service Priority (TSP) System for National Security and Emergency Preparedness (NSEP) Telecommunications. These systems are registered in Washington D.C. for national security.
- Public safety systems such as 9-1-1, Emergency Operations Center (EOC), law enforcement, fire stations, essential government agencies and utilities, hospitals, major news media, and public telephones.
- Public service such as physician lines, data circuits, full-period circuits, foreign exchange service, local private lines, and other types of business services.

2. Cellular Phones

There are several cellular companies serving Leon County.

3. **800 MHz Radio System**
4. **UHF/VHF Radio**
The Sheriff's Office maintains this system and has over 100 radios available.
5. **Amateur Radio Emergency Services/Radio Amateur Civil Emergency Services (ARES/RACES)**
ARES/RACES provide a valuable source of communications during an emergency situation. ARES/ RACES operators provide communications between public shelters, essential facilities, and the Emergency Operations Center (EOC) as their primary mission. Leon County EMS also has an Amateur radio system that can be used. See the RACES Standard Operating Guide for information on assignments, frequencies, and repeater locations.
6. **Statewide Emergency Satellite Communications (ESATCOM)**
ESATCOM is a statewide satellite-based communications system with the ability to transmit voice, high-speed data, facsimile, and video communications throughout the network. In addition to the terminals located in the 67 counties, the system is located in all National Weather Service Offices, the National Hurricane Center, and the primary Emergency Alert System (EAS) radio stations.
7. **NOAA Weather Radio (162 .4 MHZ)**
This system provides continuous broadcasts of meteorological conditions affecting the Tallahassee area. Protective action bulletins can be broadcast on the system at the request of the County.
8. **Mobile Communications**
There are 2 mobile communications units available in Leon County. Additionally, mobile communications resources could be requested through the Statewide Mutual Aid Agreement.

F. COMMUNICATIONS TESTS

Communications personnel are provided initial and refresher training as needed. All personnel and equipment are tested regularly on a daily basis through normal daily operations and in conjunction with local and State exercises.

- Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Service (RACES) personnel conduct a weekly Net to further test communications. In addition, ARES/RACES personnel conduct annual intra/inter County and State tests as well as an annual national test.

- The State Warning Point conducts a weekly test of Emergency Satellite Communications (ESATCOM) voice capabilities.

V. RESPONSIBILITIES

A. PRIMARY AGENCY

The Leon County Management Information Services (MIS) is responsible for the County's communications needs. MIS will designate a representative to the Emergency Operations Center (EOC), along with Embarq, and Amateur Radio Emergency Services (ARES)/ Radio Amateur Civil Emergency Service (RACES) to ensure telephone, computer, and radio communications are maintained during an emergency. MIS will assign missions to support agencies based on needs to establish communications.

B. SUPPORT AGENCIES

Embarq will monitor telephone and cellular communications availability; Leon County Management Information Services (MIS) will monitor the county telephone network and computers; Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Service (RACES) will provide radio communications when no other means of communication are available as well as supplement existing communications; and the Capital Area Chapter of the American Red Cross will provide radio communication between area shelters, County, and State Emergency Operations Centers (EOCs). Each agency is responsible upon notification of the EOC's activation to provide staff, a staffing roster to ensure 24-hour operations and an equipment inventory (vehicles, radios, and cellular phones).

1. Support representatives need to be aware of their organization's capacity for providing communications.
2. All agencies will ensure staffing patterns are in place to provide 24-hour operation of communications systems.
3. The Leon County Sheriff's Office will handle all requests for UHF/VHF radios, if needed.
4. The Amateur Radio Emergency Service (ARES) / Radio Amateur Civil Emergency Service (RACES) will be pre-deployed to provide communications between public shelters, essential facilities, the Emergency Operations Centers (EOC) and Capital Area Chapter of the American Red Cross Disaster Operations Center as their primary mission. Once shelters are closed or if additional operators are available, ARES/RACES will provide communications support to staging areas,

distribution points, and other disaster coordination sites as necessary and available.

5. The City of Tallahassee Fire Department has a forty (40) radio stand-alone system. EMS has eight handheld and two base station Amateur radios.

VI. RESOURCE REQUIREMENTS

A. CRITICAL ASSETS

The following assets are of critical importance to providing communications to an affected area:

- Mobile or transportable communications equipment;
- Multi-channel radio systems;
- Base station and hand-held portables;
- Mobile or transportable station equipment;
- Trained installation and operations personnel available for field deployment.

B. SUPPORT FOR FIELD ACTIVITIES

Amateur Radio networks/systems are capable of providing assistance with emergency public communications during major disasters. Mobile ham radio operators can be dispatched to Red Cross shelters and other operating locations to provide communications links.

Communication Restoration in coordination with Embarq telephone communications, restoration will be made as rapidly as possible to the Emergency Operations Centers (EOCs), law enforcement, hospitals, and shelters.

Embarq will coordinate the installation of phone banks, in coordination with the Director of Emergency Management and the Communications Group.

C. SCHEDULE FOR COMMUNICATION DRILLS AND EXERCISES

The Leon County Sheriff's Office, Division of Emergency Management (LCDEM) exercises communications systems on an on-going basis through tabletop, functional, full-scale exercises or actual events. LCSO/DEM transmits emergency weather conditions to key agencies, testing both the voice and data capabilities of clear communications regularly.

Amateur Radio Emergency Services (ARES)/Radio Amateur Civil Emergency Services (RACES) conduct weekly/annual exercises according to their Operations Plan.

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 3	Reference: NATIONAL RESPONSE FRAMEWORK ESF 3
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**ANNEX 3
PUBLIC WORKS AND ENGINEERING**

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ANNEX 3 PUBLIC WORKS & ENGINEERING

LEAD AGENCY: Leon County Public Works Department

SUPPORT AGENCIES: Leon County Public Works Administration, Building Inspection, Operations, Engineering Services, Parks and Recreation, Solid Waste, Mosquito Control, Leon County Fleet Management, Leon County Sheriff's Office, Division of Emergency Management, City of Tallahassee.

I. INTRODUCTION

A. PURPOSE

The purpose of the Public Works and Engineering annex is to provide direction and support to assist in needs related to public infrastructure and lifesaving or life protecting support prior to, during, and immediately following a major or catastrophic disaster.

B. SCOPE

1. Public Works support includes technical advice and evaluations, engineering services, construction management, maintenance and inspection, emergency contracting and emergency repair of water, waste water, solid waste, transportation, storm water facilities, and infrastructure.
2. Support activities include:
 - Assist law enforcement in implementation of evacuation traffic control;
 - Emergency clearance of debris for reconnaissance of the damage areas and passage of emergency personnel, supplies and equipment for lifesaving, life protecting, and health and safety purposes during the immediate response phase;
 - Clearing, repair or construction of damaged emergency access routes necessary for the transportation of rescue personnel and supplies. These routes include streets, roads, bridges, airfields, and any other transportation facilities;
 - Emergency restoration of critical public services and facilities including the supply of adequate amounts of potable water, temporary

restoration of water-supply systems and the provision of water for fire fighting.;

- Emergency demolition of damaged structures and facilities designated by State or local governments as immediate hazards to public health and safety, or as necessary, to facilitate the accomplishment of lifesaving operations; and
- Technical assistance and damage assessment.
- Assist in placement of generators for traffic signals.
- Establish pre-disaster contract with debris collection and removal companies and debris removal monitoring companies.

II. POLICIES

The Leon County Public Works Department, as primary agency, will perform under the authority of Florida Statutes, Florida Administrative Code, Florida Department of Transportation (FDOT) procedures, County ordinances and policy as applicable, in addition to missions received under the authority of the Comprehensive Emergency Management Plan (CEMP).

III. SITUATION

A. DISASTER CONDITION

A major or catastrophic disaster will cause unprecedented property damage. Structures, homes, public buildings, bridges, and other facilities will be destroyed or damaged and must be reinforced, demolished, or isolated to ensure safety. Streets, highways, and other forms of transportation will be damaged or unusable. Public utilities may be damaged or rendered partially or fully inoperable.

In the event of a disaster, many State and local response personnel will be unable to perform their prescribed emergency duties. Equipment in the immediate disaster area may be damaged or inaccessible. Resources will be limited in the immediate disaster area. State agencies will have to deploy resources from outside the affected area to ensure a timely, efficient, and effective response. Disaster assistance must begin immediately. Activation of debris management and monitoring contracts will be required.

B. PLANNING ASSUMPTIONS

1. County and municipal governments in the immediate disaster area will need assistance in clearing debris, performing damage assessments, structural

evaluations, emergency repairs to public facilities, and meeting basic human health needs.

2. Critical transportation corridors must be cleared to allow access to disaster areas. Emergency road and airstrip debris clearance and repairs will have top priority to support immediate lifesaving emergency response activities.
3. Rapid damage assessment of the disaster area will be necessary to determine potential workload.
4. Emergency environmental waivers, legal clearances, and weight restrictions will be needed for disposal of materials from debris clearance and demolition activities.
5. When possible, legal requirements that delay the securing of contractors or purchasing of materials must be waived. Legal counsel should be advised to make these determinations.
6. Large numbers of skilled personnel, engineers, construction workers, equipment operators, etc., with construction equipment and materials will be needed from outside the disaster area.
7. Support services for all personnel and equipment may have to be provided from outside the disaster area.

IV. CONCEPT OF OPERATIONS

A. GENERAL

The Leon County Public Works Department will be available to respond to public works and engineering related requests submitted through the Emergency Operations Center (EOC). When partial activation of the EOC is implemented, and at Leon County Sheriff's Office, Division of Emergency Management's (LCSO/DEM) request, the EOC staff will determine which support agencies are needed, and will notify those agencies to report to the EOC. Others may be placed on alert as appropriate. The Public Works representative(s) will respond to all requests for public works and engineering assistance and serve as the coordinator of all public works assets. It is anticipated that requests may include the following: emergency access routes, storm water maintenance and control, solid waste disposal, assistance in the supply of potable water, temporary restoration of water supply systems, and the provision of water for fire fighting.

B. ORGANIZATION

Public Works and support agencies will provide, as requested through the Emergency Operations Center (EOC), skilled personnel, engineers, construction

workers, equipment operators, etc., with construction equipment and materials. Upon activation, the Public Works Department representative will notify those department personnel and support agencies to provide emergency support.

C. NOTIFICATION

1. In the event of a potential threat, primary agencies will be notified by Information and Planning section (ESF 5) or the Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM).
2. The Public Works Department will notify support agencies on an as needed basis.
3. Mobilization preparation will be made to ensure rapid deployment of resources.
4. Equipment and material inventories will be secured.

D. RESPONSE ACTIONS

1. Initial Actions
 - a. Inventories of available vehicles, personnel, and materials will be maintained by each department and upon activation a list will be forwarded or hand delivered to the County Emergency Operations Center (EOC).
 - b. Each agency will re-establish communications with their appropriate field personnel and ensure that they are ready for timely response.
 - c. Follow pre-determined debris removal routes and begin restoring priority electrical and telephone services.
 - d. Pre-positioning of resources will be established when it becomes apparent that engineers, skilled construction workers, vehicles, and construction materials will be necessary.
 - e. Plan for equipment and resources to be removed to safe locations and be staged for use in the recovery phase.
 - f. Coordinate with support agencies to identify available resources. Personnel and equipment will be available based upon established priorities. Plans for mobilization are defined in the Public Works Standard Operating Guide (SOG).

- g. Priorities will be established for transportation corridors and airstrips in regard to debris removal and repair to allow access into damaged areas.
- h. Start call down of key staff to prepare for deployment and 24-hour operations.
- i. Ensure that accurate records are maintained of all expenditures and obligations for all labor, equipment, material, fuel, and other financial resources used throughout the event for possible reimbursement.

2. Continuing Actions

- a. Provide personnel for damage assessment.
- b. Coordinate available personnel, equipment and construction materials and resource requests with the Emergency Operations Center (EOC), (e.g. sandbags, pumps, signs, barricades, etc.)
- c. Begin debris removal and repairs to allow access into the disaster area. Coordinate the cooperative efforts of the Public Works Department, the support agencies, local governments, and public and private utility companies.
- d. Assess priorities based on life safety first and critical infrastructure needs such as opening roadways to critical facilities.
- e. Track resources which are committed to specific missions, for re-deployment if necessary. Updated information will be provided to appropriate agencies.
- f. Restage resources as appropriate.

E. RECOVERY ACTIONS

1. Immediate Recovery Period

- a. Provide assistance for life safety responses, open roadways, protect property.
- b. Develop action plans, coordinate with all agencies to ensure maximization of resources, reduce damage to power, and telephone lines.
- c. Conduct preliminary damage assessment.

2. Long-Term Recovery Period

- a. Support services will continue for personnel and equipment in disaster area.
- b. Damage assessments will continue with priorities shifting accordingly.
- c. The Public Works Department will continue to coordinate with support agencies in establishing priorities and support the missions with personnel and equipment.
- d. Continue to coordinate with local governments in the accomplishment of detailed impact assessments.
- e. The Building Inspection Division will conduct surveys and tag damaged buildings according to their habitability.

V. RESPONSIBILITIES

A. LEAD AGENCY

As the primary agency, the Leon County Public Works Department will coordinate the response and recovery efforts for support agencies in directing resources and prioritizing needs in the areas of mitigation, debris removal, restoring access, damage assessments, and other areas related to infrastructure.

- All response and recovery activities will be coordinated with and through the County Emergency Operations Center (EOC).
- The department will maintain a current list of equipment, and personnel and, upon activation, implement a 24-hour staffing pattern for operations.
- The department will be responsive to, and support directions of the Emergency Operations Center (EOC).
- The department will maintain accurate records of all expenditures and obligations for all labor, equipment, material, fuel, and other financial resources used throughout the event.
- Public Works will pre-position task forces around the County to begin opening roadways with support of law enforcement, emergency medical services, Talquin Electric, and working in coordination with the City of Tallahassee.

B. SUPPORT AGENCIES

All response activities for debris removal, roadway openings, etc., will be coordinated with the County Emergency Operations Center (EOC) in order to monitor progress, focus resources to needed areas and in order to better coordinate with all utility providers to protect and reduce damages to power and telephone lines, and support the response efforts of law enforcement, emergency medical services, and the fire department.

All support agencies will provide a current list of equipment, personnel, and a 24-hour staffing pattern upon activation to the lead agency.

1. Leon County

All Leon County Departments charged with support responsibilities under this annex will coordinate with Public Works in determining priorities and allocating equipment and personnel.

The Building Inspection Division will conduct a windshield survey of the damaged areas. They will conduct a walk around or through if conditions warrant. The inspector will tag the structure as to habitability. A more detailed survey will be conducted as soon as possible.

2. City of Tallahassee (COT)

In coordination with the Leon County Emergency Operations Center (EOC), the COT is responsible for conducting operations within its jurisdiction to include debris clearance and removal, damage assessment, and emergency restoration of critical public facilities. COT will coordinate with Leon County Public Works in identifying priorities and areas of overlapping authority. If unable to complete these activities independently, the COT should pre-identify (to the extent possible) areas in which it will need County and/or State assistance. Requests for assistance during a disaster will be relayed through the municipal liaison in the Leon County EOC. The COT will pre-deploy task forces around the City to begin opening roadways, in coordination with law enforcement and utilities.

3. State

The Florida Department of Transportation (FDOT) is the primary agency for ESF 3 (Public Works and Engineering) at the State level. FDOT will be responsible for debris clearance and removal, damage assessment, and emergency restoration of State-owned and operated facilities in Leon County. FDOT will coordinate priorities and areas of overlapping authority with Public Works in the Emergency Operations Center (EOC).

4. Contractors

Leon County and the City of Tallahassee have taken a proactive approach to debris management and have entered into pre-disaster debris management contracts with commercial recovery companies. If an event occurs which generates a volume of debris greater than Leon County Public Works and the City of Tallahassee Solid Waste Services can handle, the debris management contracts will be activated and the commercial recovery companies will provide adequate resources to conduct collection and disposal services. Leon County and the City of Tallahassee have debris management contracts with Crowder-Gulf, DRC Emergency Services, and Omni Pinnacle, Inc.

Monitoring of debris removal and disposal contractor activities is a critical component in successful debris operations and in the justification and documentation of any application for FEMA Public Assistance funding. Therefore, Leon County and the City of Tallahassee have entered in to a pre-disaster debris removal monitoring contract with Beck Disaster Recovery. Beck Disaster Recover will serve as the debris removal monitor when contracts with Crowder-Gulf, DRC Emergency Services, and Omni Pinnacle, Inc. are activated. Monitors should be on the look out for inappropriate contractor activities including: improper loading of trucks, picking up ineligible debris, posting trucks with inaccurate load capacities, etc.

VI. RESOURCES

The support agencies will provide additional personnel and vehicles. In addition, various facilities essential to their operation will be available for emergency use.

Right of Entry Agreement

See Debris Removal, Standard Operating Guide.

Debris Removal Agreement

See Debris Removal, Standard Operating Guide.

Pre-Positioning of Construction Workers, Engineers and Materials

This need cannot be determined until a preliminary damage assessment is completed and the Action Plan is developed and roadways opened.

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 4	Reference: NATIONAL RESPONSE FRAMEWORK ESF 4
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**ANNEX 4
FIRE FIGHTING**

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ANNEX 4 FIRE FIGHTING

LEAD AGENCY: City of Tallahassee Fire Department

SUPPORT AGENCIES: Chaires Capitola; Lake Iamonia, Lake Jackson, Lake Talquin, Miccosukee, Woodville Volunteer Fire Departments, Leon County Sheriff's Office, Division of Emergency Management, City of Tallahassee, Leon County Public Works, Leon County EMS, Law Enforcement.

I. INTRODUCTION

A. PURPOSE

To detect and suppress wild land, rural, and urban fires resulting from or occurring coincidentally with a disaster condition or event.

B. SCOPE

Involves managing and coordinating for fire fighting support at the County level. This includes mobilizing and providing personnel, equipment, and supplies to aid in the detection and suppression of fires.

II. POLICIES

- The Tallahassee Fire Department (TFD) will coordinate all of its fire fighting assets with the Leon County Sheriff's Office, Division of Emergency Management, in order to effectively manage and control all fire fighting activities involving large structures (high rises), hazardous materials where a plume threatens the welfare of residents, brush fires involving more than 10 acres and threatening numerous structures, critical resources, or closure of major roadways.
- Fire fighting will be coordinated by the City of Tallahassee Fire Department (TFD) utilizing the Incident Command System.
- The Incident Commander may request assistance from the Florida Fire Chief's Association State Emergency Response Plan, or through Leon County Sheriff's Office, Division of Emergency Management.
- TFD will coordinate with Emergency Medical Services regarding medical assistance and transportation of victims beyond initial collection points.
- TFD will coordinate with Emergency Medical Services for assistance in locating and extricating victims trapped in collapsed structures.

- TFD will coordinate with emergency management, law enforcement, emergency medical services, and other agencies in responding to hazardous material incidents.

III. SITUATION

A. DISASTER CONDITION

Under the best of circumstances, the management and coordination of a large fire fighting operation is complex and will involve multiple agencies. A major disaster or catastrophic event may result in many urban, rural, and wild land fires. Ignition sources which would normally be of a lesser concern will grow in their potential under a disaster condition. In disaster conditions, these fires could spread rapidly, cause extensive damage, and seriously threaten lives and property.

B. PLANNING ASSUMPTIONS

- All resources will be committed.
- Coordination and direction of municipal and volunteer department efforts will be required.
- Damaged areas will not be easily accessed.
- Secondary events will threaten the lives of fire fighting personnel.

IV. CONCEPT OF OPERATIONS

A. GENERAL

The City of Tallahassee Fire Department (TFD) will coordinate the provision of municipal and volunteer fire fighting personnel and equipment. It will also plan, coordinate, and mobilize the resources from the Florida Fire Chief's Association State Emergency Response Plan. Leon County is within Region two (2) of the Florida Fire Chief's Association areas.

B. ORGANIZATION

The Tallahassee Fire Department (TFD) is the primary agency for fire fighting in Leon County. Supporting the Tallahassee Fire Department (TFD) will be the volunteer fire departments during urban, rural, and wild land fires resulting from or occurring coincidentally with a significant disaster condition or event. The volunteer fire departments will follow the direction and control of the Incident Commander.

C. NOTIFICATION

1. Upon notification by the Tallahassee Fire Department (TFD), the Leon County Division of Emergency Management will coordinate any additional resource requests pursuant to Florida Statutes Chapter 252.
2. All support agencies will be notified and given situation reports as necessary.
3. The Tallahassee Fire Department (TFD) will conduct press releases. Some events will require coordination with other public information officers (PIOs). TFD will coordinate when appropriate.

D. RESPONSE ACTIONS

1. Initial Actions
 - a. The Tallahassee Fire Department (TFD) and support agencies will prepare and commit available personnel and equipment.
 - b. Personnel and equipment will occupy staging locations if necessary.
 - c. Develop an action plan.
 - d. All missions: First and foremost is to save lives and protect property.
2. Continuous Actions
 - a. Coordination between municipal and volunteer firefighting resources controlled by the Tallahassee Fire Department (TFD).
 - b. Firefighting resources are reassigned as needed and as requested.
 - c. Firefighting resources are demobilized when no longer needed.
 - d. Provide firefighting resources to assist in recovery efforts.
 - e. Provide public information regarding fire safety and prevention.

V. RESPONSIBILITIES

A. PRIMARY AGENCY

The primary agency is the Tallahassee Fire Department (TFD). The Leon County Sheriff's Office, Division of Emergency Management will assist and/or coordinate with the support agencies in directing fire fighting resources and response activities.

The Tallahassee Fire Department (TFD) maintains a listing of vehicles, equipment, and other resources available for firefighting activities. The Incident Commander will designate Planning, Operations, and Logistic Chiefs as appropriate; the Operations Chief, or designee, will coordinate with the Division of Forestry, County Emergency Management, and other response agencies.

The City of Tallahassee Fire Chief is the County coordinator for the State Emergency Response Plan.

The Fire Chief can request mutual aid through the Fire Chief's Agreement or can make this request through the Leon County Sheriff's Office, Division of Emergency Management.

B. SUPPORT AGENCIES

1. Volunteer fire departments will provide firefighting services within their jurisdictions under the direction of the Tallahassee Fire Department (TFD).
2. Volunteer fire departments will provide mutual aid to other areas within the County under the direction of the Tallahassee Fire Department (TFD).
3. If municipal or volunteer resources are insufficient, the Tallahassee Fire Department (TFD) will coordinate assistance through the Florida Fire Chief's Association Statewide Emergency Response Plan for Region 2, and forward a copy of their requests for assistance to the County Emergency Operations Center (EOC) for coordination purposes.

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 5	Reference: NATIONAL RESPONSE PLAN ESF 5
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**ANNEX 5
INFORMATION AND PLANNING**

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ANNEX 5 INFORMATION and PLANNING

LEAD AGENCY: Leon County Sheriff's Office, Division of Emergency Management

SUPPORT AGENCIES: Tallahassee-Leon County Planning Department, City of Tallahassee, Tallahassee-Leon County GIS

I. INTRODUCTION

A. PURPOSE

The purpose of this Annex is to address those procedures and activities assigned to the Information and Planning Group (ESF 5), in support of the Leon County Emergency Operations Center (EOC) in a major disaster or potential disaster. The mission of Information and Planning is to collect, analyze, and disseminate information about an actual disaster or potential disaster situation and to coordinate the overall activities of all responders in providing assistance to the affected area.

B. SCOPE

The objective of this function is to coordinate the overall information and planning activities in the Emergency Operations Center (EOC).

- Consolidate key information into reports and other materials, describe and document overall response activities, and keep the Emergency Management (EM) Director/County Coordinating Officer informed of the status of overall response operations.
- Maintain displays of key information and facilitate briefings using the automated systems, maps, charts, and status boards in the Emergency Operations Center (EOC).

II. POLICIES

- If the Emergency Operations Center (EOC) is activated, Information and Planning will automatically be activated to support information processing activities.
- This group will conduct an ongoing hazard/threat analysis using all resources and information available.

- Information and Planning will provide support to the Emergency Operations Center (EOC) and the EM Director. Information is gathered from a variety of sources and used to develop an accurate perspective of the emergency.
- The EM Director will provide primary support for the operation of the Emergency Operations Center (EOC). The EOC will be the focal point of all coordination and exchange of vital information between the departments during all response activities.
- The EM Director or designee will process information which is common to more than one department and contribute to the overall perspective of the emergency. Each department is required to keep this section fully informed regarding their response actions and initiatives. This will normally be done through round table briefings, situation reports, or written Emergency Operations Center (EOC) Messages.

III. SITUATION

A. DISASTER CONDITION

A disaster or other significant event will be of such severity and magnitude as to require activation of the Emergency Operations Center (EOC) and Information and Planning in order to coordinate and facilitate activities necessary to save lives and protect property.

B. PLANNING ASSUMPTIONS

- The response personnel will be the best available source of vital information regarding damage and initial unmet needs assessments.
- There will be an immediate and continuous demand for information on response and recovery actions.
- There will be delays in establishing full information processing capabilities.
- During a disaster, message flow may bottleneck in the Emergency Operations Center (EOC) due to extremely intense levels of activity.

IV. CONCEPT OF OPERATIONS

A. GENERAL

During an emergency or disaster, pre-identified personnel from County Departments will act as the Emergency Operations Center (EOC) Staff. The County Coordinating Officer will act as the overall coordinator. In the hours leading up to and following the impact of a disaster, Information and Planning

will sort and process information received. The EM Director, or designee, is responsible for directing message flow within the EOC, displaying information data, tracking mission assignments, and providing technical data in support of disaster operations. The EM Director or designee will disseminate information concerning the event to members of the Emergency Operations Center (EOC) Team. The EOC has the capability to provide the following types of information via email, internet, posted notices on bulletin boards, and charts as directed by the County Coordinating Officer:

- Tracking information, including forecast tracks, projected wind speeds, barometric pressures, distance to impact, forward speed, and the time to impact.
- Severe weather forecast information including wind speeds, tides, time of impact, and current radar displays.
- Shelter capacity and demand.
- Clearance time, evacuation time, and pre-landfall hazard time figures.
- Demographics.
- Special needs information
- Evacuation maps - evacuation needs.
- Protective action recommendations.
- Information on departmental activities.
- Tracking of recovery resources.
- Situation reports.
- Damage assessment information.

B. ORGANIZATION

The Leon County Sheriff's Office, Division of Emergency Management Director will provide advice and direction to the Emergency Management Coordinator of the LCSO/DEM. The EM Coordinator shall serve as ESF 5 Coordinating Officer.

The Information and Planning (ESF 5) Coordinating Officer is responsible for receiving information from other ESFs and County Departments as well as distributing information to those ESFs and Departments. When information is received from another ESF or Department, the ESF 5 Coordinating Officer will

assign support staff to gather and organize the information, then ensure that the information is distributed and shared with the other ESFs and Departments. The ESF 5 Coordinating Officer is provided with records of all incoming and outgoing information which may also be incorporated into situation reports or EOC briefings.

C. NOTIFICATION

In anticipation of a significant event, the Leon County Division of Emergency Management will initiate notification of appropriate departments and agencies. If the Emergency Operations Center (EOC) is activated, the EM staff will be automatically activated to support information and planning activities.

D. RESPONSE ACTIONS

1. General

- Establish initial contact with departments.
- Establish contact with the State of Florida Division of Emergency Management (FDEM) and provide situation reports as appropriate;
- Establish a duty roster and phone lists.
- Activate additional support personnel as needed.
- Set up status boards, charts, and staff computers.
- Manage message flow in the Emergency Operations Center (EOC), including logging all protective actions taken (see the EOC Standard Operating Guide for additional information).
- Provide information in support of response and recovery.
- Anticipate types of information required.
- Develop situation reports at a minimum of once every 12-hours, unless otherwise directed.
- Continue to staff the Emergency Operations Center (EOC) on a 24-hour a day basis.

2. State Emergency Response Team Liaison Officer

The State Emergency Response Team Liaison Officer (SERTLO) position is established by the State of Florida Division of Emergency Management (DEM) to act as the State's on-scene representative to assist local government in responding to, and recovering from, a disaster event. This assistance will range from advising local government as necessary, and accepting requests for resources and assistance from sources outside the County. The SERTLO is also expected to assess the local disaster impact and keep the State Emergency Operations Center informed of the local situation.

The State Emergency Response Team Liaison Officer (SERTLO) coordinates with the Emergency Operations Center (EOC) County Coordinating Officer or designee and is assigned to a desk in the Leon EOC. The SERTLO provides a summary of State activities as part of the round table briefing and provides input to the Situation Reports. The SERTLO works with the ESF 5 Coordinating Officer to prepare and monitor requests for assistance.

V. RESPONSIBILITIES

A. PRIMARY AGENCY - Leon County Sheriff's Office, Division of Emergency Management

- Coordinate the overall efforts to collect, analyze, report, and display information to facilitate support for planning efforts in response operations.
- Coordinate pre-planned and event-specific aerial reconnaissance operations to assess the overall disaster situation.
- Synthesize findings into short and long-term plans for consideration by the Emergency Operations Center (EOC) County Coordinating Officer.
- Distribute plans and reports to other agencies.

1. Director

The Leon County Sheriff's Office, Division of Emergency Management Director will provide advice and direction to the EOC ESF 5 Coordinating Officer.

2. Emergency Operation Center (EOC) ESF 5 Coordinating Officer

The Emergency Operations Center (EOC) ESF 5 Coordinating Officer (Leon County Sheriff's Office, Division of Emergency Management) is the lead for Information and Planning and will act as the coordination and control point for EOC information flow. The EOC ESF 5 Coordinating Officer will be assisted by EOC Support Staff.

B. SUPPORT AGENCIES

1. Emergency Operation Center (EOC) Support Staff

EOC Support Staff has been formed by drawing upon staff from other County Departments. The EOC Support Staff will operate the Information and Planning Section, provide runners, and provide administrative support as required. The EOC Support Staff reports to the EOC ESF 5 Coordinating Officer. The EOC Support Staff will work two 12-hour shifts ("Alpha" 7 a.m.-7 p.m., or "Bravo" 7 p.m.-7 a.m.) (Alpha/Bravo shift start and end times may be adjusted depending upon conditions). 12-hour shifts will begin upon EOC activation.

a. Operations Officer

The ESF 5 Coordinating Officer is responsible for assigning personnel to positions and ensuring sufficient staffing. The supervisor will oversee the staff and will resolve conflicts in determining support needs for operating agencies.

b. Operations Assistant

The Operations Assistant will provide administrative support to the Emergency Operation Center County Coordinating Officer (CCO) and ESF 5 Coordinating Officer (CO). The Operations Assistant will answer the phone, monitor information and message flow and provide whatever support is necessary to the CCO/CO.

c. Runners

Runners will be available to distribute messages from the master log printer to and from agency tables and to provide support to the Emergency Operation Center (EOC). The runners will ensure that any written messages are logged, distributed to the addressee, and provided to the computer operator for entry into the Master Log.

d. Emergency Operations Center (EOC) Check-In Desk

The Check-In Desk will be staffed by one support person for security during the day and night shift. The check-in desk staff will ensure that every person signs in and out of the EOC. The check-in desk will also ensure that unauthorized persons are not granted access to the EOC. Security will be requested if needed.

e. Department EOC Support Personnel

Each department may wish to have support personnel to provide administrative assistance in telephone answering, computer operations, and message control.

2. Computer Operator

The Computer Operator reports directly to the Emergency Operation Center (EOC) Operations Officer. The Computer Operator will operate, update, and monitor the following information systems:

- HURRTRAK RM/PRO Hurricane Tracking Program.
- Televent Weather Radar.
- State Emergency Management Network (EMNet) is operated out of LCSO Communications main office.
- FDEM's Emergency Management Constellation Incident Management Database

3. Mutual Aid Coordinator

The Mutual Aid Coordinator is the Emergency Operation Center (EOC) ESF 5 Coordinating Officer and coordinates closely with the Purchasing Director (Resources) and the State Emergency Response Team Liaison Officer (SERTLO). The Mutual Aid Coordinator processes and tracks all requests for mutual aid assistance from other counties and the State of Florida.

4. GIS DESK

The GIS Desk will provide Geographic Information System (GIS) mapping support and access to maps, data and figures, including Property Appraiser data, Flood Zone, and other information as needed in support of Emergency Operations Center (EOC) operations. The GIS Desk reports to the EOC Operations Officer, and during recovery phase activities, provides support to the Damage Assessment Officer (DAO).

5. Point of Contact

All agencies with assigned disaster response roles will identify and provide a staff Point of Contact (POC) to support the damage information and operational information related to individual department activities.

VI. RESOURCE REQUIREMENTS

The following resource requirements are based on overall needs to carry out its missions.

A. COMMUNICATIONS

1. Telecommunications

At least 9 telephone devices (including a minimum of one TDD available at 9-1-1 dispatcher centers) will be required.

Cellular telecommunications and 800MHz radio capability between key field personnel and the EOC are available on a limited basis.

2. Radio

Additional radios will be required for communications with key agencies not currently on the County's system.

B. EQUIPMENT/SUPPLIES

1. Warning Point

- State Emergency Management Network (EMNet)
- Warning Point Computer Network Client (The Counties' Network)
- Television and VCR

2. Emergency Operation Center (EOC)

- 1 copy machine
- 2 facsimile machines; one (1) for incoming; one (1) for outgoing transmissions
- 1 large screen projector linked to computers
- Flashlights, batteries
- Maps, wallboards, marking supplies
- Typewriter and ribbon
- Wall clocks
- CDR's
- First Aid kits
- Cots, blankets
- Food and drinks
- EOC Messaging
- EOC Action Logs
- Computers; twenty-two (22) for EOC Staff
- Flat panel display monitors; four (4) linked computers
- Printer access
- Shower/locker capability
- Miscellaneous office supplies

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 6	Reference: NATIONAL RESPONSE FRAMEWORK ESF 6
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**ANNEX 6
MASS CARE**

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ANNEX 6 MASS CARE

LEAD AGENCY: Capital Area Chapter of the American Red Cross

SUPPORT AGENCIES: Leon County Volunteer Center, Salvation Army, Sheriff's Office, Leon County Health Department, Amateur Radio Emergency Service/Radio Amateur Civil Emergency Services, Leon County School Board, Leon County Emergency Medical Services, City of Tallahassee, and churches

I. INTRODUCTION

A. PURPOSE

To provide coordination of activities involved with the provision of temporary shelters, mass feeding, and bulk distribution of relief supplies for evacuees and victims of disaster. To some degree, these services will also be provided to disaster workers as described below.

B. SCOPE

Responsibilities include the following:

- Coordinate sheltering activities before, during, and after a disaster to include location and support of shelters for people with special needs.
- Coordinate the establishment and operation of mass feeding facilities either through fixed sites or mobile feeding routes, in areas affected by disasters.
- Coordinate with Volunteers and Donations (ESF 14) relief efforts provided by volunteer organizations performing mass care functions.
- Coordinate the establishment of a system to provide shelter registration data to authorities as appropriate.
- Coordinate the provision of emergency first aid in shelters, fixed feeding sites, mobile feeding routes and emergency first aid stations.
- Coordinate with Health and Medical Services for the prevention of communicable diseases, to include epidemiological and environmental health activities, as related to sheltering and feeding evacuees and disaster victims.
- Provide quantitative mass care services data to Information and Planning and other agencies which require accurate data for response planning.

- Coordinate with law enforcement for additional facility security resources.
- Coordinate with Communications Amateur Radio Emergency Service (ARES/RACES) volunteers to ensure each shelter has a working system of communications.
- Coordinate bulk distribution of relief supplies.

II. POLICIES

The American Red Cross was chartered by Congress in 1905 and has responsibilities related to meeting human needs created by a disaster. The American Red Cross policies include "...a program of both emergency mass care and assistance to individuals with urgent and verified disaster-caused needs."

Mass Care will be implemented in Leon County for assistance during the threat of, or occurrence of a disaster. Activities will be coordinated through the Leon County Emergency Operations Center (EOC). The primary agency, and support agencies as required, will provide staff at the EOC 24-hours per day for the duration of activation.

To ensure that appropriate confidentiality regulations are enforced, Mass Care will not release confidential information to the general public. Shelter occupants' information will be handled in accordance with Capital Area Chapter of the American Red Cross Disaster Welfare Inquiry procedures.

The American Red Cross does not provide special needs shelters, but may coordinate the services provided by those shelters. This can include logistics and mass feeding support.

Shelter Opening/Closing

When an event threatens, or occurs, the Leon County Sheriff's Office, Division of Emergency Management in coordination with the Capital Area Chapter of the American Red Cross will identify the specific shelters to be opened. Notice to the public will be provided through the media or local law enforcement. Shelter closings will be conducted as evacuees are able to return home or are relocated to other facilities. A news release will be issued stating the location and time of shelter closings.

III. SITUATION

A. DISASTER CONDITION

1. Sudden Events

Transportation accidents, airplane crashes, flash floods, tornadoes, fire, or manmade events may necessitate immediate identifiable mass care for evacuees, victims, and emergency workers involved in the disaster response and aftermath. Shelters and feeding sites may need to be quickly established, with no advance notice.

2. Slowly Developing Events

Catastrophic disasters such as hurricanes and slow-rising floods provide warning and evacuation time, but may cause extended displacement and damage to the infrastructure. Shelters may be needed statewide to accommodate evacuees, and in some cases may be established in neighboring states. Damage from catastrophic disasters may cause extended displacement, the needs of which may extend into the long-term recovery phase.

B. PLANNING ASSUMPTIONS

- The most destructive natural hazard to which Florida is vulnerable are hurricanes. Consequently, advance warning is likely, with an opportunity to order evacuation in vulnerable areas.
- Shelter operations may be required to accommodate residents from outside the region when evacuations occur elsewhere along the Atlantic or Gulf coasts.
- Hurricane evacuation studies predict that people outside surge areas will evacuate.
- In a catastrophic disaster, it is likely that long-term mass care will be required until rental assistance and temporary housing resources become available. Impact Assessment Teams and technological equipment may provide a guide for the magnitude of housing needs and resource deficits.
- A significant influx of disaster workers will strain the resources of the impacted area(s).
- Mobile feeding operations may not be possible in major operations.
- Smooth transition from Mass Care response to Individual Assistance Recovery Operations will help ensure that disaster victims' needs are met.

IV. CONCEPT OF OPERATIONS

A. GENERAL

Mass Care will be organized in a manner that ensures rapid response to the needs of people affected by a disaster. Emphasis will be to have thorough and up-to-date response plans that have been coordinated through the primary agency.

Mass Care will focus on sheltering activities, mass feeding, bulk distribution of relief supplies, and the coordination of volunteer agency activities in mass care as directed by the Capital Area Chapter of the American Red Cross. Support

agencies will plan with the Capital Area Chapter of the American Red Cross and provide support services in times of disaster to ensure a coordinated response.

B. ORGANIZATION AND NOTIFICATION

1. Primary Agency

The Capital Area Chapter of the American Red Cross is designated as the Lead Agency and is responsible for planning and coordination with support agencies.

2. Support Agencies

Each support agency will be expected to establish operational procedures and direct its response resources in accordance with the agency's operating procedures.

Capital Area Chapter of the American Red Cross: Identify and survey shelters, shelter management, mass feeding, and general nursing care.

Volunteer Center: Support Capital Area Chapter of the American Red Cross in recruiting volunteers, managing shelters, and other mass care activities.

Salvation Army: Support Capital Area Chapter of the American Red Cross operations for feeding and volunteers.

Sheriff's Department/Tallahassee Police Department: Coordinate the provision of security at shelters if required.

Amateur Radio Emergency Services/Radio Amateur Civil Emergency Services: Provide radio communications.

Leon County Emergency Medical Service: Provide emergency medical services.

Leon County School Board: Support shelter operations by opening designated school shelter.

Leon County Health Department: Provides and manages special needs shelters.

Churches: Support shelter operation by opening churches when requested, providing for facility management, volunteers, and food preparation services as applicable.

3. Staffing

Primary and support agencies will provide sufficient personnel to staff the Mass Care function 24-hours per day, 7 days per week. The staff will be made up of qualified individuals able to facilitate decisions for the agency they represent. Higher level managers, skilled professionals with subject knowledge, and operations personnel are preferred.

C. RESPONSE ACTIONS

- Primary and support agencies will have and maintain appropriate listings of agency staff to call for performing response activities. The response personnel will be available 24-hours per day, 7 days per week.
- Primary and support agencies will have and maintain listings of all available resource providers used by the agency in disaster situations. These would include private sector vendors.
- All support agencies will ensure that all actions taken are recorded and communicated to the primary agency representative at the EOC.
- At all times, support agencies should be able to make brief and accurate status reports to the primary agency.

1. Sheltering

a. Public Shelters/Capital Area Chapter of the American Red Cross

- Coordination of all public shelters will be in accordance with Capital Area Chapter of the American Red Cross shelter guidelines. This includes shelters formed before, during, and after the event. The Chapter will monitor evacuation activities to ensure shelters are opened in additional counties as needed.
- Shelters will be opened and closed in accordance with public need as assessed by the Capital Area Chapter of the American Red Cross, and the Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM). The Chapter will continuously monitor occupancy levels and ongoing evacuees and victims' needs, and provide at a minimum a daily listing of shelter status.
- All shelters will be managed in accordance with applicable Capital Area Chapter of the American Red Cross regulations and procedures.
- The Capital Area Chapter of the American Red Cross currently has an adequate number of trained shelter managers.

- The Capital Area Chapter of the American Red Cross will work with Leon County Schools, Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM), Florida Division of Emergency Management and applicable state and county agencies in activities related to surveying the suitability of facilities to serve as shelters following a disaster occurrence.
- Procure and regularly update lists of available shelters, and shelter agreements for Leon County in hazard specific situations. Shelter listings will include staffing and resource information.
- Coordinate the provision of relief staff and the replenishment of shelter supplies.
- Coordinate the consolidation of shelters, staff, resources (e.g., communications and law enforcement), and supplies as sheltering needs diminish.
- Work with other members of the Leon County Emergency Operations Center (EOC) team in determining extended sheltering needs.
- Work with appropriate agencies such as the Department of Health, Capital Area Chapter of the American Red Cross Family Services, and the Department of Elder Affairs for long-term placement of disaster victims who cannot return to their normal living arrangements due to disaster damages.
- The Health and Medical Group (ESF 8) will be called to support any shelter requiring medical services and/or manpower beyond the Capital Area Chapter of the American Red Cross resource capabilities.

b. Special Needs Units

- Coordinate with Health and Medical Group (ESF 8) to ensure that people who need a higher level of care receive attention in an appropriate setting.
- Provide logistics support to special needs shelters (food, water, ice, registration for people with special needs).

2. Feeding

a. Mass Feeding

The establishment of a mass feeding locations will be coordinated through the Leon County Sheriff's Office, Division of Emergency Management, the County Volunteer Services Center Coordinator and the Capital Area Chapter of the American Red Cross. The Capital Area Chapter of the American Red Cross has an Emergency Response Vehicles to provide snacks and drinks, as well as to support mobile feeding routes. If needed, the Capital Area Chapter of the American Red Cross can operate the mobile feeding kitchen, and coordinate with other supporting agencies to their mobile feeding kitchens as well. These kitchens can be in place within two (2) to three (3) hours after activation.

- Coordinate with supporting agencies to establish mass feeding sites. Mass feeding activities will include feeding of evacuees, disaster victims, and emergency workers (when possible).
- Regularly update a list of all agencies (public and private) who have a mission to provide mass feeding in times of disaster. The list will include specific information such as:
 - Number of persons each agency can feed two (2) meals a day, and how long this level of feeding can be sustained.
 - Number of staff or volunteers available for cooking and/or serving.
 - Major equipment lists, e.g., field ranges, mobile feeding units, refrigeration, vehicles, etc.
- Coordinate mass feeding locations to ensure optimal logistics for public service.
- Coordinate sanitation provisions and inspections, and garbage removal from mass feeding sites in coordination with Public Works and the Health and Medical Group.
- Coordinate the provision of food and water to mass feeding sites. This will include procuring food from the USDA, donations, and private vendors.

b. Individual Feeding

The Capital Area Chapter of the American Red Cross and the Salvation Army will coordinate the provision of food for individuals not in shelters and unable to attend mass feeding sites.

This coordination will be based on local disaster responders identifying people and locations with individual feeding needs.

c. Food Storage and Distribution

Distribution sites will be determined between the Capital Area Chapter of the American Red Cross, County Volunteer Services County Coordinator, and the Leon County Sheriff's Office, Division of Emergency Management. Locations may include local churches, and parking lots.

- The Capital Area Chapter of the American Red Cross will coordinate with Leon County regarding the storage of food in identified warehouse sites.
- The Capital Area Chapter of the American Red Cross will coordinate the distribution of food from stores and identified warehouses sites.
- The Capital Area Chapter of the American Red Cross will coordinate the transportation of food from identified warehouses to mass care feeding sites.

3. Bulk Distribution of Relief Supplies

- In conjunction with the EOC, the County Volunteer Services Center will coordinate with local authorities in the identification of bulk supply depots and distribution sites in the impacted area.
- The Public Information Officer will publish information as to where donated bulk supplies should be delivered, and information as to how these supplies can be accessed.
- The Emergency Operations Center (EOC) will receive ongoing information from supply depots as to the type and quantity of relief supplies including foods that are available for distribution.
- The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will coordinate with the State Emergency Operations Center to obtain supplies from elsewhere, in and out of State, based on actual needs assessments from the field.

4. Non-Medical Volunteers

In addition to those activities stated above, The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will:

- Prevent the duplication of goods and services as they relate to mass care.

- Assist volunteers with logistics.
- Coordinate the delivery of goods and services as they relate to mass care.

County Volunteer Services Center/ ARC will maintain a listing of all non-medical volunteers active in mass care in the disaster area. The list will contain the following information.

- Type of service(s) being provided by each volunteer agency.
- Number of volunteers in the area.
- Resources each agency has available.
- Names and contact means of key persons in each organization.
- Logistical abilities of each organization, e.g. self-contained, require transportation, self-equipped, etc.

5. Emergency First Aid and Mental Health

The Capital Area Chapter of the American Red Cross will coordinate with the Health and Medical Group (ESF 8) for the provision of medical services and mental health services in shelters, and will ensure that trained and qualified personnel are present in shelters in sufficient numbers to care for people requiring assistance.

The Capital Area Chapter of the American Red Cross will coordinate with local officials to ensure that a sufficient number of first-aid trained and other qualified personnel are stationed at each mass care site.

6. Communications/Electrical Power

Shelters will coordinate with the Emergency Operations Center (EOC) to ensure that each shelter has a working system of communications with the County Emergency Operations Center and Capital Area Chapter of the American Red Cross per the Capital Area Chapter of the American Red Cross protocol. This may include radio, telephone, or cellular telephone communication devices. Each shelter will have an Amateur Radio Emergency Service (ARES/RACES) operator assigned to provide back-up communications should the telephone system fail. The Capital Area Chapter of the American Red Cross representative in the EOC will keep Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) informed regarding conditions at the shelters and unmet needs. The Capital Area Chapter of the American Red Cross has five (5)

generators (5 kW) available to support basic needs of shelters (lighting and fans for ventilation).

V. RESPONSIBILITIES

A. PRIMARY AGENCY

1. Develop and maintain a roster of personnel. Sufficient staffing will be available for 24-hours per day, 7 days per week coverage.
2. Ensure the presence of resource materials in sufficient quantity in the Emergency Operations Center (EOC). These materials would include:
 - Shelter listings for the region with names and contact numbers of each shelter management team.
 - Listing of all bulk food providers and contact personnel and phone numbers.
 - Listing of all hospital and ambulance services with contact numbers.
 - Locations of all mass feeding sites and the names of site managers.
 - Listing of all State and Federal human services agencies active in disaster response.
3. Provide a system for recording incoming requests for assistance, who was assigned to respond, and the action taken.
4. Establish a protocol for prioritizing response activities.

VI. RESOURCE REQUIREMENTS

A. ASSETS CRITICAL FOR INITIAL TWELVE HOURS

1. **Shelters (Public and Special Needs)**
 - a. Food, water, ice, food service equipment, and fuel (e.g., generator)
 - b. Cleaning supplies
 - c. Toiletry items
 - d. Administrative supplies
 - e. Blankets, cots-(after 48 hours)
 - f. Portable toilets
 - g. First aid supplies
 - h. Vehicles (both passenger and cargo)

2. Personnel

- a. Shelter managers, additional shelter staff
- b. Qualified first aid staff/volunteers
- c. Medical staff/volunteers
- d. Food service personnel
- e. Security personnel

B. ASSETS REQUIRED FOR CONTINUING OPERATIONS

The assets noted above will be required for the immediate and long-term response phases (several days to several weeks). Increases and decreases in the number of shelters, feeding sites, and distribution sites will be adjusted through analysis and coordination within the EOC.

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 7	Reference: NATIONAL RESPONSE FRAMEWORK ESF 7
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**ANNEX 7
RESOURCE SUPPORT**

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ANNEX 7 RESOURCE SUPPORT

LEAD AGENCIES: Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM), Leon County Department of Management Services

SUPPORT AGENCIES: Office of Management and Budget, Purchasing Department, Sheriff's Office, Public Works Department, Facilities Management, Human Resources, City of Tallahassee, all other local government resources, and the Statewide Mutual Aid Agreement (SMAA).

I. INTRODUCTION

A. PURPOSE

The purpose of this annex is to provide logistical and resource support to local entities involved in delivering emergency response and recovery efforts for natural disasters and other catastrophic events.

B. SCOPE

The LCSO/DEM is responsible for coordinating the support of emergency response and recovery efforts during the initial response phase and immediate recovery phase following a disaster. This support includes coordination of locating, procuring, and assigning resources such as supplies, office space, office equipment, fuel, communications, contracting services, personnel, heavy equipment, and transportation.

II. POLICIES

- Coordinate and manage the resource support needed.
- Supplies and equipment will be provided from current county, municipal, and department stocks or surplus and, if necessary, from commercial sources and donations.
- Designated support agencies will furnish resources as required to support these department requirements. Support by these agencies will be terminated at the earliest practical time.
- Procurement will be made in accordance with current County, State and Federal laws and regulations, which include emergency procedures under local ordinance and Florida Statutes.

III. SITUATION

A. DISASTER CONDITION

A major or catastrophic disaster will have an immediate impact on county and local resources, and vitally needed supplies must be procured and provided to the impacted areas.

B. PLANNING ASSUMPTIONS

1. Resources within and outside the impacted area will be acquired to assist in fulfilling the unmet needs of the county and local governments.
2. Transportation of resources will require staging areas coordinated by Leon County Sheriff's Office, Division of Emergency Management (LCISO/DEM) after a declared state of local emergency and by assigned secondary support agencies prior to State and Federal activation.
3. Some resources of the County and local governments may not be available to the impacted area due to restricted access to transportation routes caused by fallen debris, flooding or other damage. In addition, many resources and buildings that contain them may be destroyed or damaged.
4. Logistical support for life-saving activities will receive priority.
5. Demand for resources may require a declaration of a local state of emergency, which would exempt normal procedures for purchasing.

IV. CONCEPT OF OPERATIONS

A. GENERAL

County-wide capabilities and resources will be allocated and coordinated by the Emergency Operations Center (EOC). Equipment, supplies, and personnel, including volunteers, shall be drawn from existing support agencies' resources and local sources outside the impacted area. Support which cannot be provided from these sources will be provided through commercial sources.

B. ORGANIZATION

1. The Director, Department of Management Services, or designee will serve as the Emergency Coordinator for the Resource Support Group (ESF 7).
2. The Resource Support Group (ESF 7) will operate under the direction of the Emergency Coordinator. The Resource Support function will continue to operate throughout the emergency situation.

4. Upon notification, the Emergency Coordinator will alert designated primary personnel of possible resource needs and report to the County Emergency Operations Center (EOC). Support operations will be coordinated through the EOC.
5. The Emergency Coordinator will maintain liaison with other departments and interested parties.
6. Space will be provided for Federal and State Advance Team (Federal Emergency Support Function (ESF 7) General Services Administration procurement officials at the Emergency Operations Center (EOC) until the Disaster Field Office is established.

C. NOTIFICATION

1. The Emergency Operations Center (EOC) will implement the activation plan to notify all support personnel. Personnel will be placed on standby or deployed for immediate response.
2. Inventories of resources, including but not limited to pre-arranged staging areas, government buildings, public facilities, and agency contacts, will be reviewed.

D. RESPONSE ACTIONS

1. Initial

- a. Personnel will be placed on standby or directed to staging areas. Some facilities will be manned for immediate response.
- b. Some resources will be staged near the pending emergency areas.
- c. Support agencies may be alerted.
- d. Some support agencies may be directed to deploy personnel and other resources.
- e. Resources available for designation as emergency support will be identified and assessed (including facilities).

2. Continuous

- a. Buildings may be leased for use as staging warehouses or to replace damaged or destroyed facilities.
- b. Communication resources will be provided in coordination with the Management Information Systems Division.

- c. Transportation needs will be provided in coordination with local transportation providers for movement of persons. Public Works or private contractors will be used to move goods and materials.
- d. Office furniture, equipment, and supplies will be provided from existing inventories, or may be procured.
- e. Food and fuel will be provided with the cooperation of American Red Cross and Fleet Management.
- f. Security for staging areas and facilities will be provided by local law enforcement or private security firms.
- g. Maintain records of all properties loaned in support of the Emergency Operations Center (EOC) by the State or Federal Government.
- h. Coordinate contractual services between the County and commercial sources.

V. RESPONSIBILITIES

A. LEAD AGENCY

The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will support the procurement of commodities and services and the leasing of buildings, facilities equipment, and associated materials. In addition, the County Volunteer Service Center will assist in the coordination and allocation of food and equipment made available through the local, State and Federal Surplus Property Program.

B. SUPPORT AGENCIES AND TYPE OF SUPPORT

- 1. Public transportation drivers, operators, buses, vans, and other support equipment will be coordinated through StarMetro.
- 2. Office of Management and Budget (OMB): Fiscal, grant/management consulting staff, Management Information Services (MIS) computers and computer programs.
- 3. Personnel: Employment and security, employment and job service counselors.
- 4. Sheriff's Office: Security personnel, inmate labor, and vehicles.
- 5. Fleet Management/Facilities Management: Building management, fuel and energy resources.

6. Community Services: Food distribution services and personnel, vehicles, equipment, and support equipment.
7. School Board: Facility use and building space at K-12.
8. Public Works: Personnel, equipment, heavy equipment operators, and support equipment.
9. Purchasing: Purchasing of supplies and development of agreements.

VI. RESOURCE REQUIREMENTS

A. HUMAN RESOURCES DIVISION

1. Departments will provide support staff in the Emergency Operations Center (EOC) consisting of the following:
 - A representative with knowledge of department material operations with the authority to commit and obtain resources.
 - Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will notify the departments that should respond to the Emergency Operations Center (EOC). Each event may require a different response.

<p>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</p>	<p>Reference: STATE CEMP ESF 8</p>	<p>Reference: NATIONAL RESPONSE FRAMEWORK ESF 8</p>
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**ANNEX 8
HEALTH AND MEDICAL SERVICES**

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ANNEX 8 HEALTH AND MEDICAL

LEAD AGENCIES: Leon County Health Department
Florida Department of Health

SUPPORT AGENCIES: Tallahassee Memorial HealthCare, Leon County Emergency Medical Services, Capital Regional Medical Center, Capital Medical Society, Health South, Leon County Emergency Medical Services, StarMetro, Big Bend Transit, Leon County School Board, City of Tallahassee, and the Capital Area Chapter of the American Red Cross.

I. INTRODUCTION

A. PURPOSE

The primary mission of the Health and Medical Emergency Support Function (ESF) 8 is to respond to public health and medical needs before, during, and after a significant natural or manmade event.

B. SCOPE

Emergency Support Function (ESF) 8 is responsible for coordinating Leon County's health and medical response in the event of an emergency or disaster. To accomplish this goal, ESF 8 oversees the emergency management functions of preparedness, response, recovery, and mitigation with all agencies and organizations that carry out health or medical services.

The Leon County Health Department (LCHD) serves as the lead agency for ESF 8 and works closely with other health and medical providers, as well as other support agencies, to ensure that emergency medical needs and public health concerns are addressed in a timely, efficient and coordinated manner.

ESF 8 responsibilities are categorized in the following functional areas:

- Public Health to include but not limited to:
 - Coordination of mass care or mass casualty events;
 - Coordination of Strategic National Stockpile (SNS) and Regional Pharmaceutical Stockpile
 - Coordination of epidemiological investigations
 - Coordination of environmental health support
 - Prevention, control, and mitigation of disease spread through mass vaccination, distribution of prophylaxis or treatment medications;
 - Protection of the public from contaminated foods and drugs;
 - Restoration of a safe drinking water supply;

- Control of vermin and other public health hazards;
- Emergency Medical Service to include but not limited to:
 - Triage, treatment and transportation of victims of a disaster
- Special Needs to include but not limited to:
 - Establishment of special needs shelters when evacuation is required
 - Provision of support required for special needs transportation and sheltering
- Medical Facilities
- Alternate Medical Treatment Facilities
- Disaster Medical Assistance Teams (DMATs)

II. POLICY

It is the policy of ESF 8 to coordinate issues and activities regarding the timely and effective delivery of health and medical services within Leon County in accordance with plans and procedures established for the agencies and organizations identified within this annex and all applicable local, state and federal requirements. The lead agency, LCHD, follows public health policies and procedures established by the Florida Department of Health.

III. SITUATION

Coordination and mobilization of the Health and Medical ESF 8 will occur when a natural or manmade disaster threatens or occurs, that poses a significant risk or harm to public health.

Major assumptions include:

- Leon County must be prepared to rely on existing local resources for at least 72-hours; during this period, if available, other local jurisdictions may provide additional resources and support.
- The Special Needs and Assistance Population Program (SNAPP) shelters will possibly have more of a demand than pre-registration indicates.
- There may be a need to transport residential facility clients to other areas outside Leon County.
- Medical and health response to a disaster event will be coordinated through the Leon County Emergency Operations Center (EOC).

- In response to a terrorist attack, the LCHD may be requested to coordinate activities with the North Florida Regional Domestic Security Task Force (NFRDSTF).
- Response to a disaster event may require immediate medical treatment for mass casualties or infected persons, as well as long-term epidemiological and environmental monitoring, provisioning and staffing of special needs shelters and quarantine centers, and mental health care for both victims and responders. Emergency mass mortuary identification and disposition services may also be required.
- Disaster response may require the temporary suspension of routine county health and medical services in whole or in part.
- The LCHD is responsible for establishing special needs shelters in coordination with the Capital Area Chapter of the American Red Cross, when evacuation orders are anticipated or in effect.
- County infrastructure may be destroyed or damaged delaying the arrival of medical supplies and necessitating utmost restraint in the consumption of available supplies, continuous communications with the public and security of facilities.

IV. CONCEPT OF OPERATIONS

A. GENERAL

The Leon County Health Department (LCHD) provides staffing for ESF 8 to coordinate health and medical services delivery in response to and recovery from a disaster. Those issues which may arise during a disaster that are not addressed in the functional Standard Operating Guides will be discussed between the two primary agencies (Leon County Sheriff's Office/Division of Emergency Management and the responsible agency) for appropriate tasking.

B. ORGANIZATION

The LCHD will serve as the lead agency of ESF 8 and will work in coordination with all support agencies assigned responsibilities under this annex. Typically, the Leon County Administrator, in coordination with the Director, Division of Emergency Management, will designate staff as representatives at the County EOC. The Administrator can also request assistance from the Florida Department of Health, Office of Emergency Operations, North Florida Regional Advisor.

C. NOTIFICATION

The Leon County Sheriff's Office, Division of Emergency Management will notify the primary agency contacts for the Leon County Health Department (LCHD) of the need to begin activation procedures and respond to the Emergency

Operations Center (EOC). The LCHD will then notify all support agencies under this annex and provide them with a situation update and/or notice of activation of any or all components of this plan.

As specified in the Medical Facility Standard Operating Procedure, the County EOC will contact medical facility liaisons directly for activation of the facility notification procedure. This notification process will be coordinated through ESF 8.

D. RESPONSE ACTIONS

Upon activation of the Leon County Emergency Operations Center, the LCHD Director or designee, along with essential staff, will immediately report to the Emergency Operations Center (EOC).

1. Public Health

The LCHD will coordinate response by implementing emergency procedures to protect the public health of Leon County citizens in a disaster event. These procedures may include prevention, control, and mitigation of disease spread through mass vaccination or distribution of prophylaxis or treatment medications; protection of the public from contaminated foods and drugs; control of vermin and other public health hazards; and restoration of a safe drinking water supply, coordination of mass care or mass casualty events, the establishment of special needs shelters when evacuation is required, and provisioning and security for mass quarantine facilities.

2. Emergency Medical

The Leon County Emergency Medical Services (EMS) delivery team will coordinate rescue and respond to emergency medical calls. EMS teams will stabilize and transport patients to the nearest operating medical facility capable of handling the patient.

3. Special Needs

The special needs service delivery team will coordinate the registration, notification, transportation, and care in special needs units or appropriate facility for Special Needs and Assistance Population Program (SNAPP) clients. SNAPP clients are persons in the community who are unable to respond independently to an emergency or require evacuation assistance. For more information on special needs service delivery see the SNAPP Standard Operating Guide (SOG).

4. Medical Facilities

The Leon County Sheriff's Office, Division of Emergency Management will provide notification, information, updates, and the coordination of evacuation assistance to medical facilities (hospitals, nursing homes,

assisted living facilities, and other residential facilities) in event of a disaster. There will be representatives from the Leon County Health Department in the Leon County Emergency Operations Center (EOC) to coordinate with liaisons from hospitals, nursing homes, and assisted living facilities.

5. Disaster Medical Assistance Teams (DMAT)

A Disaster Medical Assistance Team (DMAT) is a group of medical volunteers serving under the auspices of the U.S. Public Health Services who have been organized, trained, and supplied to respond to disaster areas and set up "field hospitals" to supplement the capabilities of the local emergency care system. The DMAT service delivery team will coordinate with the DMAT team leader(s) and the U.S. Public Health Service to determine where Disaster Medical Assistance Teams (DMAT) will be located and to provide support for operations and recovery.

6. Fatality Management

The rapid and accurate identification of mass fatality victims is of critical importance to any disaster response operation. The Florida Emergency Mortuary Operations Response System (FEMORS) is available to provide support to Leon County, the District Medical Examiner's Office, and state agencies to assist with mass fatalities management. FEMORS is a state resource, developed in conjunction with the Florida Department of Health, Emergency Operations Section, to provide mass fatality professional assistance when an incident of this type overwhelms local resources. FEMORS consists of a statewide pool of volunteers and may be requested through State ESF 8. Duties that FEMORS may perform include:

- Initial Scene Response and Evaluation
- Processing the Scene
- Temporary Morgue Operations and Administration
- Victim Identification
- Disposition of Human Remains (Embalming/casketing)
- Return of human remains to families
- Evidence Collection
- Prevention of spread of infectious disease

In the event that federal resources are required to augment local and state response efforts, a Disaster Mortuary Operational Response Team (DMORT), may be requested through State ESF 8 to assist with fatality management. DMORT performs similar tasks to FEMORS and, like FEMORS, consists of a mix of volunteers with specific training/skills in victim identification, mortuary services, and forensic pathology. DMORTs are mission-tailored on an ad-hoc basis, and usually deploy only with personnel and equipment specifically required for a current mission.

7. Other Response Actions

- Coordinate with Leon County Public Information Officer to issue news media releases to the public on methods of sanitizing water and other health warnings as needed;
- Ensure that the shelters are appropriately staffed to serve the public health needs. Shelters are coordinated and staffed by the Capital Area Chapter of the American Red Cross on a 24-hour basis;
- Examine the need for additional medical assistance and supplies;
- Ascertain the need for patient evacuation;
- Determine what assistance is required for dealing with:
 - Hazardous materials;
 - Safety of food and drugs;
 - Radiological hazards;
 - Mental health needs for victims/workers;
 - Vector control;
 - Victim identification/mortuary services;
 - Potable water needs;
 - Waste water treatment;
 - Solid waste disposal;
 - Mass prophylaxis;
 - Mass immunization;
 - Mass decontamination;
 - Mass casualties; and
 - Isolation/Quarantine

E. RECOVERY ACTIONS

The primary effort in the recovery phase is to restore the affected community to normal condition. The Director of the LCHD is responsible for the welfare of County residents and will conduct/direct the assessments of health and medical needs, and will:

- Support emergency services staff and operations until the local system is self-sustaining.
- Maintain provision of long-term emergency environmental activities.
- Identify populations requiring event-driven health, medical or social services post-event.
- Provide emergency pharmacy/ laboratory services.

- Initiate financial reimbursement process for these activities when such support is available. Each agency/department is responsible for recording and tracking its own expenditures and seeking reimbursement (if available) from the appropriate resource after the event.
- Restore essential health and medical components of delivery systems and
- Permanent medical facilities to operational status.
- Restore pharmacy services to operational status.
- Monitor environmental and epidemiological systems.
- Initiate grants for environmental and epidemiological surveillance.

V. RESPONSIBILITIES

A. PRIMARY AGENCY

Primary responsibility rests with the Leon County Health Department which will:

- Provide leadership in directing, coordinating, and integrating the overall efforts of local, state, and federal agencies to provide health and medical assistance in the affected area.
- Establish active and passive surveillance systems, as needed, for the protection of the public health.
- Coordinate with Incident Commander or Lead Agency at remote operation centers to ensure the safety and care of emergency responders. Identify health personnel to monitor the health of workers.
- Coordinate the disposal of contaminated waste with trash collectors (City of Tallahassee/Waste Management).
- Staff and operate a command and control structure to assure that services and staff are provided to areas of need.
- Prepare, coordinate and deliver information to the public, health and medical partners, and other community response partners before, during and after a public health emergency. Coordinate risk communication within Leon County in concert with Leon County ESF 14, Public Information, and FDOH, Office of Communications through the Joint Information Center (JIC).

B. SUPPORT AGENCIES

1. StarMetro

Is responsible for the coordination and transportation services for the Special Needs Assistance Population Program (SNAPP) clients. They will be activated through emergency management.

2. Home Health Agencies

- Educate clients and assist in developing client disaster plans.
- Provide medical staffing (RNs, LPNs, Aides) in the Special Needs Shelters.
- Register clients as appropriate with the Leon County Special Needs and Assistance Population Program (SNAPP).

3. Leon County Emergency Medical Services

- Provide emergency medical triage and treatment of patients
- Provide emergency medical transportation to the level of capacity. When capacity is exceeded, Emergency Management will coordinate with StarMetro, City of Tallahassee, and the School Board for additional buses for transporting mass casualties.

4. Residential Health Care Facilities

- Develop and implement comprehensive disaster plans which include evacuation procedures.
- Establish a facility liaison with the Emergency Operations Center to coordinate and assist with the implementation of facility disaster plans.

5. Capital Area Chapter of the American Red Cross

- Coordinate with LCHD and the Community Crisis Response Team (CCRT) to provide mental health counseling for victims.
- Coordinate with LCHD and the Critical Incident Stress Debriefing teams to provide counseling to emergency responders.
- Coordinate with LCHD to provide sheltering, and provision of other mass care services.

6. Area Hospitals

- Coordinate the transfer of critically injured or ill patients to outside medical centers as needed.
- Provide care for the injured and ill.

VI. RESOURCE MANAGEMENT

The following resources are available through the ESF 8 agencies:

- Advance Life Support/Basic Life Support Vehicles
- Emergency Medical Technicians
- Paramedics
- Medical equipment and supplies
- Nurses (RNs/LPNs)
- Environmental specialists
- Nutritionists
- Pharmacy services/Pharmacists
- Physicians
- Laboratories and laboratory personnel
- Epidemiologists
- Aircraft (fixed wing/rotary wing/medical evacuation)

The following resources are not currently available or not available in sufficient quantities to satisfy the demand during a major or catastrophic disaster:

- Advance Life Support/Basic Life Support Vehicles
- RNs/LPNs/Aides
- Medical equipment and supplies
- Portable generators for shelters

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 9	Reference: NATIONAL RESPONSE FRAMEWORK ESF 9
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**ANNEX 9
SEARCH AND RESCUE**

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ANNEX 9 SEARCH AND RESCUE

LEAD AGENCY: Tallahassee Fire Department

SUPPORT AGENCIES: Leon County Sheriff's Office, Tallahassee Police Department, Leon County Public Works, City of Tallahassee Public Works, Leon County Emergency Medical Services.

I. INTRODUCTION

Urban Search and Rescue operations after a major emergency/disaster consist of locating victims and removing them from hazardous situations. Injured victims must be provided with medical treatment and then transported to a medical facility. The urban search and rescue effort within Leon County will be a coordinated effort involving law enforcement, fire-rescue, public works, and utilities.

In general, search and rescue teams should consist of one or more pieces of public works equipment (such as a front end loader) along with personnel with chain saws, fire-rescue vehicles (engine company and rescue company) with personnel to search for and treat victims, and law enforcement vehicles and officers to observe security problems and assist in marking, securing, and evacuating deceased victims. These teams should be augmented by electric and gas utility personnel.

The priority for search and rescue operations will vary, depending on the scope and magnitude of the disaster. For minor or localized disasters, the most severely impacted areas will receive priority. However, for catastrophic disasters, areas of high population concentration must receive the highest priority. Additional information and priorities may be determined by the State Incident Management Team if one has been deployed to the area.

The search and rescue teams will be assigned areas and will be deployed to predetermined staging locations prior to impact of a known disaster.

Marking of structures will follow the Federal Emergency Management Agency (FEMA) urban search and rescue standard marking system.

II. POLICIES

FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA) URBAN SEARCH AND RESCUE STANDARD MARKING SYSTEM

1. SEARCH ASSESSMENT MARKING

A separate and distinct marking system is necessary to identify the victim location determinations in the areas searched.

The search assessment marking system is designed to be used in conjunction with the structure/hazards evaluations marking system.

A 2' x 2' "X" will be made with International Orange color spray paint. This X will be constructed in two operations:

- One slash drawn upon entry into the structure (or room, hallway, etc.) "/".
- A second crossing slash drawn upon exit "X".
- Distinct marking will be made inside the four quadrants of the "X" to clearly denote the search status and findings at the time of assessment.
- The marks will be made with carpenter chalk, lumber crayon, primary or duct tape, and black magic marker.
- The following illustrations define the Search Assessment marks:

Left quadrant	Department identifier
Top quadrant	Time and date that the Task Force personnel left the structure
Right quadrant	Personal hazards
Bottom quadrant	Number of live and dead victims still inside the structure (" 0 " = no victims)

- As with the Structure/Hazards Evaluation, it is important that markings are made specific to each area of entry or separate part of the building.
- If an area is searched and no victims are found it must be noted with an "X".
- It is also important that situation updates be noted as they are available to reduce needless duplication of search efforts.
 - Previous search markings would be crossed out.
 - New marking would be placed below (or next to) previous markings with the most recent information.

2. SEARCH AND RESCUE TEAM COMPOSITION

Search and rescue teams may consist of the following:

Fire-Rescue	1 - Task Force Leader 1 - Safety Officer <i>1 - Medical Team Manager (Doctor on-line)</i> 1 - Rescue Team Manager 2 - Medical Specialists 2 - Logistics Specialists 1 - Structural Specialists 2 - Rescue Officers 8 - Rescue Specialists (3 of which are HazMat Specialist Qualified) 2 - Technical Search Specialists 2 - Canine Search Specialists w/canines (FEMA Basic Minimum Evaluation)
Law Enforcement	Two officers with vehicles to provide security and liaison to Medical Examiner's Office
Public Works	Personnel and heavy equipment to clear roads for search and rescue team
Utilities	Personnel for securing area of electrical and gas hazards

III. SITUATION

- A. Search and Rescue (S & R) is defined as the organized locating of victims of natural and manmade emergencies, and removal of victims from any hazardous situation.
- B. Search and Rescue (S & R) operations involving missing persons and/or drowning victims or downed aircraft, for example, can be necessary life-saving activities during and after disasters or emergencies. These S & R operations require the coordinated efforts of well-trained S & R personnel.
- C. If the emergency is small in scope and within incorporated municipalities, the local law enforcement agency will control the area in the vicinity of the Search and Rescue (S & R) effort.
- D. In emergency situations involving Search and Rescue (S & R) efforts within the jurisdiction of Leon County, the Sheriff's Department will direct local available resources, organize search teams, and control the area in the vicinity of the S & R effort.

IV. CONCEPT OF OPERATIONS

- A. Emergency responders are on call 24 hours a day; law enforcement officers are covering their zones; Firefighters are located at fire stations throughout the County, and emergency responders can be summoned by calling 9-1-1.

- B. Non-urban Search and Rescue (S & R) efforts are directed by the Sheriff's Office. Depending on requirements of the situation, the Sheriff may request the assistance of the following agencies:
1. Local law enforcement agencies.
 2. Tallahassee Fire Department.
 3. Florida Highway Patrol.
 4. Florida Division of Emergency Management, through Leon County Sheriff's Office, Division of Emergency Management.
 5. Civil Air Patrol, through Leon County Sheriff's Office, Division of Emergency Management.
 6. National Guard, through Leon County Sheriff's Office, Division of Emergency Management.
- C. Within municipal boundaries:
1. The Tallahassee Fire Department will coordinate the Urban Search and Rescue (USAR) efforts.
 2. If required, assistance may be requested from:
 - a. Other City Departments.
 - b. Leon County Sheriff's Office.
 - c. Other law enforcement agencies.
- D. The Florida Division of Emergency Management acts as a monitoring agency for all Search and Rescue (S & R) operations in the State. In the event that: (1) local government requests State coordination of the S & R operations, (2) S & R requirements are multi-county in nature, (3) S & R operations are in conjunction with other State emergency efforts, or (4) the Governor so directs, the Florida Division of Emergency Management will assume the primary responsibility for coordination of S & R functions.

V. RESPONSIBILITIES

Leon County Sheriff's Office

1. Responsible for Search and Rescue (S & R) operations within non-urban areas and for coordinating countywide operations when necessary.

2. Coordinate plans, teams, and register all participants and procedures for accomplishing Search and Rescue (S & R) operations.
3. Maintain a reference file of local, State, Federal, and volunteer agencies with Search and Rescue (S & R) capabilities.
4. Assist the municipal government in organizing Search and Rescue (S & R) capabilities.
5. Assist the municipal government upon request in local Search and Rescue (S & R) operations.
6. Through the Leon County Sheriff's Office, Division of Emergency Management, notify the State Division of Emergency Management of Search and Rescue (S & R) operations and request assistance as necessary.
7. Through the team leader, account for search and rescue participants both leaving and returning from search efforts.
8. Determine placement and use of personnel and equipment.

Tallahassee Fire Department: Urban Search and Rescue.

1. Organize and develop Urban Search and Rescue (USAR) capabilities.
2. Initiate mutual aid agreements with adjacent jurisdictions.
3. Call upon the Leon County Sheriff's Office for assistance as required.
4. Assist Leon County if requested.
5. Through team leader, account for Urban Search and Rescue (USAR) participants both leaving and returning from search efforts.
6. Determine placement and use of personnel and equipment.

Leon County Emergency Medical Services

1. Provide medical exams of Search and Rescue (S & R) teams as required.
2. In incidents involving mass casualties, establish and perform triage.
3. Transport survivor(s) to Tallahassee Memorial HealthCare Center or Tallahassee Regional Medical Center. Examine and/or treat victims as conditions require.

Capital Area Chapter of the American Red Cross

1. Provide for feeding of emergency workers. If the search and rescue operation continues over an extended period, the Red Cross will provide meals.
2. Coordinate mental health counseling for victims and victims' families.

Search and Rescue Participants

1. All S & R participants are responsible for signing-in at the Incident Command Post, to include providing their names, addresses, agencies, home, work, and closest relatives' telephone numbers.
2. Participants will be assigned to teams, briefed, and deployed.
3. When teams return, participants will be checked in and provided food and drink as well as medical attention.

VI. RESOURCE MANAGEMENT

Resource lists are maintained by each agency and are available upon request. Any additional resources will be coordinated by the Leon County Sheriff's Office, Division of Emergency Management through mutual aid agreements. General resource needs for S&R teams are listed below:

Communications

- Each Search and Rescue team will be provided radio communications with their supporting agencies.
- All radio communications and coordination will be conducted at the Incident Command Post.
- Cellular telephones will also be used.

Support Equipment

- Radios
- Flashlights
- Compasses
- Maps
- Rain gear
- Boats

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 10	Reference: NATIONAL RESPONSE FRAMEWORK ESF 10
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**ANNEX 10
HAZARDOUS MATERIALS**

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ANNEX 10 HAZARDOUS MATERIALS

LEAD AGENCY: City of Tallahassee Fire Department

SUPPORT AGENCIES: Leon County Sheriff's Office/Division of Emergency Management, Leon County Public Works, Leon County Sheriff's Office, Leon County Growth and Environmental Management, Leon County Health Department, City of Tallahassee Police Department, Capital Area Chapter of the American Red Cross, Leon County Volunteer Fire Departments

I. INTRODUCTION

The purpose of this annex is to provide for a coordinated response to hazardous material releases or spills which threaten public or emergency worker safety, or pose a threat to the environment.

A. DEFINITION

The terms hazardous materials, hazardous waste, and hazardous substances are used to classify various chemicals depending on their use, type of hazard, and degree of hazard. The use of the term "hazardous material" in this Annex refers generically to any substance that falls into one or more of the above categories. For the purposes of this document, a hazardous material is defined as any substance that, if improperly handled, is capable of harming people, animals, plants, or the environment.

II. POLICIES

It is the policy of Leon County that the City of Tallahassee Fire Department (TFD) is the lead agency in all hazardous materials incidents. The TFD maintains a Hazardous Materials Response Team.

III. SITUATION

Accidents involving hazardous materials may occur during transportation, industrial usage, medical or government operations, and may involve highway, rail, or air equipment. The accident may result in a fire or explosion at facilities using, or storing, such materials. This type of accident may involve radioactive materials, chemicals (including pesticides and explosives) or biological materials, and may pose an extremely hazardous threat to those responding to the incident and to the populated areas in which the incident occurs. Generally, this type of accident will be a localized emergency. However, there is always the possibility of large areas being affected, depending upon the nature and amount of the material involved and the magnitude of the incident. Immediate

responsibility for safeguards at all times as related to hazardous materials belongs to the party who has legal possession of that material.

A. HOUSEHOLD HAZARDOUS WASTE COLLECTION

The Leon County Division of Solid Waste operates one permanent household hazardous waste collection center. Residents can drop off fertilizers, fungicides, pesticides, herbicides, household chemicals, cleansers, paints, paint thinners and removers, solvents, automotive fluids, wood preservatives, used motor oil, pool chemicals, and batteries. The following items are not accepted: Radioactive waste, biomedical/infectious waste, explosives, or gas cylinders. Any substance in quantities greater than two gallons or 10 pounds will not be accepted.

B. SMALL QUANTITY GENERATORS

The Leon County Division of Solid Waste oversees the small quantity waste generator program. Staff provides technical assistance, site inspection, and enforcement for businesses using or storing hazardous materials which do not meet the requirements for reporting under the Superfund Amendments and Reauthorization Act (SARA) Title III, also referred to as the Emergency Planning Community Right-To-Know Act (EPCRA).

C. SMALL SPILL CONTAINMENT AND CLEANUP

In the case of small spills the Tallahassee Fire Department will respond and contain the release if possible. Cleanup is the responsibility of the spiller or responsible party. The Leon County Division of Emergency Management will coordinate requests for assistance by the Leon County Public Health Unit and/or the Florida Department of Environmental Protection through the State Emergency Operations Center to monitor and supervise decontamination and cleanup activities.

D. LARGE SPILL CONTAINMENT OR CLEANUP

In the case of large spills the Tallahassee Fire Department will respond and attempt, if practical, to contain the release. Cleanup is the responsibility of the spiller or responsible party. The Leon County Division of Emergency Management will coordinate requests for assistance by the Leon County Public Health Unit and/or the Florida Department of Environmental Protection through the State EOC to monitor and supervise decontamination and cleanup activities.

E. HAZARDOUS MATERIALS RELEASE AT A FIXED FACILITY

In the event that a hazardous materials release occurs at a fixed facility, upon notification to 9-1-1 of the release, immediate response will be coordinated by the Tallahassee Fire Department (TFD) as described in their Standard Operating

Procedures. TFD and other response agencies will work closely with the facility technical experts and response team, if any.

F. BIOMEDICAL/INFECTIOUS WASTE

The Department of Health and the Department of Environmental Protection are responsible for the identification and cleanup of biomedical wastes through their agreements with the Leon County Public Health Unit. Immediate response will be coordinated by the Tallahassee Fire Department as described in their Standard Operating Procedures. The Leon County Sheriff's Office, Division of Emergency Management will coordinate requests for assistance from the Leon County Public Health Unit which will coordinate identification and cleanup. The Leon County Public Health Unit staff will contact the District's Biomedical Waste Coordinator to coordinate response under their Standard Operating Procedures.

G. POST HURRICANE HAZARDOUS MATERIALS RESPONSE

All of the agencies which normally coordinate hazardous material response have significant other responsibilities in the pre-and post-impact phases of an emergency. In the event that local response resources are not available, Leon County may immediately request State assistance with hazardous materials response as necessary including the following activities:

- Surveying the damages to both hazardous waste small quantity generators and SARA Title III hazardous materials facilities.
- Providing advice to Leon County on any public safety hazards and recommended protective actions.
- Coordinating private contractor cleanup, removal, and disposal of any hazardous materials.

IV. CONCEPT OF OPERATIONS

While there is no one standard method for handling hazardous materials, there are guidelines and standard practices. The Tallahassee Fire Department Standard Operating Procedures describe the planning, response, and recovery procedures for Leon County. The Standard Operating Procedure (SOP's) also defines the roles and responsibilities of local, State, and Federal agencies.

- A. The initial response to hazardous materials incidents will come from the emergency response services (law enforcement and fire departments).
- B. The responding agency must be able to assess the situation, determine the nature of the hazard, establish control of the area, and determine the type of assistance necessary to cope with the situation at hand. The action required may range from

local control over the immediate incident scene to evacuation of surrounding areas in instances where toxic gases, explosions, or high level radioactive contamination may be a threat.

- C. The Office of Radiation Control (ORC), DOH, is designated as the radiation protection agency of the State in Chapter 404, Florida Statutes and must respond to any emergency involving the possible or actual release of radioactive material. Only designated DOH/ORC personnel are authorized to remove materials emitting radiation. When notified, DOH will respond to a radiological incident where the presence of radiation is suspected or detected.
- D. In an incident involving radioactive materials, City/County personnel responsibilities should include first response, detection, and the securing of an area that is potentially or actually contaminated. Entry into a suspected contaminated area should be permitted only to treat and remove injured persons with the understanding that appropriate decontamination, or contamination control, actions must be instituted. Once the presence of radiation has been detected, the County should immediately notify the Florida State Division of Emergency Management's State Warning Point (SWP). If the first responder is not trained in radiological monitoring, notify the County Warning Point who will notify the SWP and Emergency Management, the responder will secure the area until qualified responders arrive.
- E. When a hazardous material incident escalates beyond the State's management capacity, the Governor will request Federal assistance.
- F. Information for handling incidents involving bulk chemical and pesticide shipments is available from the National Response Center and in the "Emergency Response Guidebook for Hazardous Materials" published by the Federal Department of Transportation (DOT). This guidebook should be available in each emergency response unit.
- G. The following are State agencies which can provide assistance with hazardous materials emergency response:
 - 1. Department of Environmental Protection: Toxic air or water pollutants, list of hazardous materials contractors, disposal of hazardous waste, inland oil spills, and coastal oil spills.
 - 2. Department of Agriculture and Consumer Services: Pesticides.
 - 3. Department of Health: All health hazards.
 - 4. Florida Division of Emergency Management: Chemical emergency technical assistance.

Local Private Industry/Non-governmental Organizations:

1. McKenzie Tank Lines Inc. can assist with transportation spills.
2. Tallahassee Memorial HealthCare Center and Tallahassee Regional Medical Center will provide medical treatment to contaminated patients.
3. American Railroad Association and CSX will respond to all railroad incidents.

When explosives are involved, advice and assistance may be obtained from the Leon County Sheriff's Office Hazardous Devices Team or the Association of American Railroads Bureau of Explosives. The Bureau of Explosives can provide assistance in determining whether a particular type of explosive may have caused contamination of an area with either explosives or toxic materials so that decontamination procedures may be initiated as required.

When the severity and magnitude of the accident is beyond the capacity and resources of the responding agency, requests for assistance should be made to the Leon County Sheriff's Office, Division of Emergency Management for requests to supply the necessary personnel, equipment, and/or expertise to cope with the situation.

V. RESPONSIBILITIES

A. LEON COUNTY SHERIFF'S OFFICE, DIVISION OF EMERGENCY MANAGEMENT

1. Coordination of all hazardous materials planning for both fixed facilities and transportation-related hazardous materials incidents and emergencies.
2. Provision of information and data to the Tallahassee Fire Department for site specific response planning for hazardous materials.
3. Coordination of agencies and resources necessary for response to hazardous materials emergencies.
4. Coordination of evacuation and sheltering operations when required.
5. Liaison with the Florida Division of Emergency Management and other County, State, or Federal agencies.

B. LEON COUNTY SHERIFF'S OFFICE AND TALLAHASSEE POLICE DEPARTMENT

The Leon County Sheriff is the chief law enforcement officer in Leon County and is responsible for coordinating law enforcement activities in the County when they are needed to support the conduct of operations under this plan. The law enforcement elements in Leon County consist of the following:

- Leon County Sheriff's Office
- City of Tallahassee Police Department
- Florida State University Police Department
- Florida Agricultural and Mechanical University Police Department
- Capitol Police and Florida Department of Law Enforcement (FDLE)
- Tallahassee Community College Police Department

Responsibilities shared by the Sheriff's Office and the Tallahassee Police Department include:

1. Determination and confirmation of the occurrence of a hazardous materials release.
2. Notification of the Fire Department regarding an actual or potential hazardous materials release or spill
3. Isolation and establishment of command over the area where evacuation, public safety, traffic control, and protection of property are of concern.

C. TALLAHASSEE FIRE DEPARTMENT

Responsibilities of the Tallahassee Fire Department include:

1. Response to, investigation of, and assumption of direct control of the management of hazardous material incident scenes occurring within Leon County.
2. Determination of the type and nature of the hazardous material involved.
3. Determination of the necessity for an evacuation, issuance of evacuation orders when appropriate, and identification of the vulnerable zone to be evacuated.
4. Notification of the County Warning Point. The County Warning Point will notify the State Warning Point and the Leon County Sheriff's Office, Division of Emergency Management.

5. Initiation of request for assistance from appropriate agencies necessary to neutralize and/or contain the hazardous materials involved.
6. Cooperation with assisting agencies involved in determining actions to be taken to contain hazardous material and restore the area to normalcy.
7. Vehicle and personnel mass decontamination and monitoring, when necessary, at locations to be determined at the site and in a manner consistent with Florida Department of Environmental Protection and/or Florida Department of Health.

D. LEON COUNTY HEALTH DEPARTMENT

The Leon County Health Department is responsible for:

1. Monitoring potential public health problems.
2. Supervising local public health operations and coordinating all governmental and non-governmental relief agency resources involved in the prevention or control of emergency public health problems.
3. Coordinating all health and medical services.
4. Informing the Leon County Sheriff's Office, Division of Emergency Management of existing adverse public health conditions.

E. CITY/COUNTY PUBLIC WORKS DEPARTMENT

To the extent possible, the County/City Public Works Departments will provide the following assistance:

1. Assist local fire departments in assembling and disassembling mass decontamination stations.
2. Assist the Capital Area Chapter of the American Red Cross by providing garbage pickup and disposal for reception centers and shelters.
3. Assist law enforcement agencies with evacuation operations by providing traffic control equipment and personnel.
4. Providing equipment and personnel, as necessary, to assist in the protection of life and property.

F. STARMETRO

Provide emergency transportation to assist in the evacuation of hospitals, nursing homes, and schools, as well as transportation of special populations and the general public.

G. TALLAHASSEE MEMORIAL HEALTHCARE CENTER AND CAPITAL REGIONAL MEDICAL CENTER

1. Receive/transfer patients from affected hospitals.
2. Receive critical nursing-home patients requiring hospitalization.
3. Receive accident victims injured during the evacuation operations.
4. Receive special populations.
5. Provide technical decontamination of victims.

H. LEON COUNTY EMERGENCY MEDICAL SERVICES (EMS)

1. Provide EMS support for response operations.
2. Provide EMS support for evacuation of institutions and people with special needs.

I. OTHER COUNTY AND MUNICIPAL AGENCIES

Other county and municipal agencies may be required to provide equipment, personnel and services to support emergency operations.

J. FLORIDA DEPARTMENT OF ENVIRONMENTAL PROTECTION (FDEP)

1. Act as the technical advisor in identifying, containing and removing hazardous materials threatening, or affecting, water or air quality, as authorized by Florida Statutes.
2. Locate sites and establish acceptable procedures for the disposal of hazardous materials.
3. Act as the primary operational agency in the containment and cleanup of inland hazardous materials spills.
4. Act as the sole authority on chemical dispersal in combating a hazardous materials incident.

K. HEALTH DEPARTMENT DIRECTOR

1. Determine if hazardous materials involved pose an existing or potential health hazard.
2. Provide advice and assistance to responding agencies in determining action to be taken in incidents involving public health.
3. Initiate action for additional assistance from the Florida Department of Health when required.

L. AMERICAN AND CSX RAILROAD

1. Responsible for all railroad cleanups.
2. Coordinate all response activities with Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) and Tallahassee Fire Department (TFD).

VI. RESOURCE REQUIREMENTS

- Monitoring equipment
- Special chemical suits
- Cleanup kits

<p>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</p>	<p>Reference: STATE CEMP ESF 11</p>	<p>Reference: NATIONAL RESPONSE FRAMEWORK ESF 11</p>
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**ANNEX 11
FOOD AND WATER**

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ANNEX 11 FOOD AND WATER

LEAD AGENCY: Capital Area Chapter of the American Red Cross

SUPPORT AGENCIES: The Salvation Army, The United Way, Leon County Sheriff's Office Division of Emergency Management, Leon County EMS, Leon County Volunteer Center, Leon County Public Works, Leon County Health Department, Leon County Sheriff's Office, City of Tallahassee Police, City of Tallahassee Fire Department, City of Tallahassee Public Works

I. INTRODUCTION

The purpose of the Food and Water group is to provide food, water, and ice to disaster victims. However, to avoid duplication of procedures and efforts, the solicitation and distribution of bulk food, water, and ice have been incorporated into the Volunteers and Donations group and the mass feeding of prepared meals to disaster victims is managed by the Capital Area Chapter of the American Red Cross and the Salvation Army under Mass Care.

Distribution activities are expected to be operational 72-hours following disaster impact. Residents are advised through all public information activities to be fully self-sufficient for the first 72-hours following a disaster.

II. POLICIES

The Capital Area Chapter of the American Red Cross is responsible for providing food and water during emergency situations as needed. The Capital Area Chapter of the American Red Cross provides support to shelters, volunteers, work crews, and the public by providing food and water as needed. During an emergency, the Capital Area Chapter of the American Red Cross will commence operations by providing snacks to shelters, volunteers, work crews, and the public via their Emergency Response Vehicles (ERVs). As the emergency continues, they will provide meals at the shelters and established food and water drop points. The Capital Area Chapter of the American Red Cross maintains a warehouse of snacks, drinks, water, and staple food goods. A detailed listing of suppliers and sources is maintained by the Capital Area Chapter of the American Red Cross. The Salvation Army, in coordination with the Capital Area Chapter of the American Red Cross, will establish its mobile kitchen at a key location(s). The Capital Area Chapter of the American Red Cross also has a mobile kitchen available.

III. SITUATION

Within Leon County, the Capital Area Chapter of the American Red Cross manages food and shelter operations in coordination with the Leon County Sheriff's Office, Division of Emergency Management and the Leon County Volunteer Service Center Coordinator.

During an emergency situation, the Capital Area Chapter of the American Red Cross will provide transportation of local food supplies to and from designated locations, such as warehouses, shelters, mass feeding locations, etc. Support for this effort will be given by the Salvation Army, United Way, and City and County resources when available.

The Public Information Officer, in coordination with the Capital Area Chapter of the American Red Cross, will issue news releases, requesting donations of staple food supplies, and giving times and locations for donations.

1. Food Sources

During and after an emergency where basic food supplies are limited and there are outside sources to provide food, the following donations will be requested/accepted:

1. Donations by citizens at key locations.
2. Donations by supermarkets.
3. Donations from outside the county.

All donations will be coordinated by Leon County Volunteer Service Center Coordinator and the Capital Area Chapter of the American Red Cross. If necessary, a Volunteers and Donation Staging Area (VDSA) will be established to receive resources.

2. Emergency Food Stamps

In the event of a catastrophic or major emergency where a large percentage of residents have lost their food stamps, the Leon County Sheriff's Office, Division of Emergency Management, will coordinate through the State Emergency Operation Center, for the distribution of emergency food stamps.

IV. CONCEPT OF OPERATIONS

A. DELIVERY OF FOOD AND WATER TO AFFECTED AREAS

The Capital Area Chapter of the American Red Cross will distribute food and water throughout the County as necessary. In the event that they require assistance in transporting food and water to isolated areas, the Leon County Sheriff's Office, Leon County Public Works, City of Tallahassee Police, City of Tallahassee Public Works, or the City of Tallahassee Fire Department will assist

in providing the necessary equipment to deliver supplies if requested by the Emergency Operations Center (EOC).

During catastrophic or major emergencies, law enforcement escorts may be required.

V. RESPONSIBILITIES

- 1. CAPITAL AREA CHAPTER OF THE AMERICAN RED CROSS**
Coordination and distribution of food and water.
- 2. SALVATION ARMY**
Supports the Capital Area Chapter of the American Red Cross activities and coordinates through the Capital Area Chapter of the American Red Cross within Leon County.
- 3. LEON COUNTY VOLUNTEER SERVICE CENTER COORDINATOR**
Serves as the Leon County representative in the coordination of volunteer activities.
- 4. LEON COUNTY SHERIFF'S OFFICE, DIVISION OF EMERGENCY MANAGEMENT**
Provides assistance and coordination with the State and Federal Emergency Support Functions.
- 5. LEON COUNTY HEALTH DEPARTMENT**
Inspects food distribution and feeding sites.
- 6. LAW ENFORCEMENT**
Provides security as needed.
- 7. COUNTY AND CITY PUBLIC WORKS**
Provides transportation when necessary.

VI. RESOURCE REQUIREMENTS

- Vehicles to move supplies
- Tents
- Support staff as required by the Capital Area Chapter of the American Red Cross guidelines.

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 12	Reference: NATIONAL RESPONSE FRAMEWORK ESF 12
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**ANNEX 12
ENERGY**

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ANNEX 12 ENERGY

LEAD AGENCIES: Talquin Electrical Cooperative and the City of Tallahassee

SUPPORT AGENCIES: Seminole Electric, Leon County Sheriff's Office, Division of Emergency Management, Leon County Public Works, Leon County Sheriff's Office, City of Tallahassee Fire Department, City of Tallahassee Police Department

I. INTRODUCTION

The purpose of this group is to identify policies and procedures to be implemented by the utility companies in the event of an emergency. The utility companies will coordinate with the various utilities in responding to and recovering from electrical power outages and capacity shortages which impact or threaten to impact significant numbers of residents and visitors. Energy shortages may be caused by the disruption of normal supply distribution during severe weather conditions. Power outages and capacity shortages may be caused by unusually hot or cold weather, short-term electric fuel transportation and supply shortages, severe weather conditions, or power plant outages.

Talquin Electric (TE) and the City of Tallahassee (COT) manage the coordination of emergency restoration of the normal supply of electrical power to normalize all community functions. TE and COT will prioritize restoration of electrical power to vital community resources such as potable water, waste water transmission and treatment systems and other related facilities in support of the health and safety of the affected population. These activities include but are not limited to:

- Assessing energy system damage, energy supply demand, and restoration requirements for these systems.
- Establishing and implementing priority allocations for the restoration of electrical power to critical facilities in support of the recovery from the disaster event.
- Coordinating with outside agencies and private entities to provide for energy supplies, disseminating specific information related to fuel and power availability, and coordinating with the sources of specialized labor, fuel, transportation, and mobile equipment to repair or restore energy and related systems.
- Providing recommendations to local authorities regarding the priority restoration of facilities and the most efficient means to implement recovery operations.
- Coordinating with local, State, and Federal agencies and private utility systems in the development of energy emergency information, education, and conservation guidance for the public before, during and after disaster-related events.

- Coordinating information development with the Information and Planning Section (ESF 5), for dissemination to State and Federal agencies and energy suppliers relative to the availability of energy supplies, fuel, and the need for additional equipment or fuel based on the magnitude and severity of the event.
- Providing technical assistance and specialized labor in the operation, repair, and maintenance of energy systems and vital equipment.
- Identifying available resources (personnel and equipment) and their location and serviceability in preplanning for a major event prior to Emergency Operations Center (EOC) activation.
- Coordinating with other departments in the identification, staging, and mission identification for available staffing and equipment.
- TE and COT will coordinate with the Leon County Sheriff's Office, Division of Emergency Management for the priority power restoration to critical public and private facilities following a major power outage.

II. POLICIES

After a disaster has occurred, local resources which remain in functional condition will be reactivated and restoration of damaged or destroyed energy systems will begin. The mission of Talquin Electric and the City Of Tallahassee is to respond with all available resources to accelerate this process. Upon activation of the Leon County Emergency Operations Center (EOC), TE and the COT, at the request of the EOC, will either send a representative to the EOC or communicate by telephone and facsimile on a continuous basis with the EOC to assist in the identification of needs and resources as required, and take the necessary steps to assist in the implementation of needed actions.

All information available to the utility companies will be made available to the Emergency Operations Center (EOC) team in the emergency efforts to provide power and other resources as needed and to assist with the development of action plans. The priorities for the allocation of these resources and assets will be as follows:

- Coordinate with Talquin Electric and the City of Tallahassee and other utilities to sustain critical public facilities;
- Coordinate the allocation of materials, supplies, and personnel in support of emergency efforts to maintain and/or restore power to critical public and private facilities;
- Allocate resources for power maintenance and restoration activities based upon a priority restoration system established through communication with the affected utilities;

- Maintain communications with other utility representatives to determine emergency response and recovery needs; and
- The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will coordinate the allocation of generators to emergency shelters.

III. SITUATION

A. DISASTER CONDITION

Energy shortages are conditions in which the supply of electrical power to customers is jeopardized due to either generation capacity shortages and/or transmission limitations. It is expected that generation capacity shortfalls would be due to extreme weather conditions. They could, however, be the result of higher than projected demand for energy during periods when electrical generating units are normally unavailable due to scheduled maintenance or unplanned generating unit outages.

Other energy shortages, such as interruptions in the supply of fuels for generation equipment, may occur as the result of natural disasters/extreme weather conditions, labor strikes, terrorism, or international embargoes.

B. PLANNING ASSUMPTIONS

1. The Florida Public Service Commission (FPSC) and the Florida Division of Emergency Management (FDEM) are the primary lead State agencies responsible for responding to multi-jurisdictional energy emergencies.
2. During periods of abnormal weather, or in the event of multiple unplanned generating unit outages, there may be situations when generating capacity is limited or cannot meet customer demand.
3. In the event of a hurricane there may be widespread and prolonged electrical power outages. Without electrical power communications will be disrupted and traffic signals will not function causing surface movement gridlock. Other public health and safety services will also be impacted, including, but not necessarily limited to:
 - Transport of fuel supplies for transportation and emergency power generation;
 - Maintenance of water supplies and pressurization of fire hydrants;
 - Conveyance of sewage; and

- Function of water and waste water treatment systems.

IV. CONCEPT OF OPERATIONS

A. GENERAL

Should the loss of electrical power supplies become probable, the Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) will activate key agencies and will request staffing for the assigned work stations. Individuals designated by Talquin Electric and City of Tallahassee and the LCSO/DEM will work in conjunction with representatives of the electrical generating corporations to provide an assessment of the situation. Emergency personnel will be notified and mobilized to direct and coordinate relief efforts, to communicate with the public and appropriate agencies, and to assist in the restoration of normal electrical service when the emergency is over. The response activities will be carried out in a manner directed to maintaining energy system integrity and minimize the impact to residents and visitors to the greatest extent possible.

An assessment of the severity of the threat and the necessary actions required to minimize damage and protect vital equipment will be made. Emergency personnel will be directed to predetermined staging areas accompanied by all available emergency power generators. Press releases will provide critical information to area residents on the situation. Staff will be assigned to work areas until demobilization is initiated.

B. ORGANIZATION

The Leon County Sheriff's Office, Division of Emergency Management Director, or designee, is the lead person responsible for emergency coordination and will oversee all activities of the Emergency Operation Center (EOC) and related support functions. Talquin Electric and the City of Tallahassee will maintain communication with the County EOC, the power utility companies, and related departments during response and recovery stages of emergencies regarding electrical service outages, electrical generating capacity shortages, and any other emergency energy concern. TE and COT will maintain a smooth flow of situation updates to the County EOC and others as necessary to provide current information on the status of the situation.

The local source of personnel, vehicles and equipment are the utility companies:

- Operations and Maintenance;
- Construction and Contract Management; and
- Fiscal Services/Special Projects.

Some of the resources available for emergency/disaster incident response will be involved in support of other departments as described in the response section of this Annex. The primary mission of Talquin Electric and City of Tallahassee is to coordinate remedial activities related to energy and restoration of electrical power within the designated affected areas.

C. NOTIFICATION

1. Upon activation of the Leon County Emergency Operations Center, the Leon County Sheriff's Office, Division of Emergency Management will notify Talquin Electric and the City of Tallahassee.
2. A representative from each utility company will begin communications with the County EOC in order to monitor the situation.

D. RESPONSE ACTIONS

1. Initial Actions (Alert Phase)
The Emergency Operations Center (EOC) will conduct the following activities during the pre-impact response phase or initial stages of the emergency event.
 - a. Begin active communications with Talquin Electric and City of Tallahassee (COT) personnel to obtain information regarding current status and changing conditions.
 - b. City of Tallahassee Electric will coordinate through the City Liaison at the EOC, otherwise coordination will be directly with the Leon County Emergency Operations Center (EOC).
 - c. The County Emergency Operations Center (EOC) will maintain communications with Talquin Electric and City of Tallahassee (COT) personnel to provide status updates to the County EOC on the progress of pre-staging activities and general conditions in the areas affected.
 - d. Talquin Electric and the City of Tallahassee will review their priority restoration lists to update Leon County Priority Restoration Lists (Special Needs listing and Critical Facilities listing). Coordinate with all TE and COT support agencies in the establishment of priorities and the development of strategies for the pre-impact response.
 - e. The County Emergency Operations Center (EOC) will monitor the activities of the utilities as they manage their response to the

energy generating capacity shortages to ensure area-wide action and a constant flow of communication and information.

- f. Coordinate with Talquin Electric and City of Tallahassee for energy restoration, post impact.
- g. Develop preliminary recommendations to the Director of Leon County Sheriff's Office, Division of Emergency Management, or designee, (LCSO/DEM) in regard to requests for assistance and additional generating equipment which may be necessary to provide short term power generating capability to vital facilities.
- h. Develop informational updates regarding situation status and status of pre-impact for the Emergency Operations Center (EOC) and Public Information Officer for the purpose of developing press releases to local and State agencies and the media.

V. RESPONSIBILITIES

A. POWER OUTAGE DAMAGE ASSESSMENTS

Talquin Electric Co-op: Identification of outage: Talquin has a Supervisory Control and Data Acquisition (SCADA) system that monitors each substation and the status of each breaker within the substation. Beyond this, Talquin relies on customer notifications for outages detection.

1. Survey

Talquin Electric sends a response team to the site where they will determine estimated time for debris removal and repairs and material needed.

2. Emergency Support

Talquin Electric is part of a mutual aid agreement in which non-affected electrical companies will provide support, such as equipment, supplies, and labor to affected companies.

3. Continuing Actions

- a. Maintain communications, as appropriate, with utility representatives to assess status of generating facilities and transmission grid integrity. Report on damage and loss of electrical power to specific service grids employed for communication with the Emergency Operations Center (EOC).
- b. Receive and assess requests for aid from the Public Works and Engineering Group, and other related work groups.

- c. Maintain communications with field personnel in their assigned staging areas to determine their status and availability.
- d. Develop and maintain accurate records and logs of all actions, field personnel status, and communications received and sent throughout the incident.

B. RECOVERY ACTIONS

- 1. Initial Actions (Immediate Recovery Phase)
 - a. Maintain communication with Talquin Electric and City of Tallahassee (COT) through the County Emergency Operations Center (EOC) to identify the status of their assigned work and progress achieved or anticipated.
 - b. Coordinate the provision of additional resources to the assigned field crews in support of their missions, including fuel, equipment, repair and maintenance services, food, and water.
 - c. Coordinate with Talquin Electric and City of Tallahassee (COT) the deployment of strike teams to join the field crews in entering areas of damage to assist in power restoration efforts as determined by the priority power restoration list.
 - d. Review recovery activities and make necessary adjustments to activities to provide for the best use of available resources.
- 2. Continuing Actions (Long-Term Recovery Phase)

Talquin Electric and the City of Tallahassee will provide information and updates to the County Emergency Operations Center (EOC) on the status of the recovery effort.

C. SYSTEM RESTORATION:

- 1. Minor:

In a minor power distribution disruption, both electrical companies will prioritize electrical power restoration, restoring power to health and safety services first and then to the general population.
- 2. Major:

In a major power distribution disruption, both electrical companies will prioritize electrical power restoration by re-routing power, then working from substation outward to restore power for health and safety and general population services. Talquin Electric will employ contractors and seek aid from other utility companies as needed.

3. **Catastrophic:**
In a catastrophic power distribution disruption, both electrical companies will prioritize electrical power restoration.

Talquin Electric coordinates with its wholesale power suppliers, (Seminole Electric Cooperative, Inc., of Tampa, Florida), for issues related to the generation of electrical power, including reserves and the availability of fuel.

Talquin Electric and the City of Tallahassee are the two (2) providers of electrical power in the County.

D. Public Information

The Leon County Emergency Operations Center (EOC) Public Information Officer (PIO), in coordination with the Talquin Electric and City of Tallahassee (COT), will produce media releases listing areas without power, estimated times of repairs, and telephone numbers to call if there are any questions or emergency situations arise.

E. Requests for Assistance

A citizen or business can call the County Emergency Operations Center (EOC) or their utility supplier for emergency assistance. The requests will be handled based on priority needs. Responses will be coordinated between the County EOC and Talquin Electric and City of Tallahassee. Citizens may be directed to local shelters until utilities are restored.

VI. RESOURCE REQUIREMENT

The electrical companies, through their Mutual Aid Agreements, will coordinate for additional resources as needed. However, the Leon County and City of Tallahassee Departments of Public Works can assist when possible.

<p>LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN</p>	<p>Reference: STATE CEMP ESF 13</p>	<p>Reference: NATIONAL RESPONSE FRAMEWORK ESF 13</p>
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**ANNEX 13
MILITARY SUPPORT**

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ANNEX 13 MILITARY SUPPORT

LEAD AGENCY: The Leon County Sheriff's Office, Division of Emergency Management

SUPPORT AGENCY: Leon County Sheriff's Office, City of Tallahassee Police Department

I. INTRODUCTION

A. PURPOSE

The purpose of this Annex is to provide guidance on the request for and utilization of military support.

B. SCOPE

A major or catastrophic disaster may require the use of military resources. Military assistance could include that from the Florida National Guard (FLNG) as well as from active and reserve forces. Typical missions for military forces include 1) traffic control and road blocks; 2) building security; 3) escort for emergency equipment/personnel; 4) area security/patrols; 5) security at custody facilities; 6) security for emergency work crews; 7) protection of critical infrastructure; 8) transport of law enforcement personnel; 9) VIP protection/escort; 10) joint patrols/ride along; 11) force protection; 12) show of force; 13) dispersion of crowds; and 14) protection of persons and property., as well as the provision of equipment such as high wheeled vehicles and aircraft.

II. POLICIES

Leon County will follow the normal mission-oriented resource request procedures. To request military support in an emergency situation the State of Florida will determine whether the mission would be best served by Florida National Guard (FLNG) or other military assets.

Military resources will be committed only as a supplement to local resources that are coping with humanitarian and property protection caused by civil emergency or mandated by law.

Department of Defense policy requires local and State authorities to be on scene and remain on scene for coordination. FM-100-19 is the reference manual for coordinating procedures (copy maintained in Emergency Operations Center (EOC) Reference Library).

An additional reference document for the FLNG is the Joint Operations Plan for Military Support to Civil Authorities dated August 1, 2004. The primary landing zones in Leon County are the Tallahassee Regional Airport Capital Circle SW and the Tallahassee Commercial Airport HWY 27 North, Tallahassee.

III. SITUATION

A. DISASTER CONDITION

Major and catastrophic disasters will result in widespread damage to, or total loss of, existing civil infrastructure capabilities combined with a significant loss of dwellings and widespread displacement of people. Local and State authorities will require additional assistance to include a Federal response of significant magnitude. In order to fully determine the magnitude of the disaster on the population and provide an immediate and effective response, an impact/needs assessment will be conducted at the earliest possible time following a major or catastrophic disaster.

B. PLANNING ASSUMPTIONS

1. Leon County will require State and Federal support to respond to a major or catastrophic disaster.
2. The Governor will issue an Executive Order prior to the occurrence of a major or catastrophic disaster when possible, authorizing the State of Florida's response and recovery efforts.
3. Florida National Guard personnel and assets may be deployed to the disaster area as appropriate and will be fully self-contained units.
4. Restoration and/or preservation of law and order in support of the Law Enforcement and Security Group will be the priority mission of military assets immediately following a major or catastrophic disaster.

IV. CONCEPT OF OPERATION

A. ASSISTANCE AVAILABLE

1. Florida National Guard

- Planning for Florida National Guard support of county operations is addressed in the Joint Operations Plan for Military Support to Civil Authorities dated August 1, 2004 (Short Title: FLNG-JOPLAN) which is maintained in the Emergency Operations Center (EOC) Reference Library.
- In the event assistance is needed from the Florida National Guard, the Emergency Operations Center (EOC) will make a request to the State

EOC for such assistance. Whenever the Florida National Guard is providing support to the County, a National Guard Liaison Officer should be present in the County Emergency Operations Center (EOC) to coordinate such activities.

2. Active Duty Military Units

- Active duty military forces may provide resources, including personnel, equipment, and services to local governments under specified Department of Defense (DOD) "immediate response" rules. Upon request of the local jurisdiction, military commanders are authorized to respond under their own authority to situations which "include imminently serious conditions (situations where immediate action is required to save lives, prevent human suffering or mitigate great property damage)". Assistance rendered is provided on a cost reimbursable basis (costs incurred above normal operating expenses). For continuing assistance from other active duty or reserve military units, other than under the immediate response rules, the Emergency Operations Center (EOC) will request such assistance from the State through the State Liaison Officer. The State will forward these requests to Federal Emergency Management Agency (FEMA), which will coordinate assistance from DOD under the National Response Plan.

B. REQUESTS FOR ASSISTANCE

1. General Support

Requests for military assistance are sent to the State Emergency Operations Center (SEOC) (attention ESF 13, Emergency Coordinating Officer) following the standard resource request procedure.

2. Coordination of Assistance

When any assistance is requested from the Florida National Guard, a request for a Liaison Officer to report to the Emergency Operations Center (EOC) will be included in the request. Once a Liaison Officer is present in the EOC, all coordination related to approved mission requirements will go through the Liaison Officer. The Liaison Officer will also provide advice on any new mission requests which will be processed through the State Emergency Operations Center.

V. RESPONSIBILITIES

The Leon County Sheriff's Office, Division of Emergency Management (LCSO/DEM) is the lead agency for military support and coordination with other agencies. The EM Director, or designee, will send a request for military support to the State Emergency Operations Center. LCSO/DEM will coordinate the landing, establish contact points, and provide maps and other available items as requested.

VI. RESOURCE REQUIREMENTS

Landing zones, communications, and designated contact person(s). The military group should be self-sufficient.

Figure 1

MILITARY PRIMARY AND ALTERNATE ASSEMBLY SITES

LAST UPDATE & UNIT NAME	PRIMARY ASSEMBLY SITE	ALTERNATE ASSEMBLY SITE
<u>JULY 12, 2007</u> HQs, 83RD TROOP COMMAND FLA. ARMY NATIONAL GUARD 1225 EASTERWOOD DR	NATIONAL GUARD ARMORY 1225 EASTERWOOD DR.	SILVER LAKE RECREATION AREA
<u>OCTOBER 15, 1994</u> DEPARTMENT OF THE ARMY 351ST ADJUTANT GENERAL COMPANY 222 AUSLEY ROAD	TALMADGE WHIDDON RESERVE CENTER 222 AUSLEY ROAD	TALLAHASSEE COMMUNITY COLLEGE APPLEYARD DRIVE
<u>SEPTEMBER 10, 1994</u> DEPARTMENT OF THE ARMY 160TH MILITARY POLICE BATTALION 222 AUSLEY ROAD	TALMADGE WHIDDON RESERVE CENTER 222 AUSLEY ROAD	CRIMINAL JUSTICE TRAINING ACADEMY
<u>AUGUST 12, 1996</u> DEPARTMENT OF THE ARMY 724TH MP BATTALION 222 AUSLEY ROAD	TALMADGE WHIDDON RESERVE CENTER 222 AUSLEY ROAD	TALLAHASSEE COMMUNITY COLLEGE APPLEYARD DRIVE or THE TALLAHASSEE CIVIC CENTER PENSACOLA STREET
<u>JULY 25, 1989</u> DEPARTMENT OF THE ARMY 428TH CHEMICAL DETACHMENT 222 AUSLEY ROAD	TALMADGE WHIDDON RESERVE CENTER 222 AUSLEY ROAD	TALLAHASSEE COMMUNITY COLLEGE APPLEYARD DRIVE
<u>JANUARY 10, 1989</u> DEPARTMENT OF THE ARMY 400TH MP PW CAMP 222 AUSLEY ROAD	TALMADGE WHIDDON RESERVE CENTER 222 AUSLEY ROAD	TALLAHASSEE COMMUNITY COLLEGE APPLEYARD DRIVE
<u>JUNE 12, 1988</u> HHC, 53RD SIGNAL BRIGADE FLA. ARMY NATIONAL GUARD 1225 EASTERWOOD DR.	NATIONAL GUARD ARMORY 1225 EASTERWOOD DR.	SILVER LAKE RECREATION AREA
<u>JULY 12, 2007</u> C TROOP 1/153 CALVARY FLA. ARMY NATIONAL GUARD 1225 EASTERWOOD DR.	NATIONAL GUARD ARMORY 1225 EASTERWOOD DR.	SILVER LAKE RECREATION AREA

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 14	Reference: NATIONAL RESPONSE PLAN ESF 15
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**ANNEX 14
PUBLIC INFORMATION**

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ANNEX 14 PUBLIC INFORMATION

LEAD AGENCY: The Leon County Public Information Office

SUPPORT AGENCIES: The Leon County Sheriff's Office, Division of Emergency Management, City of Tallahassee Department of Communications, Leon County Volunteer Services

I. INTRODUCTION

Leon County is subject to many natural, manmade and technological disasters. In disaster situations, residents require rapid and accurate information. They also require prompt information on how to safeguard themselves and their property from the consequences of a disaster.

A. PURPOSE

This Annex provides guidelines for disseminating and managing information for the public before, during and after emergencies.

Public information is the use of all available means to provide residents with advised courses of action in the event a disaster threatens. This information includes data on the background and type of disaster, as well as the what, where, who, when, and why, if disaster is imminent.

In times of emergency, the public will be informed of the measures being taken to ameliorate the emergency situation, including all governmental decisions, recommendations, and instructions. Accurate information becomes vital when the public may otherwise accept rumors, hearsay, and half-truths that could cause panic, fear, and confusion. A flow of clear, concise, coordinated information regarding disaster conditions and relief services available is imperative.

B. SCOPE

Public information and related functions will be accomplished in three phases.

1. Public Awareness and Education

Information disseminated during normal operations includes written disaster preparedness materials, public speaking engagements, news releases, news features, and radio and television spots. This information is designed to instruct residents on potential hazards and individual responsibilities and actions which can be taken to minimize loss of life and property during a disaster. The primary public education piece is the

official Hurricane Survival Guide for the Capital Area, which is updated and distributed annually.

Ongoing activities include the development of working relationships with media personnel and organizations to facilitate prompt, accurate news coverage of disaster operations.

2. Emergency Public Information

Emergency public information begins with the determination that emergency conditions are present or probable. As hazardous conditions approach, estimates of the probable impact on the threatened area will be assessed and emergency public information and instructions will become specific. Accurate accounts of the existing situation will be continually reported. Information disseminated during this phase will be directed primarily toward the survival, health and safety of the population within the disaster area.

3. Recovery Information

This phase begins after the disaster impact and continues until the needs for recovery and rehabilitation are satisfied. Releases will give estimates of conditions, details of what is being done to alleviate the problems, and descriptions of emergency assistance available, including where and how disaster victims may apply for such assistance.

II. POLICY

It is the intent of Leon County to provide accurate and timely information to the public (primarily through the news media) on personal protective actions and the status of government emergency actions.

The work of the Leon County Emergency Operations Center (EOC) during a declared emergency is conducted as public business accessible to the media according to the existing provisions of Florida's Government in the Sunshine Law. This policy embodies compliance with the Sunshine law and provisions for emergency deliberations and decision-making. The Media Information Center (MIC) operated by the Public Information Officer (PIO) is designed for the coexistence of uninterrupted emergency decision-making and accurate media briefings.

III. SITUATION

Leon County depends on the media for issuing disaster warnings and information to the public. When a warning needs to be issued to residents, the Emergency Information Portal/GovDelivery, the Emergency Alert System (EAS), and National Oceanic and Atmospheric Administration (NOAA) Weather Radio system will be activated, as needed. All initial warnings will advise residents to continually monitor the media for further updates and information. Thereafter, information will be released through the PIO and/or the MIC.

A. EMERGENCY ALERT SYSTEM (EAS)

Leon County is in the EAS Operational Area 2. When Leon County determines it is necessary to initiate EAS activation, the information will be provided to the City of Tallahassee, surrounding counties, and the State Warning Point, in addition to the normal media notifications.

B. Emergency Information Portal / GovDelivery

The Leon County Public Information Office has an arsenal of technology based tools that allows for information to be pushed to citizens.

The Emergency Information Portal is a web site that offers a wide array of information about weather disasters and other events and how to prepare for them. There are also links that provide information on the status of available shelters, sandbag locations, road closures, local office and schools closings, health advisories, and volunteer information. The interface for the Public Information Officer allows for quick posing of information in real time.

The Leon county Public Information Offices also utilized GovDelivery. Citizens can register for this media subscription service on the County's webs site. When the Public Information Officer sends an emergency message through GovDelivery, all registered users will receive an email and text message notification.

C. National Oceanic and Atmospheric Administration (NOAA) WEATHER SYSTEM

The NOAA provides 24-hour weather information over weather alert radios. Should Leon County need to issue emergency information to residents, the PIO may prepare a written news release and fax it to the NOAA National Weather Service Office in Tallahassee, Florida. The Weather Service will read the news release over the air to residents. Only a small percentage of an area's population normally monitors NOAA weather radio.

IV. CONCEPT OF OPERATIONS

A. GENERAL

1. Coordination of Public Information Activities

The PIO is responsible for planning, coordinating, and fulfilling the public information needs of the community. The PIO will identify additional staff to provide support if needed. All information released by the EOC will be

reviewed by the Director of the LCSO/DEM, or designee and/or PIO prior to release to the public.

The City of Tallahassee should coordinate any public information and news releases with the county EOC prior to release to the public.

2. Media Access Restrictions

A media room has been established in the Leon County EOC which is separate from the operations area. Unescorted access by the media to the EOC operations area will not be permitted.

The media will be allowed to view and listen to these activities at all times except under the following conditions:

- During a staff meeting in which departments and PIO's are being brought up-to-date on information involving the emergency decision-making process.
- During a staff meeting between two or more agencies or departments when the purpose of the meeting is to reach an immediate decision involving emergency conditions that pose an imminent threat to life and property.
- During state, regional and local agency conference calls.
- Upon direction of the County Administrator or designee.

When cleared for release, information presented in the briefings or staff meetings will be made readily available to media representatives.

B. ORGANIZATION

The MIC will operate 24-hours a day for the duration of the emergency, or as long as the County Administrator or designee deems it necessary to have public information support. The MIC is usually established at the EOC, but may be at another location when necessary.

C. NOTIFICATION

The LCSO/DEM will notify the PIO of the situation. If an emergency is declared, the PIO will immediately proceed to the EOC, unless otherwise instructed.

Once media center activities within the Emergency Operations Center (EOC) are operational, the news media will be notified of the location and phone numbers of the MIC.

D. RESPONSE ACTIONS

1. Information Dissemination

a. Small Scale Emergencies

During smaller scale operations when the EOC is not activated, information will be disseminated using the following methods:

(1) On-Scene Public Information

When an incident has occurred and response is limited to the scene, the LCSO/DEM or the Incident Commander may appoint an Information Officer to respond to media inquiries regarding operations. If public action is required through the media, the LCSO/DEM will coordinate the release of information through the systems available in the field or through the EOC.

(2) Telephone Inquiries

When an incident occurs, media inquiries may be handled over the telephone by the responsible department or the LCSO/DEM.

(3) Email or Fax Notification

The PIO has developed a media contact list (see Figure 1), including print and electronic media outlets in the Leon County area, and distributes these notifications via email. Should the email system fail, fax numbers are programmed in the facsimile machine in the EOC. In addition, the PIO has an email list of local PIOs and these numbers are programmed in the facsimile machine in the EOC as well. All public notices and news releases are also posted on the County's website at www.leoncountyfl.gov.

(4) National Oceanic and Atmospheric Administration (NOAA) Weather Radio

Information can be disseminated directly to the public through the NOAA Weather Satellite Service. The Director of the LCSO/DEM or designee, and the PIO may provide the National Weather Service in Tallahassee, Florida with a written bulletin. The Weather Service would then retransmit that information verbally over their frequencies.

Residents with a weather alert radio will receive a tone activating their radio followed by the audio message.

(5) Emergency Information Portal / GovDelivery

The Public Information Officer will post information to the Emergency information Portal and send the message through GovDelivery.

b. Large-Scale Emergencies

In the event of a large-scale emergency prompting public notification, activation of the EAS and, when necessary, the issuance of evacuation orders, a MIC may be activated. The LCSO/DEM will notify the PIO to activate the public information functions.

c. Citizens Information Center

A Citizens Information Center (CIC) will be established in the EOC when the call volume exceeds the capabilities of the staff. The Director of the LCSO/DEM or designee will be advised. The CIC will be active 24-hours per day, provided a significant number of calls from residents continue.

2. Media Facilities

- All media personnel will log in at the EOC check-in desk and be escorted to the MIC immediately. Media representatives will wear their press pass and an EOC access badge at all times.
- Photographic or camera crews will be allowed reasonable access to EOC operations as long as that access does not interfere with work in progress. A pool camera may be set up in the press room for television journalists to share.
- Interviews will be conducted away from the EOC area and other main working areas, preferably in the MIC, to eliminate interruptions of work in progress.
- The PIO will coordinate with the County Coordinating Officer regarding media access to the EOC. The PIO will escort media representatives in the EOC.

3. Scheduled Media Briefings

If the situation requires, the PIO, in concert with the Director of the LCSO/DEM, or designee will schedule a minimum of one media briefing per day to be held at a time when the pertinent information can have the

best possible media/public exposure (3:00 p.m.). The next scheduled briefing will be posted in the press area.

- The PIO will conduct additional media briefings as often and in whatever form is necessary.
- The PIO can arrange additional briefings at the request of the Director of the LCSO/DEM, or designee.

4. Media Activity with Departments

EOC members will not be required to speak to members of the media. If an EOC representative chooses not to speak to the media, the PIO will be notified and another spokesperson will be designated.

Individual department/agency interaction with the media will be governed by the media policies established within this plan or by specific orders from the County Administrator, Director of the LCSO/DEM, or designee, PIO or department director.

5. Media Access to Elected Officials

Should it become necessary for the Governor, State Legislators, County or City Commissioners to enter the EOC, the media will be allowed access to them through the PIO.

If, in the opinion of the PIO and the Director of the LCSO/DEM, or designee, the presence of these individuals and the media begin to compromise the work in progress at the EOC, the County Administrator or Director of the LCSO/DEM, or designee, may request that these activities be moved to the MIC, the Commission Chambers or another location.

6. Citizens Information Center (CIC) Operations

The CIC, under the leadership of the Director of the Volunteer Service Center, may be staffed with as many operators per shift as there are available telephone lines. CIC staff will be recruited from County personnel and will be supplemented with staff from other County departments. Efforts will be made to have bilingual operators available. Additionally, Leon County has access to AT&T Language Line for non-english speaking persons.

CIC operators will be provided with an information clipboard with public information materials designed to cover the most commonly required information. Handouts, status boards, and clipboards will be used to disseminate incident specific and changing information. The CIC Operators will provide information based on the information officially provided by the EOC and CIC Coordinator.

The CIC Coordinator or designee will attend all situation briefings and disseminate information acquired (verbally and through the situation report) to the operators.

The CIC Call Log (Figure 4) will be used to tally the number of calls and note commonly asked questions or persistent rumors. Once an operator has observed three or more questions concerning the same rumor, he/she will advise the CIC Coordinator. The CIC Coordinator will coordinate with the PIO to prepare a news release to address the issue.

If a resident asks a question, which cannot be answered by the CIC staff based on official information, the operator will send a message to, or contact, the appropriate Emergency Support Function (ESF) via a written message form. The ESF will respond to the CIC or to the resident directly, as appropriate.

7. Health and Welfare Inquiries

In a mass casualty disaster, the CIC may receive calls from friends and family members concerned about the welfare of family members. CIC Operators should not respond directly to these inquiries. Health and welfare inquiries will be noted on the form (Figure 5) and provided to the appropriate agency as noted below.

8. Location of Missing Persons

Inquiries into the whereabouts of a missing person should be directed to Law Enforcement and to the American Red Cross.

9. Messages

Messages for residents whose whereabouts are known should be passed to the Amateur Radio Emergency Services (ARES) team for amateur radio or American Red Cross follow-up.

10. Offers/Requests for Assistance

Callers offering supplies, equipment, or volunteer labor should be referred to Volunteers and Donations Group. If telephone lines are busy, the caller's name, telephone number, and a brief description of their donation should be recorded in a message on the EOC network for follow-up.

Residents requesting assistance and unable to access established programs should also be directed to Volunteers and Donations Group following the aforementioned procedures.

11. Joint Information Center (JIC)

In the event of a catastrophic disaster, public information teams from the State of Florida and the Federal Emergency Management

Agency (FEMA) may respond. If Leon County is the only county impacted, a JIC will be established in the EOC MIC or other suitable location. If there is insufficient space, the JIC may be set up in the State of Florida Division of Emergency Management Emergency Operations Center.

If the disaster impacts more than one county, the JIC may be set up at the Disaster Field Office (DFO) or other centralized location. The PIO will report to the JIC leaving the support PIO's to conduct activities in the EOC and/or MIC.

V. RESPONSIBILITIES

A. Leon County Sheriff's Office, Division of Emergency Management

The LCSO/DEM is ultimately responsible for the release coordination and of emergency public information for a disaster that threatens public safety. The LCSO/DEM coordinates the dissemination of emergency awareness and education information during normal operations. The LCSO/DEM maintains:

- The media center in the EOC;
- The MIC; and
- Contact with media representatives.

A representative from the LCSO/DEM may act as the PIO for smaller scale incidents.

B. Public Information Officer

The PIO will notify the public information response team of the emergency and will issue instructions and assignments.

The PIO, or designee, assumes the responsibility of gathering and disseminating information during an emergency. The PIO will coordinate with the Incident Commander, EOC, LCSO/DEM, and other decision-makers.

The PIO is the official spokesperson for the release of public information. All information will be coordinated and approved by concerned agencies and departments and released by the PIO. The designated alternate PIO will be contacted and, if necessary, act as PIO for the second 12-hour shift. This schedule will continue throughout the duration of the emergency.

Furthermore, the PIO will:

- Consult with the EOC and/or Incident Commander, establish media policy and review all news releases.
- Act as the official spokesperson.
- Notify PIO's from other departments and agencies of the EOC activation and ensure that these PIO's are present or in constant communication with the EOC.
- Notify the EOC staff of re-occurring questions or rumors and draft appropriate responses.
- Prepare a list of the re-occurring questions, rumors and their appropriate responses, and provide this list to the next shift of PIO's and the CIC staff.
- Ensure that other PIO's on duty and the news media are briefed on a regular basis.
- Ensure that arrangements have been made to accommodate the media at the EOC as long as those arrangements do not interfere with, or interrupt, the work in progress.
- Ensure that the MIC is fully equipped (see Facilities Check List, Figure 2).
- Help prepare space where media briefings will occur (arrange podiums, microphones, display charts, etc.)
- Announce briefings for the media.
- Provide media representatives with the latest situation reports and press releases.
- Handle inquiries from the media present, answer those questions based on situation reports, and refer questions that cannot be answered to the appropriate staff.
- Ensure that the media phone is staffed at all times during the designated shift.

C. OTHER AGENCY Public Information Officers (PIO'S)

- Provide support to the Public Information Team.
- If necessary, fill Public Information Team positions.
- Draft press releases concerning respective areas.

D. CITIZENS INFORMATION CENTER (CIC) COORDINATOR

The Volunteer Service Center Director, will identify CIC Coordinator(s) for 12-hour shifts. The CIC Coordinator works with both Emergency Support Function (ESF) 5 (Information and Planning) and ESF 14 (Public Information) to ensure that the most current information is always available to residents.

- Ensure that the CIC is equipped and supplied (see CIC Check List, Figure 3).
- Maintain adequate staffing of the CIC to respond to questions from the public via telephone.
- Verify that all calls and questions are logged.
- Inform the Lead PIO of any rumors or misinformation detected or of trends in calls.
- Ensure that CIC staff is briefed with the latest situation reports.

VI. ONGOING PUBLIC INFORMATION PROGRAMS

- The official Capital Area Hurricane Survival Guide is distributed annually to residents via government offices, local newspapers, service providers, and point-of-sale distribution points. Information contained in the guide is available in alternate forms for the hearing impaired. During hurricane season, the survival guide is also available at the Leon County Home page on the internet at <http://www.leoncountyfl.gov> or <http://lcs.leonfl.org>.
- Severe weather preparedness, evacuation, and shelter information is published biannually in the telephone directories. The directory is available in hotel/motel locations. Transient and seasonal populations as well as the general population are referred to the directories during emergencies.
- Handouts for specific hazards are prepared on an annual basis and distributed to the general public. Brochures include preparedness tips on what to bring to a shelter (e.g. medications, clothing, etc.) and tips to help minimize losses.
- Brochures that include materials for registering people with special needs are distributed. Seminars are conducted at civic associations, schools, nursing homes and other locations by either LCSO/DEM staff and/or other designated organizations.
- The LCSO/DEM staff conducts public speaking engagements to disseminate personal preparedness information to the general public, including the identification of vulnerable areas within the County and procedures for minimizing injury and property damage resulting from natural or manmade disasters.

- Media packages are distributed on an annual basis with hazard specific information.
- Pre-scripted press releases to be released before and after the disaster are developed with specific information on evacuation and survival needs.
- Web pages with sandbag and other storm information are created and ready to be posted to the Leon County website when necessary.

Figure 1

Newspaper/Television Stations/Radio Stations

Contacts, addresses and telephone numbers are maintained in the LCO/DEM, Master Contact List, and the PIO's Guidebook in the EOC.

TALLAHASSEE DEMOCRAT

Newsroom: (850) 599-2151, 599-2170

Fax: (850) 599-2295

ASSOCIATED PRESS (FL)

Fax: (850) 224-2099

CAPITAL OUTLOOK

Fax: (850) 681-1093

WCTV - Channel 6 - Cable 9 (CBS)

WTLH-Channel 49 (FOX)

WBXT-WB6 - Cable 6

(850) 893-2126

Fax: (850) 668-3851 and 893-5193

WTXL- Channel 27 - Cable 7 (ABC)

WTLH – Channel 40 – Cable 12 (NBC)

(850) 893-1313

Fax: 668-1460

WFSU-Channel 11

(850) 487-3170

Fax: (850) 487-3093

COMCAST CABLEVISION

(850) 574-4016

(Emergency) 597-0252 or 528-8294

Fax: (850) 574-4030

WFSU-FM 88.9 - Public Radio;

(850) 487-3086 (control room 487-3305)

Fax: 487-3293

CUMULUS BROADCASTING (5 stations):

(850) 201-3000

Fax: 201-2329 - for all 5

WHBT-AM 1410

WHBX-FM 96.1

WBZE-FM 98.9

WSLE-FM 102.3

WGLF-FM 104.1

CLEAR CHANNEL

COMMUNICATIONS (5 stations):

(850) 201-3000

Fax: 383-0747 - for all 5

WTNT-FM 94.9

WBWT-FM 100.7

WXSR-FM 101.5

WTLY-FM 107.1

WFLA-AM 1270

News studio: 383-0716; After hours: 383-0755

DECOL Broadcasting

WGWD 93.3 FM Quincy/Midway

(850) 627-7086

Fax: 627-3422

TRIAD (N. FL.) BROADCASTING (4 stations):

(850) 386-8004; After hours: 383-1049

Fax: 422-1897 - for all 4

WEGT-FM 99.9

WAIB-FM 103.1

WHTF-FM 104.9

WWLD-FM 106.1

WVHT-FM 105.7

(850) 309-0999; After hours: 402-0014

Fax: 402-0061

WTAL-AM 1450

(850) 877-0105

Fax: 877-5110

Figure 2

Public Information Officer Facilities Check List

1. Equipment

- _____ Incoming facsimile machine.
- _____ Outgoing facsimile machine.
- _____ Personal computer and printer.
- _____ Copier.
- _____ Podium for press briefings.
- _____ VCR.
- _____ Tapes for VCRs.

2. Telephones

- _____ Single line phones connected in media area.
- _____ Dedicated telephone number for incoming media calls.

3. Supplies

- _____ Media phone list.
- _____ PIO Guidebook which contains ESF 14 Annex, pre-scripted news releases, computer disk with news releases, media contact list, RIC Book, and instructions for multi-media center equipment.
- _____ Flip charts.
- _____ Markers.
- _____ Cupboard for press releases to be kept in Media Information Center.

4. Background Handouts

- _____ Facts and background sheets.
- _____ Answers to most frequently asked questions.
- _____ Relevant news stories.
- _____ Biographies.

5. Background Visuals

- _____ Still photographs (color negative 8" X 10").
- _____ Video (3/4").
- _____ Diagrams, drawings, maps, overlays.
- _____ Equipment, processes, and people in action.
- _____ Aerials of disaster area.
- _____ Head shots of key people.

Figure 3

Citizen Information Center Check List (CIC Coordinator)

- _____ Flip charts, tacks, bulletin boards (to post updates).
- _____ Wall-size map with stick pins to mark problem areas, etc.
- _____ RIC logs (Figure 1) to record calls.
- _____ Personnel to monitor forms (if a call comes in three times, it is flagged and given to a PIO for media response).
- _____ Bulletin board with all news releases.
- _____ One person to "run" for things (answers, etc.).
- _____ One person "in charge."
- _____ Coffee, other comforts.
- _____ Identify bilingual operators.
- _____ Alert Citizen Information Center (CIC) staff when an update has occurred. This ensures that all operators are disseminating the latest information.

Figure 6

**WEATHER CHANNEL
EMERGENCY WEATHER INFORMATION WORKSHEET**

From:

(Name, Title, County)

Telephone Number:

What is this event related to: Hurricane, Flooding, Rains, Tornado, Other (Circle Please)

Is the evacuation mandatory? Yes or No (Circle Please)

Is the evacuation recommended? Yes or No (Circle Please)

When will it begin?

For what National Weather Service Zone(s)? _____

For what specific county or communities? _____

Please list where and when shelters will be available for the people who are evacuating.
Please list any other emergency information (evacuation routes, special needs, etc.).

When completed, please call the State Warning Point at (850) 413-9910 or send via facsimile to (850) 488-7841.

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 15	Reference: NATIONAL RESPONSE FRAMEWORK
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**ANNEX 15
VOLUNTEERS AND DONATIONS**

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ANNEX 15 VOLUNTEERS AND DONATIONS

LEAD AGENCIES: The Leon County Volunteer Center Coordinator and Capital Area Chapter of the American Red Cross

SUPPORT AGENCIES: The Leon County Sheriff's Office, Division of Emergency Management, Salvation Army, United Way, Leon County Public Works, Leon County Sheriff's Office, Leon County Health Department, City of Tallahassee, and area churches and civic organizations.

I. INTRODUCTION

A. PURPOSE

The purpose of Volunteers and Donations Group is to organize, track, consolidate, and distribute any and all donations that may come to the County after a major disaster. In addition, it will be responsible for establishing the Volunteer Reception Center for any individual or group which may volunteer to assist in the post-disaster recovery of Leon County.

B. SCOPE

The success of this activity will depend to a large degree on the ability to interact with the other private groups, various community organizations, and private industry. During past major and catastrophic disasters, it became apparent that the number of volunteers and the amount of donations that poured into local disaster areas became part of the problem rather than the solution. To manage against this type of situation and ensure that volunteer efforts and donations are effective, coordination among volunteer organizations to include a structured volunteer program must be in place. The job of the Volunteer and Donations Group is multifarious. Of utmost importance is coordinating with the different response agencies and departments to determine what types of resources are in immediate demand, compiling a list of those resources, and then implementing a plan that addresses how the needed resources can be provided. This will require close interaction with the Public Information Officer. The Leon County Volunteer and Donations Group will serve as the centralized receiving point for all volunteers. It will then categorize the abilities of the individuals or groups and then assign them, based on the needs of the County. Leon County may direct volunteers to the Capital Area Chapter of the American Red Cross first, to be re-assigned to the County later.

Lastly, the Volunteer and Donations Group will be responsible for establishing a distribution network to warehouse all donations and resupply the different distribution points that may be established throughout the County. This will be accomplished through centralized receiving points.

II. POLICIES

- Re-supplies to distribution points will be done daily during off-peak hours.
- All donated materials and volunteer personnel must come through the Main County Depot.
- All donated materials will be received at the established point and sorted on pallets for distribution.
- All volunteers must report to the Volunteer Reception Center for certification/identification and assignments.
- Changes to the Operating Plan may only be made by the Volunteer Center Coordinator, or designee. In emergency situations, the Site Supervisor of the Main Depot may make a temporary modification, pending notification of the Coordinator.
- The Emergency Operations Center (EOC) telephone number will serve as the main telephone line to coordinate activities within the county.
- News releases will be issued requesting that volunteers and donators call a telephone number with offers of donations and/or assistance. Volunteers will be told where to report at that time.

III. SITUATION

A. DISASTER CONDITIONS

Disaster Conditions will be determined by the Leon County Sheriff's Office, Division of Emergency Management Director, or designee. Instructions will be routed to agencies.

B. PLANNING ASSUMPTIONS

1. Full-scale operation of Main Depot and distribution points will only occur after a countywide disaster.
2. Localized disasters will be managed at the Emergency Operation Center (EOC) for volunteers and donations. Distribution will be from warehouse to residents, based on American Red Cross assessment of individual needs.
3. Countywide disasters will necessitate the operation of the Main Depot. All coordination with Regional Recovery Center and Federal assistance will be based out of the Main Depot.
4. Certain resources may be limited due to the disaster's effect on outside agencies. Whether power, transportation, and communication networks will be open or volunteers and donations will materialize, is uncertain.

IV. CONCEPT OF OPERATIONS

A. GENERAL

1. **Mission**

The overall general mission is threefold. First, to determine the supplies and skills that are in immediate need throughout the County and to work with the Public Information Officer to get the information to the general public. Second, to organize, inventory, package, and redistribute all donations arriving in the County, whether by bus, truck, airplane, or rail. Third, to be the focal point to which all volunteers report, where their skills are verified and from which they are reassigned to the areas where they can be most useful.

2. **Organization**

The primary operation's organization will be based at the Main Depot. This site will be conducive to an operation of this magnitude. The Main Depot location will be identified dependent upon facility availability and location as soon as possible.

Distribution Points

The concept for this operation is to supply distribution points from the Main Depot. These distribution points are placed throughout the County. The main function of these distribution points will be to re-supply neighborhood relief centers and the general population with items that may be in short supply. The secondary function of these distribution points is to act as staging/monitoring areas for volunteer work groups participating in storm cleanup and repairs. The distribution points will hand out donated material and reorder needed materials from the Main Depot. To the greatest extent possible, these ordered supplies will be shipped and arrive only at night.

3. **Neighborhood Relief Centers (NRC)**

It is anticipated that Neighborhood Relief Centers (NRC) will be established by churches, civic associations, and other private non-profit organizations. NRC's will be able to obtain bulk supplies from the distribution points for preparation of hot meals or distribution to constituents. NRC's must register with the Main Depot and provide proof of their non-profit status (Internal Revenue Service letter, certificate, etc.) in order to participate in the distribution system. NRC's cannot charge or request donations from victims for any services or supplies. Once a NRC is registered with Volunteers and Donations, they must complete a daily requisition form for supplies for the following day's operation. The NRC must pickup their supplies at a distribution point.

B. ORGANIZATION

See organization charts (Basic Plan).

C. NOTIFICATION

Upon notification by the Emergency Operations Center (EOC) of a pending disaster, the Coordinator of Volunteer and Donations Group will begin notification to the management staff and review the disaster plan. Assigned staff will then report to the Main Depot and begin procedures to activate. For the initial response actions, the Coordinator of Volunteer and Donations Group will report to the EOC to monitor the pending event.

D. RESPONSE ACTIONS

Determine magnitude of the emergency and make initial contact with supervisors and staff to identify and activate Main Depot and distribution points.

1. Regional Recovery Center -

One person per shift is required to coordinate requirements of Leon County.

2. Main Depot -

- a. Tasks
 - Provide supervision/staff
 - Receive offers of donations/volunteers
 - Organize/validate volunteers
 - Coordinate volunteers
 - Receive donations
 - Inventory donations
 - Repack/sort donations
 - Store donations
 - Process requests for donations
 - Load donations
 - Transport donations
 - Security
 - Housing
 - Medical
 - Sanitation
- b. Resources Needed
 - Staff/volunteers
 - Telephones/radios
 - Forms/documents
 - Equipment/materials

- Containers for sorting
- Containers for storage
- Trucks/vehicles
- Security
- Tents
- Medical supplies
- Potable water supplies

3. Points of Distribution

- a. Tasks
 - Provide supervision/staff
 - Coordinate volunteers/work groups
 - Receive donations
 - Unload donations
 - Inventory donations
 - Store donations
 - Process requests for donations
 - Distribute donations pickup/delivery
 - Assign/transport work groups
 - Security
 - Temporary housing for workers

- b. Resources needed
 - Staff/volunteers
 - Telephones/radios
 - Forms/documents
 - Equipment/materials
 - Containers for storage
 - Trucks/vehicles
 - Security
 - Cots, tents, etc.

V. RESPONSIBILITIES

A. PRIMARY AGENCY

The Director of the Volunteer Center is responsible for the planning and implementation of Volunteer and Donations activities to include the location and layout of various sites throughout the County for the purpose of establishing a Main Depot and distribution points to effectively receive and disperse volunteers/donations. Once the sites have been located and approved, the Group will be responsible for formulating a comprehensive plan to staff the various locations with the necessary personnel for the purpose of receiving all incoming goods and volunteers, inventorying/validating same and distributing to the residents of Leon County as needed. In addition, the Group will provide staff to coordinate operations with the Regional Recovery Center. All functions of

Volunteer and Donations will be coordinated through the Emergency Operation Center (EOC).

The Coordinator will coordinate with the State Emergency Support Function (ESF) 15 by providing maps and resource requests for supplies, donations, and volunteers as needed. All requests will go through the Emergency Management Director, or designee, for approval.

B. SUPPORT AGENCIES

1. Capital Area Chapter of the American Red Cross, Salvation Army, United Way and Other Organizations

These agencies will work on a more localized scale servicing those residents close to their locations. The Volunteer and Donations Group will re-supply these organizations at night based on each agency's requisition for supplies.

2. Volunteer Organizations Active in Disaster (VOAD)

Will provide personnel to supplement the Group's staff once organization members have secured their homes and families and have mobilized. Organizations will communicate with personnel liaison at the Main Depot.

3. Law Enforcement

Will assume responsibility for security once mobilized.

VI. RESOURCE REQUIREMENTS

- Large tents or cover and cots and blankets at Main Depot and distribution points
- Shrink wrap and equipment
- Tarps
- Wooden pallets (100's)
- Boxes
- Gloves
- Folding tables
- Chairs
- Pallet jacks
- Fork lifts
- 18 x lighting tripods
- Generators
- Trailers (1-Main Depot w/showers) 1-Volunteer Processing
- Port-A-Lets, portable showers and potable water
- 6 x Roll-Off dumpsters (20 yard capacity)
- Load(s) of rock to extend road to bypass
- Signage
- Trucks with 25 x lift gates

- 6 refrigerated trucks
- 12 *Conex boxes for secured items
- Security
- Tugs for ACFT w/trailer
- Parks "stakebeds" for daytime emergency delivery
- Forms
- 110/220 electric service for Main Depot
- Communications

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 16	Reference: NATIONAL RESPONSE FRAMEWORK ESF 13
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**ANNEX 16
LAW ENFORCEMENT AND SECURITY**

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ANNEX 16

LAW ENFORCEMENT AND SECURITY

LEAD AGENCY: Leon County Sheriff's Office.

SUPPORT AGENCIES: The City of Tallahassee Police Department, Florida State University Police Department, Florida Agriculture and Mechanical University Police Department, Tallahassee Community College Police Department, Leon County Sheriff's Office, Division of Emergency Management, Leon County Public Works, City of Tallahassee Public Works

I. INTRODUCTION

A. PURPOSE

This Comprehensive Emergency Management Plan Annex 16 Law Enforcement and Security establishes a plan of action which shall be implemented in response to a natural, manmade, or technological disaster.

B. AGENCY MISSION

The mission of the Leon County Sheriff's Office is to improve the quality of life in our community by reducing fear, preventing crime, and enforcing the law, while protecting each individual's freedoms as guaranteed by the U.S. Constitution.

During a disaster, the primary goal is to protect life and property while maintaining peace and order, as well as to ensure a rapid, safe and complete evacuation, safeguard exposed property, and expedite the recovery of the community after the danger has passed. During hurricanes and other major natural disasters, communications and command and control networks may be disrupted. Members shall conduct unit and/or individual activities in conformance to the standards set forth in this annex and shall attempt to carry out the mission.

II. CONCEPT OF OPERATIONS

A. COMMAND AND CONTROL STRUCTURE

1. The Sheriff, or his designee, will act as the overall Incident Commander and shall coordinate and direct the operations of the Sheriff's Office during the emergency.
2. A designee of the Sheriff's Office will serve as the Sheriff's representative in the Leon County Emergency Operations Center (EOC) and will coordinate the Sheriff's Office response to the emergency with local, State, and Federal officials.

3. Other members will carry out their duties as directed by competent authority.

B. PREPAREDNESS

1. As part of an ongoing preparedness program, the Sheriff's Office will assign a designee to coordinate closely with the Division of Emergency Management. During hurricane season, June 1st to November 30th, the Sheriff's Office designee will maintain close liaison with the Director of Emergency Management to monitor potential tropical weather conditions that may impact the county.
2. The designee will obtain reports and information from the Leon County Sheriff's Office, Division of Emergency Management during those times when natural, technological, or manmade disasters pose a potential threat to the area. The Sheriff and staff members having emergency operations responsibilities will be kept apprised of this information.
3. During the monitoring phase when a potential threat such as a hurricane or tropical storm has been identified, those staff members having specific emergency operations responsibilities shall review the emergency plans covering their area of responsibility and take necessary action to assure preparedness.
4. As part of an ongoing preparedness program, the Sheriff's Office will maintain current emergency plans and procedures and participate in training and exercise programs at least annually.

C. RESPONSE – MOBILIZATION PHASE

1. Alert/Mobilization

- a. Upon learning that the County is threatened by a natural, technological, or manmade disaster the designee shall alert the Sheriff and key staff members of the impending emergency and schedule a briefing. An example of this type of situation is when the County has or is about to be placed under a high wind watch, and counties to the south of Leon County are placed under a hurricane watch.
- b. Upon authorization of the Sheriff, the designee shall initiate mobilization alert procedures as called for in the Emergency Mobilization Plan.

2. Mobilization Recall

Upon receiving notification from the Leon County Sheriff's Office, Division of Emergency Management that the County has, or is about to issue an evacuation order, the Sheriff or designee shall initiate mobilization recall procedures as called for in the Emergency Mobilization Plan.

D. RESPONSE – PRE-IMPACT PHASE

1. Voluntary Evacuation

A recommendation may be made to evacuate the most vulnerable areas of the County on a voluntary basis. When such a voluntary evacuation recommendation is used, deputies will assist in communicating this warning to the public and will lend assistance in the evacuation effort.

2. Mandatory Evacuation

a. Among other provisions of Chapter 252 of the Florida Statutes, the Governor has the authority to:

- (1) "Direct and compel the evacuation of all or part of the population from any stricken or threatened area within the state if deemed necessary for the preservation of life or other emergency mitigation, response, or recovery." {FS 252.36 (5) (d)}
- (2) "Prescribe routes, modes of transportation, and destinations in connection with evacuation." {FS 252.36 (5) (d) }
- (3) "Control ingress and egress to and from an emergency area, the movement of persons within the area, and the occupancy of premises therein." {FS 252.36 (5) (f) }

b. When a mandatory evacuation is ordered, the Sheriff's Office law enforcement, and other agencies will immediately deploy squads of deputies and police officers into the affected areas and begin notifying residents of the evacuation order. The area to be evacuated will be described in detail (North, East, South, and West Boundaries), or categorized, e.g. mobile and manufactured homes.

3. Traffic Control

- a. Evacuation Routes: The primary goal of all traffic control activities will be to maximize the traffic flow out of the designated evacuation area.
- b. Implement the traffic control plan and staff intersections (traffic control points) identified and assigned to each law enforcement agency.
- c. All plans will be developed and implemented in cooperation with the City of Tallahassee Traffic Department, City of Tallahassee Police Department, the Florida Highway Patrol, and the Leon County Sheriff's Office, Division of Emergency Management.

4. State of Emergency-Leon County Ordinance

- a. During a declared Local State of Emergency, the County Commission, County Administrator, or designee is empowered to enact emergency measures outlined in Article V. "Disasters and Emergency Management" of Leon County's Code of Laws and Ordinances. Including but not limited to:
 - (1) Suspend or limit the sale, dispensing, or transportation of alcoholic beverages, firearms, explosives, and combustibles.
 - (2) Establish curfews, including but not limited to, the prohibition of or restrictions on pedestrian and vehicular movement, standing and parking, except for the provision of designated essential services such as fire, police, emergency medical services and hospital services, including the transportation of patients, utility emergency repairs and emergency calls by physicians.
 - (3) Utilize all available resources of the county government as reasonably necessary to cope with the disaster emergency, including emergency expenditures.
 - (4) Declare certain areas off limits.
 - (5) Direct and compel the evacuation of all or part of the population from any stricken or threatened area of the county.

(6) Make provisions for availability and use of temporary emergency housing and emergency warehousing of materials.

(7) Establish emergency operating centers and shelters in addition to or in place of those provided for in the county's emergency plans.

(8) Declare that during an emergency it shall be unlawful and an offense against Leon County or any person, firm, or corporation to use the fresh water supplied by any water system in Leon County for any purpose other than cooking, drinking, and bathing.

(9) Declare that during any emergency it shall be unlawful and an offense against Leon County for any person, firm, or corporation operating within the county to charge more than the normal average retail price for any merchandise, goods, or services sold during the emergency. The average retail price as used herein is defined to be that price at which similar merchandise, goods, or services were being sold during 90 days immediately preceding the emergency or at a mark-up which is a larger percentage over wholesale cost than was being added to wholesale cost prior to the emergency.

(10) Confiscate merchandise, equipment, vehicles, or property needed to alleviate the emergency with or without compensation. Reimbursement shall be within 60 days and at customary value charged for the items during the 90 days previous to the emergency.

(11) Allow the chairman, vice-chairman, or in their absence, the county administrator, or his or her designee on behalf of the county, to call on the National Guard, other law enforcement divisions and state and federal assistance as necessary to assist in the mitigation of the emergency or to help maintain law and order, rescue, and traffic control

5. Shelter Operations

- a. The Incident Commander will assign members and coordinate with the City of Tallahassee Liaison to provide law enforcement at approved Red Cross shelters.

- b. All plans will be developed and implemented in cooperation with the Leon County Sheriff's Office Division of Emergency Management, the School Board, and the American Red Cross.

6. Stand-Down/Shelter

- a. Sheriff's Office personnel will be ordered to stand down and seek shelter for their own safety when conditions become too dangerous. The objective of the early order to evacuate is to allow people to seek shelter before emergency conditions caused by a natural, technological or manmade disaster become life threatening (e.g., sustained tropical storm force winds arrive and roadways become inundated). All evacuation and rescue operations will cease while potentially life threatening emergency conditions exist in the area.
- b. Sheriff's Office personnel will be given instructions as to when and where to seek shelter by their supervisor (Pre-staging of law enforcement).
- c. In the absence of orders to the contrary, deputies may seek shelter at the nearest Red Cross Shelter or return to the Sheriff's Office facilities.

E. RESPONSE – POST IMPACT PHASE

1. Redeployment

Immediately following the passage of the dangerous conditions, or when the order to redeploy is received, all members will report to the predetermined locations for briefing and assignments.

2. Security

Supervisors will survey their areas of operation to determine the need for security patrols to control looting in evacuated or heavily damaged areas of the county.

3. Traffic Control

- a. Traffic will be monitored at major thoroughfares and intersections.
- b. Control ingress and egress to and from the emergency area.

4. Search and Rescue

- a. Non-Urban Search and Rescue functions will be performed as required.
- b. All casualty information should be relayed to the Command Post immediately.

5. Disaster Related Fraud

- a. Issue educational materials warning the public of possible disaster related scams and fraud.
- b. Investigate reports of disaster related fraud
- c. Issue alerts to public informing the public of possible disaster related scams and fraud.

III. PRIMARY RESPONSIBILITIES

A. Leon County Sheriff's Office

1. Act as the primary agency for coordination of law enforcement services.
2. In County-wide disaster operations such as those resulting from a hurricane or other major disaster, ensure the public safety of all citizens.
3. Coordinate law enforcement and security with the City of Tallahassee Police, Florida State University, Tallahassee Community College Police, Florida Agricultural and Mechanical University Police, and other State, and Federal law enforcement agencies as required.
4. Execute the evacuation order when issued by the Governor or Board of County Commissioners and assume overall traffic control coordination.
5. In coordination with municipal and State law enforcement agencies, provide for security of evacuated areas.
6. Coordinate security for shelters, Emergency Operations Center (EOC) and other areas as required.

B. MILITARY SUPPORT

1. In the event of a major disaster (Declared State of Emergency), coordinate with the Emergency Operations Center (EOC) to deploy Florida National Guard resources via Florida Mutual Aid Program.
2. In the event of a catastrophic disaster (Declared Federal Emergency), coordinate with the Emergency Operations Center (EOC) to request activation of U.S. Army (Military Police).
3. Coordinate law enforcement, security, and traffic control duties with assigned military personnel.

IV. SUPPORT RESPONSIBILITIES

A. SUPPORT SERVICES

Provide support services to Emergency Support Functions listed:

1. Transportation Annex (1)
2. Information and Planning Annex (5)
3. Mass Care Annex (6)
4. Health and Medical Services Annex (8)
5. Urban Search and Rescue Annex (9)
6. Hazardous Materials Annex (10)
7. Public Information Annex (14)
8. Animal Issues Annex (17)

B. PLANS AND PROCEDURES

The Sheriff's Office will coordinate plans and procedures for providing these support services.

C. RESOURCES

The Sheriff's Office will mobilize specialized units and utilize human and material resources to assist in the support services.

LEON COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN	Reference: STATE CEMP ESF 17	Reference: NATIONAL RESPONSE FRAMEWORK
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**ANNEX 17
ANIMAL ISSUES**

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ANNEX 17 ANIMAL ISSUES

LEAD AGENCY:	Leon County Animal Control
SUPPORT AGENCIES:	Big Bend Disaster Animal Response Team Capital Area Chapter of the American Red Cross Tallahassee-Leon Animal Service Center Big Bend Veterinary Medical Association Leon County Cooperative Extension Leon County Volunteer Services Leon County Sheriff's Office

I. INTRODUCTION

A. PURPOSE

The purpose of this annex is to provide for the coordination of local resources in response to small pet, livestock, exotic, and wild animal care needs before, during, and following a significant natural, manmade or technological disaster. Assistance provided under Animal Issues is directed by the Leon County Division of Animal Control (LCDAC) within the Public Works Department.

Animal issues are generally overlooked in the planning process for disasters. This lack of planning, caused by the belief that animals can fend for themselves or because of lack of preparation by owners and others, leads to serious problems when animals are forced from their homes or habitats. By developing operational procedures to care for animals prior to, during and after disasters, the health and safety risks these animals pose to the public can be reduced, animal suffering can be minimized, and we can avert a resource drain on other County departments.

B. SCOPE

LCDAC will provide overall management, coordination and prioritization of countywide animal-related services and resources to support pet, livestock, exotic, and wild animal needs in the event of a major emergency or disaster. Animal-related services under this Annex are categorized in the following functional areas:

1. Conduct rabies control.
2. Assist in the capture of animals that have escaped confinement, or have been displaced from their natural habitat.
3. Assist emergency response teams with animal related problems.
4. Provide humane care and handling of animals before, during, and after disasters by coordinating emergency Medical-Animal Shelters units for the

housing of displaced animals and the emergency medical treatment of those animals.

5. Procure and/or coordinate appropriate equipment and resources for pre- and post disaster sheltering and rescue of animals.
6. Provide emergency care to all sick or injured animals pursuant to applicable laws and protocol.
7. Remove and properly dispose of animal carcasses.
8. Provide information to the general public regarding such issues as quarantine areas, rabies alerts, public service information announcements, Etc.

C. POLICIES

- The primary and support agencies of this annex must plan to be as self sufficient as possible during the first 72 hours following an event, as there may be limited assistance available from other sources.
- The Leon County Division of Animal Control will provide assistance using its primary and support agency authorities and capabilities via coordination with other agencies to support its mission. LCDAC will allocate available resources to each mission based upon priorities identified by the Emergency Operations Center (EOC).
- If animal assistance resources are unavailable, the County EOC will request assistance from the State EOC.
- During disaster planning, response, and recovery efforts, all animal-related services and activities, including rescue, care, housing, relocation, owner redemption, adoption, and medical care, shall be coordinated through the Leon County Division of Animal Control. To ensure compliance with relevant laws and protocols, and to ensure that resources are not diverted from local efforts, all animal welfare groups or rescue organizations must follow the county's policy. No other groups or rescue organizations are authorized to establish response, rescue, or recovery efforts unless they are part of this operation.

II. SITUATION

A. DISASTER CONDITIONS

A significant natural, manmade or technological disaster event would pose public health and nuisance threats, as well seriously impact animals. These threats include injured and displaced animals, dead animals, rabies and other animal-related

diseases, lack of animal care and sheltering, and other animal problems. Additionally, these problems could tax the human needs response and resources.

1. Pre-Impact Response Phase

This phase would be the actual pre-impact care and sheltering of animals, and instructions to the pet-owning public about preparing for the disaster.

2. Post Impact Response Phase

During this phase, animal-related services will become more generalized. Every attempt will be made to verify the need before providing assistance. However, it may be necessary to proceed with assistance on a limited basis before verification is obtained. Additionally, due to the complexity of animal problems, conditions may require special expert advisory groups. These advisory groups will be convened by the Division of Animal Control as needed and will review health, medical, sustenance, and safety information, and will develop specific strategies to manage and respond to these situations.

3. Recovery Phase

Long term animal issues include the return of animals to their owners, to adoptive owners, or to their natural environments, long term public health impact, and proper disposal of carcasses.

B. PLANNING ASSUMPTIONS

1. Human lives may be lost due to the refusal of owners to evacuate without their pets or livestock. Public education by the county and animal-related organizations is needed to make people aware of pet sheltering facilities available.
2. The large number of homeless or injured pets, livestock, wild animals and exotic animals will require the capture and subsequent sheltering of these animals.
3. Assessment and treatment of sick and injured animals, including euthanasia if necessary, will have to be accomplished through cooperative efforts with the veterinary community at designated shelters and private offices.
4. Commercial animal food must be imported into the county by prior arrangement with vendors. Food drops for wild animals would be organized by various wild animal related groups and state agencies.
5. The accumulation of shelter animal waste and carcasses must be removed to approved solid waste dumping sites.

6. The accumulation of animal carcasses throughout the county must be removed to approved solid waste dumping sites, or burned or buried on site in conformance with applicable laws.
7. Shelter animals will need to be re-united with their owners after the disaster, adopted to new homes, or euthanized.
8. Non-governmental groups, animal rescue organizations, and others, including concerned individuals, will want to participate in the search and rescue, sheltering, relocation, and recovery efforts. This group must include provisions for this participation while ensuring that resources are not diverted from Leon County and that animals are not removed from the area without Animal Control's prior approval. This is especially important for reuniting owners with their lost pets, many of which are removed from disaster areas before owners can search for them.

III. CONCEPT OF OPERATIONS

A. GENERAL

All requests for animal-related assistance will be channeled through the Emergency Operations Center (EOC). At the time of activation of the EOC, Animal Control will be staffed on a 24-hour schedule to communicate with other agencies and prioritize assistance requests.

B. ORGANIZATION

The Leon County Division of Animal Control Director, or designee at the Emergency Operations Center, is responsible for coordination of all operations. All volunteer animal assistance agencies will coordinate directly with Animal Control.

C. NOTIFICATION

Initial notification will be sent by the Emergency Operations Center to Leon County Division of Animal Control (LCDAC) as the primary agency.

Immediately following notification to activate, the LCDAC will complete the following:

- Assure that necessary emergency operating facilities and reporting systems are established;
- Establish communications with the Emergency Operations Center, obtain status report, and notify the EOC of operations; and
- Provide appropriate representation to the Emergency Operations Center.

Immediately following notification by LCDAC to commence response actions for this activity, each support agency will complete the following:

- Staff animal facilities per the Leon County Animal Disaster Plan;
- Provide for a call down of each agency's staff;
- Provide for on-going needs relative to each agency's designated area of responsibility; and
- Provide personnel and resources for assessment and field teams as required.

D. PRE-PLANNING AND PUBLIC EDUCATION

1. Background

During Hurricane Andrew in South Florida, the impact of animals' problems exacerbated the human disaster. Some residents who refused to evacuate without their pets lost their lives. Injured and dying animals posed extreme safety and health risks to the population and rescue workers. Large numbers of resources had to be diverted from other operations to meet these needs and problems. During the March storm of 1993, some counties experienced the same problems, though on a smaller scale. As a result, Leon County recognized the need to plan for the care and needs of animals and the pet-owning public during the response and recovery stages of a disaster.

2. Leon County Animal Control Group

Understanding the personnel and resource limitations of the LCDAC, a rescue, response, and recovery team should be formed. Membership should include:

- Leon County Animal Control;
- Tallahassee-Leon Animal Service Center;
- Big Ben Disaster Animal Response Team
- Leon County Volunteer Service Center;
- Leon County Humane Society;
- Big Bend Veterinary Medical Association;
- Local Kennel Owners;
- Local Stable and Ranch Operators; and

- Concerned Residents.

In addition, the LCDAC Team will maintain a liaison with the following:

- Leon County Sheriff's Office, Division of Emergency Management;
- Leon County Sheriff's Office;
- North Florida Fair Association;
- Florida Highway Patrol;
- Leon County Cooperative Extension;
- Leon County Public Health Unit.

3. Public Education

Information will be provided through the Hurricane Survival Guide, Leon County Animal Control, the Tallahassee-Leon Animal Service Center (TLASC), participating veterinarians, and the news media.

E. PRE-IMPACT RESPONSE PHASE

1. Sheltering

a. Owner Options

The responsibility for providing safe shelter for animals lies with the owner. Owners who must evacuate are encouraged to make arrangements ahead of time for pet evacuation and are advised of the following options:

- Stay with friends or family members in a safe area;
- Make reservations at a hotel which will accept pets (a list is available from the LCDAC and TLASC);
- Make arrangements to board animal(s) at a kennel or veterinary clinic (a list is available from the LCDAC and TLASC);
- Relocate larger animals to open pasture areas;
- Or as a last resort, either:
 - (1) If evacuating to a Capital Area Chapter of the American Red Cross shelter, contact LCDAC about bringing the pet(s) to an approved shelter. Boarding

fees may be waived at the TLASC in emergency cases for up to three days after the disaster, or

- (2) Make modifications to your home/property to allow the animal relative safety and leave them at home.

F. POST IMPACT RESPONSE PHASE

LCDAC will immediately identify, mobilize and deploy an assessment team(s) to the disaster area(s) to determine specific health and safety needs and priorities. Animal Control will coordinate with the other agencies represented at the Emergency Operations Center to provide support to aid in the response to animal-related problems.

LCDAC will continue to provide assistance in the following areas: search and rescue of threatened, abandoned or displaced animals; animal sheltering; emergency medical care; feeding; relocation of domestic and wild animals; reunification with owners or adoption to new owners; acquisition of additional food and supplies from vendors to support the relief efforts; dead animal removal; and continued coordination with other agencies.

G. RECOVERY PHASE

Continued care of sheltered animals and provision of an extended network for the adoption of unclaimed animals as appropriate. Reunification of pets with owners. Relocation of sick and injured animals to permanent facilities or euthanasia as needed. Relocation of wild animals to their environments. Return to normal operations.

IV. RESPONSIBILITIES

A. PRIMARY AGENCY

The LCDAC is designated as the lead agency and is responsible for the following:

- Notifying, activating, and mobilizing all agencies assigned.
- Coordinating all support agency actions in performance of missions assigned.
- Coordinating requests for assistance and additional resources necessary during performance of the mission with the appropriate agencies.
- Functioning as the County's representative/liaison to the Emergency Operations Center (EOC).
- Coordinating rabies control activities.

- Maintaining liaison with the local Capital Area Chapter of the American Red Cross office for the delivery of services to their clients in need of emergency pet sheltering.
- Facilitating the transportation of injured, stray, or nuisance animals to animal care facilities.
- Assisting emergency response teams with animal-related problems.
- Making arrangements for the removal and disposal of dead animals.
- Coordinating with the Leon County Health Department for the release of public information regarding animal-related health issues.
- Enforcing the animal control laws.
- Impounding animals at large.
- Euthanizing sick and/or injured animals through assigned and authorized persons.
- Coordinating wildlife rescue, care and release with wildlife rehabilitators and the Florida Wildlife Conservation Commission
- Conduct at least two evaluations annually to inventory available vehicles, equipment, supplies, materials, and personnel.
- Responding to animal-related inquiries
- Investigating animal cruelty and neglect complaints.

B. SUPPORT AGENCIES (GENERAL)

All support agencies are responsible for the following:

- Notifying, activating, and mobilizing all personnel and equipment to perform or support assigned functions as designated within the Comprehensive Emergency Management Plan and the response actions.
- Designating and assigning personnel for staffing of all facilities at which this activity is required and providing representation when it is determined by the primary agency to be necessary.
- Coordinating all actions of the support agency with the primary agency when performing the assigned missions.

- Identifying all personnel and resource requirements to perform assigned missions which are in excess of the support agencies' capabilities.
- Conducting at least two evaluations annually to determine available vehicles, equipment, supplies, materials, and to forward a copy of those evaluations to the LCDAC.

Board of County Commissioners

Leon County, Florida

Policy No. 07-2

Title:	Reserves
Date Adopted:	September 16, 2008
Effective Date:	September 16, 2008
Reference:	N/A
Policy Superseded:	Policy No. 07-2, "Reserves", adopted July 10, 2007; Policy No. 99-3, "Use of Contingency Reserves", adopted November 23, 1999; Policy No. 94-11, "Contingency Reserves and Mid-Fiscal Year Funding Requests from Outside Agencies," September 1994

It shall be the policy of the Board of County Commissioners of Leon County, Florida, that:

Policy No. 07-2, "Reserves", adopted by the Board of County Commissioners on July 10, 2007, is hereby superseded, and a revised policy is hereby adopted in its place, to wit:

1. Emergency Reserves

- a. The general revenue emergency reserves will be maintained at an amount not to be less than 3% and to not exceed 8% of projected general fund and fine and forfeitures fund operating expenditures for the ensuing fiscal year.
- b. A Catastrophe Reserve will be maintained at 2% of the general fund and fine and forfeiture fund operating expenditures for the ensuing fiscal year. The Catastrophe Reserve will provide immediate cash flow for staff overtime, equipment, contractual support and materials/supplies in the event of a natural disaster.

In the event of a declared local state of emergency, the County Administrator is authorized to utilize the Catastrophe Reserve to pay Leon County solid waste and Leon County building/growth fees for eligible residents for the purpose of debris removal and home restoration/reconstruction. To be eligible, residents must demonstrate that all other means (including, but not limited to: FEMA Individual Assistance, property insurance) have been exhausted prior to seeking County assistance.

- c. The reserve for contingency is separate from the reserve for cash balances.
- d. Annually the Board will determine an appropriate amount of reserve for contingency to be appropriated as part of the annual budget. Any funds not included in the budget under this category will be included as part of the unreserved fund balance.

2. Reserve for Cash Balances

- a. The County will maintain an annual unappropriated reserve for cash balance at a level sufficient to maintain adequate cash flow and to eliminate the need for short-term borrowing.
- b. The unappropriated fund balance shall be no less than 10% and no greater than 20% of projected general fund and fine and forfeiture fund operating expenditures.
- c. The reserve for cash balance shall be separate from the emergency reserves.
- d. All major funds will retain sufficient cash balances to eliminate the need for short-term borrowing.

3. Utilization of Fund Balance

- a. As part of the annual budget process, a determination will be made of the minimum and maximum amounts of fund balance available based on the requirements set forth in Sections 1 and 2.
- b. Funds in excess of the minimums established can be utilized to support one time capital project funding and /or other one-time expenditures to address unforeseen revenue shortfalls.

4. Budgeted Contingency Reserve

Budgeted Reserve for Contingency reserves, are established to provide the following:

- a. Funding for authorized mid-year increases to adopted levels of service.
- b. Funding for unexpected increases in the cost of providing existing levels of service.
- c. Temporary and nonrecurring funding for unexpected projects.
- d. Funding of a local match for public or private grants.
- e. Funding to offset losses in revenue caused by actions of other governmental bodies.
- f. Funding to accommodate unexpected program mandates from other governmental bodies.

5. Procedures

- a. The County Administrator is authorized to develop forms and procedures to be used by outside agencies or individuals or County agencies in submitting their requests for use of contingency reserves.
- b. County agencies, including County departments and Constitutional Officers, requesting additional funding from the Board shall first submit their requests in writing to the County Administrator for full review and evaluation.
- c. After evaluation, all requests will be brought to the Board for consideration at a regularly scheduled meeting.
- d. Requests for use of reserves for contingency may be approved only by the Board of County Commissioners.

- e. The County's budget will be amended at such time the County Commission, by majority vote, authorizes reserves for contingency. All requests to the County Commission for the use of any reserves for contingency shall be accompanied by a "contingency statement" prepared by OMB showing the year-to-date activity on the reserves account as well as the current account balance and the net effect on the account of approving the use of reserves.

6. Evaluation Criteria

- a. The Board will use the procedures and evaluation criteria set forth in this policy. The evaluation of funding requests shall include, but not be limited to the following:
 - ▶ consistency with other Board policy;
 - ▶ the urgency of the request;
 - ▶ the scope of services to be provided;
 - ▶ the short-term and long-term fiscal impact of the request;
 - ▶ a review of alternative methods of funding or providing the services,
 - ▶ a review for duplication of services with other agencies;
 - ▶ a review of efforts to secure non-County funding;
 - ▶ a discussion of why funding was not sought during the normal budget cycle; and
 - ▶ a review of the impact of not funding or delaying funding to the next fiscal year.

7. Exceptions

- a. This policy is not intended to limit regular mid-year salary adjustment transfers from the salary adjustment contingency account, which is reviewed separately by the Board of County Commissioners on an annual basis.



THE OFFICIAL
2016 DISASTER SURVIVAL GUIDE
 FRANKLIN • GADSDEN • JEFFERSON • LEON • LIBERTY • MADISON • TAYLOR • WAKULLA
FOR THE CAPITAL AREA

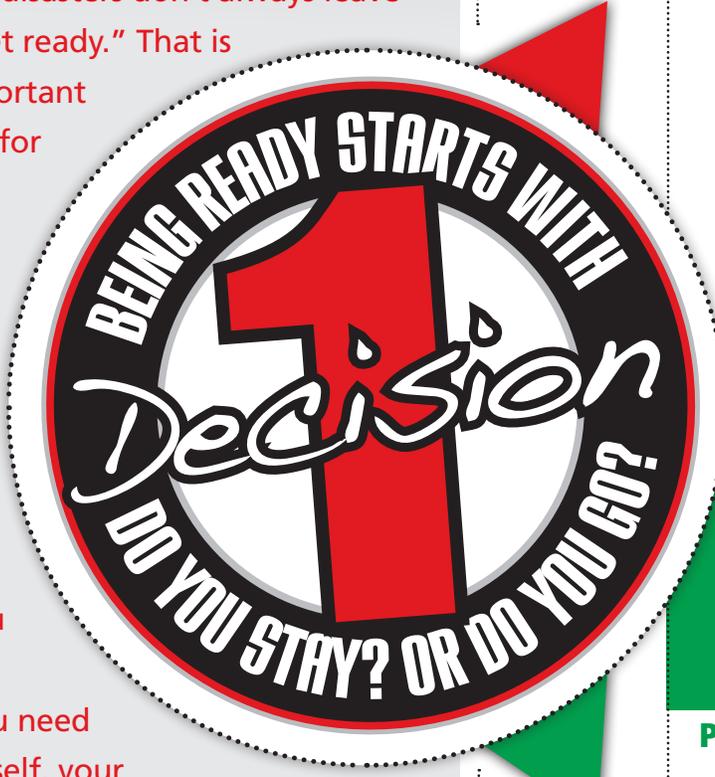
KNOW THE FACTS HAVE A PLAN:

Hurricanes are one of nature's most serious and dangerous threats. But hurricanes aren't the only disaster that you need to have a plan for.

Storm surges, flooding, and other natural and man-made disasters don't always leave you time to "get ready." That is why it is so important to be prepared for any emergency situation.

Prepare. React. Recover. The 2016 Disaster Survival Guide for the Capital Area will provide you with the critical information you need to protect yourself, your family, and your property. **MAKE A PLAN** or review the plan you have, and talk to your family about it.

For more information, you can visit www.redcross.org/fl/tallahassee or contact your local emergency management office. (See back of guide.)



IF YOU DECIDE TO STAY

PLAN TO STAY IF...

- You live in a structure that is built after 1973 when Florida adopted a standard building code.
- You do not live in a manufactured or mobile home.
- Your home is not vulnerable to storm surge or inland flooding.
- You have reduced the threat of falling trees by trimming and/or removing dead, dying or diseased trees.
- You have mitigated the effects of severe winds on your home by installing hurricane shutters on windows and bracing your garage door.
- You have prepared a multi-hazard Disaster Response Plan for yourself, your family and your pets.
- You have prepared a Disaster Survival Kit that includes cash, two weeks supply of food, water and one month's supply of prescription medicines.
- You have identified a Safe Room within your home.
- You have a battery-powered radio with extra batteries.

IF YOU DECIDE TO GO

PLAN TO GO IF...

- An evacuation order has been issued.
- You live in a manufactured or mobile home.
- You live in a structure that was built prior to 1973 when Florida adopted a standard building code.
- Your home is vulnerable to storm surge or inland flooding.
- You can leave early enough to meet estimated regional clearance times. It is very dangerous to be on the highway during a storm.

▶ BEFORE THE STORM

- Have a plan for you, your family, and your pets. If you own or run a business, encourage your employees to have a plan.
- Obtain a 2-week supply of nonperishable foods.
- Fill your vehicle's gas tank and check oil, water and tires. Remember, gas pumps don't work without electricity.
- Report any stormwater ditches that may be blocked or over-grown.
- Make a survival kit, including a battery-powered radio.
- Review your homeowner's or renter's insurance policies, and consider purchasing flood insurance if you reside in a flood-prone area.
- Identify a safe area in your home – an interior room, closet, hallway, or bathroom on the lowest floor.
- Remove anything in your yard that could become windborne.
- Inventory, document, and photograph items in your residence or business.
- Cover all windows and doors, especially patio doors, with securely fastened, impact-resistant shutters.
- Protect your property by bracing double entry and garage doors.
- Purchase materials such as plywood and plastic sheeting.
- Refill prescriptions. Maintain at least a one-month supply during hurricane season.

▶ AS IT APPROACHES

- Turn off electricity if flood waters threaten your property.
- Turn off major appliances, such as the air conditioner and water heater, if you lose power.
- Listen to weather updates on TV or radio.
- If loss of electricity occurs, listen on a battery-powered radio.

▶ AFTER THE STORM

- Monitor local radio and TV for recovery activities.
- Be prepared to live without power, normal access to water, food, or any of the services you rely on regularly.
- Use a generator but be sure to keep the generator outdoors or in a well-ventilated area.
- Avoid driving. Debris in roadways is a safety hazard.
- Don't touch downed utility wires.
- Use grills outdoors.
- Use your telephone only for emergencies so lines can remain open for emergency communications.
- Assess and photograph damages to your property.
- Make temporary repairs to your roof, walls or windows to make your home safer and minimize further damage. Hire a licensed contractor to do permanent repairs. Contact your insurance company.
- If widespread flooding occurs, you may have to disinfect any tap water by boiling it first, or by adding chlorine bleach (8 drops per gallon), before consuming it.
- Report damage to your home or business to your local emergency management office (see back of guide).
- Make sure you have valid photo identification with your current local address.

▶ BEFORE THE STORM

- Have a plan for you, your family, and your pets. If you own or run a business, encourage your employees to have a plan.
- Identify a friend, relative or a hotel/motel in a safe area where you can stay if ordered to evacuate. An American Red Cross Shelter should be used as a last resort.
- Don't wait until the last minute. Expect congested roadways. Plan on leaving at least 24 to 36 hours in advance of the storm making landfall, or when the evacuation order is issued.
- Make a survival kit, including a battery-powered radio.
- Review your homeowner's or renter's insurance policies, and consider purchasing flood insurance if you reside in a flood prone area.
- Inventory, document, and photograph items in your residence or business.
- Cover all windows and doors, especially patio doors, with securely fastened, impact-resistant shutters.
- Purchase materials such as plywood and plastic sheeting.
- Refill prescriptions. Maintain at least a one-month supply during hurricane season.
- Register with your county emergency management agency if you cannot make arrangements for transportation or other special assistance due to age, disability, or other special need.

▶ AS IT APPROACHES

- Bring your survival kit.
- Take important papers with you.
- Lock windows and doors.
- Turn off electricity at the main breaker.
- Place valuable items in your empty appliances, such as a washer, dryer, oven, or microwave.
- Place plastic bags over TVs, computers, and other electronics.
- Remove anything in your yard that could become windborne.
- Listen to weather updates on TV or radio.
- Protect your property by bracing double entry and garage doors.

▶ AFTER THE STORM

- Stay tuned to your radio or TV for additional information.
- Be aware that you may not be able to return to your home until search and rescue operations are complete and downed trees and power lines have been cleared.
- Make temporary repairs to your roof, walls or windows to make your home safer and minimize further damage. Hire a licensed contractor to do permanent repairs. Contact your insurance company.
- Assess and photograph damages to your property.
- Report damage to your home or business to your local emergency management office (see back of guide).
- Make sure you have valid photo identification with your current local address.

USE THESE GUIDELINES TO HELP

IF YOU DECIDE TO

STAY

TIPS

- Avoid rooms with windows or glass doors.
- Don't trust rumors. Stay tuned to local radio and TV for information.
- Consider offering your home as shelter to friends or relatives who live in vulnerable areas or mobile homes.
- Get cash. Banks may not be open and ATM's won't work without electricity.
- Identify a safe area in your home - an interior, reinforced room, closet or bathroom on the lowest floor.
- Home health care or home-bound patients should see additional information on interior pages.

CLEAN-UP PRECAUTIONS

- Call professionals to remove large, uprooted trees, etc.
- Always use proper safety equipment such as heavy gloves, safety goggles, heavy boots, light-colored long-sleeve shirts and long pants.
- Tie back long hair and wear a hat and sunscreen.
- Drink plenty of fluids, rest, and ask for help when you need it.
- Lift with your legs, not with your back.
- Don't burn trash.
- If you can't identify something, don't touch it.
- Be especially wary of downed electrical wires.
- Be extremely careful with a chainsaw - don't use it for the first time to clear your yard, and always heed safety warnings.

▶ PLAN TO LEAVE IF

You live in a Mobile Home.

MOBILE HOMES MUST EVACUATE!

▶ PLAN TO LEAVE IF

You live on the Coastline.

▶ PLAN TO LEAVE IF

You live near a River or Flood Plain.



DEVELOP YOUR DISASTER PLAN

PLAN TO STAY IF...

- You live in a structure that was built after 1973 when Florida adopted a standard building code.
- You do not live in a manufactured or mobile home.
- Your home is not vulnerable to storm surge or inland flooding.
- You have reduced the threat of falling trees by trimming and/or removing dead, dying or diseased trees.
- You have mitigated the effects of severe winds on your home by installing hurricane shutters on windows and bracing your garage door.
- You have prepared a multi-hazard Disaster Response Plan for yourself, your family, and your pets.
- You have prepared a Disaster Survival Kit that includes cash, a 2-week supply of food, water and a 1-month supply of prescription medicines.
- You have identified a Safe Room within your home.
- You have a battery-powered radio with extra batteries.

ACTION PLAN IF YOU STAY

- Have you reviewed your insurance policies? Yes No
- Have you posted emergency telephone numbers by your phones and made sure your children know how and when to call 9-1-1? Yes No
- Where is the safest room or safest area in your home for each type of hazard?

- Have you designated a meeting place if separated from family members? Yes No
Where: _____
- What are you going to do with your pets? Send to Vet Keep in House Other
- If your electricity goes out, how are you going to get weather updates?
 Generator Battery-powered Radio Other
- Who is your emergency contact in case something happens?
Name: _____ Phone: _____
- If you do not have a generator, list neighbors who have one:
- List neighbors who have emergency medical training/knowledge.

SURVIVAL KIT IF YOU STAY:

GROCERIES

- 2 week supply of nonperishable foods/special dietary foods
- Canned meats, fruits & vegetables, drinks
- Crackers
- Ice
- Drinking water – *two gallons per person per day for 2 weeks*

OTHER ITEMS

- 2 coolers – *1 for ice, 1 for food*
- Gas-operated generator.
- Battery-operated radio and batteries
- Cash – *Banks may be closed and loss of power will make ATM's and credit cards useless.*
- 1 month supply of prescription medicines
- Nonelectric can opener
- Flashlights & extra batteries
- Cell phone, car charger & 2 charged batteries
- First aid kit
- Charcoal/LP gas grills
- Plastic tarp for roof or window repair
- Tools, including nails
- Diapers, bottles, and formula for infants
- Cleaning supplies
- Paper products – *toilet paper, paper towels, and pre-moistened towelettes*
- Toys, books, and games
- Mosquito repellent
- Water purification kit (chlorine)
- Camera/film/batteries
- Protective mask for air pollution

▶ **PRE-REGISTER**

Register with your county emergency management agency if you cannot make arrangements for transportation or other special assistance due to age, disability, or other special need.

▶ **IMPORTANT:** Buses and other transportation will not be available when tropical storm or hurricane conditions arrive in the area.

FRANKLIN COUNTY
(850) 653-8977

GADSDEN COUNTY
(850) 875-8642

JEFFERSON COUNTY
(850) 342-0211

LEON COUNTY
(850) 606-3700

LIBERTY COUNTY
(850) 643-2339

MADISON COUNTY
(850) 973-3698

TAYLOR COUNTY
(850) 838-3575

WAKULLA COUNTY
(850) 745-7200



IF YOU DECIDE TO

GO

TIPS

- Identify a friend, family member, or hotel/motel out of the area where you can stay for an extended period of time.
- Don't wait until the last minute to evacuate.
- Be patient. Don't return to the disaster area until you have received official word that it is safe.

PET SURVIVAL KIT

- Proper ID collar and rabies tag/license*
- Carrier or cage
- Leash
- Ample food and water supply (at least two weeks)
- Water/food bowls
- Any necessary medication(s)
- Specific care instructions
- Newspaper, cat litter, scoop, plastic trash bags for handling waste
- Proper ID on all belongings
- Non-electric can opener

* *Make sure your pets have had all their shots within the past 12 months. Kennels and veterinary offices will require proof of vaccinations.*

IF YOU MUST EVACUATE

- Take important papers with you, including your driver's license, special medical information, insurance policies, and property inventories.
- Let friends and relatives know where you are going.
- Make sure your neighbors have a safe ride.
- Lock windows and doors.
- Turn off electricity at the main breaker.

PLAN TO GO IF...

- An evacuation order has been issued.
- You live in a manufactured or mobile home.
- You live in a structure that was built prior to 1973 when Florida adopted a standard building code.
- Your home is vulnerable to storm surge or inland flooding.
- You can leave early enough to meet estimated regional clearance times. (It is very dangerous to be on the highway during a storm.)

ACTION PLAN IF YOU GO

- Where are you going? Friends Family Out of the region Shelter
- Do you have a Disaster Survival Kit that includes cash, a 2-week supply of food, water and a 1-month supply of prescriptions? Yes No
- Have you reviewed your insurance policies? Yes No
- Have you mitigated the effects of severe winds on your home by installing hurricane shutters and bracing your garage door? Yes No
- Do you or your family know where the electric, gas, and water shut-off valves are to shut them off before you leave? Yes No
- Do you have a Pet Disaster Survival Kit including proof of current vaccination, current photograph in case of separation, collar with identification and leash, and pet carrier? Yes No
- How will you secure your home before you leave?

- What belongings will you take with you?

- Who is your designated out-of-state contact so all family members have a single point of contact?
Name: _____ Phone: _____
- Where is the emergency location that your family will meet?

- Do any of your neighbors need assistance in evacuation? Yes No
Who? _____

SURVIVAL KIT IF YOU GO:

GROCERIES

- Canned meats, fruits & vegetables, drinks
- Crackers
- Ice
- Drinking water

OTHER ITEMS

- 2 coolers – 1 for ice, 1 for food
- Battery-operated radio and batteries
- Cash – *Banks may be closed and loss of power will make ATMs and credit cards useless.*
- 1 month supply of prescription medicines
- First aid kit
- Diapers, bottles, and formula for infants
- Toys, books, quiet games
- Camera/film/batteries
- Pillows, blankets, sleeping bags or air mattresses
- Extra clothing and shoes
- Eyeglasses
- Folding chairs or cots

PERSONAL HYGIENE ITEMS

- Toothbrush, toothpaste
- Deodorant
- Contact solution

IMPORTANT PAPERS

- Driver's license
- Medical information
- Insurance policies
- Property inventories

Note: Pets, firearms and alcoholic beverages will not be allowed in the American Red Cross shelters. A "pet friendly" shelter may be available.

PLANNING FOR SAFETY

WATCH OR WARNING?

TROPICAL STORM WATCH

An announcement that tropical storm conditions (sustained winds of 39 to 73 mph) are *possible* within the specified coastal area within 48 hours.

TROPICAL STORM WARNING

An announcement that tropical storm conditions (sustained winds of 39 to 73 mph) are *expected* within the specified coastal area within 36 hours.

HURRICANE WATCH

An announcement that hurricane conditions (sustained winds of 74 mph or higher) are *possible* somewhere within the specified coastal area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane watch is issued 48 hours in advance of the anticipated onset of tropical-storm-force winds.

HURRICANE WARNING

An announcement that hurricane conditions (sustained winds of 74 mph or higher) are *expected* somewhere within the specified coastal area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the hurricane warning is issued 36 hours in advance of the anticipated onset of tropical-storm-force winds.

– National Hurricane Center

THE SAFFIR-SIMPSON HURRICANE SCALE

The Saffir-Simpson Hurricane Scale is a 1 to 5 rating based on the hurricane's intensity. This is used to give an estimate of the potential property damage expected from a hurricane landfall. Wind speed is the determining factor in the scale.

CATEGORY ONE

Winds 74-95 mph. No severe damage to building structures. Primary damage to mobile homes, shrubbery and trees.

CATEGORY TWO

Winds 96-110 mph. Some roofing material, door, and window damage of buildings. Considerable damage to shrubbery and trees with some trees blown down. Considerable damage to mobile homes, poorly constructed signs, and piers.

CATEGORY THREE

Winds 111-129 mph. Some structural damage to small residences and utility buildings with a minor amount of curtainwall failures. Mobile homes and poorly constructed signs are destroyed.

CATEGORY FOUR

Winds 130-156 mph. More extensive curtainwall failures with some complete roof structure failures on small residences. Shrubs, trees, and all signs are blown down. Complete destruction of mobile homes.

CATEGORY FIVE

Winds greater than 157 mph. Complete roof failure on many residences and industrial buildings. Some complete building failures with small utility buildings blown over or away. All shrubs, trees, and signs blown down. Complete destruction of mobile homes. Severe and extensive window and door damage.

HURRICANE NAMES FOR 2016

Alex	Danielle	Gaston	Julia	Matthew	Paula	Tomas
Bonnie	Earl	Hermine	Karl	Nicole	Richard	Virginie
Colin	Fiona	Igor	Lisa	Otto	Shary	Walter

EVACUATION ORDER

The most important instruction you will receive from local government officials, relayed over radio and television stations, is an evacuation order. Once issued, an evacuation order is mandatory under law in the state of Florida. If you live in a mobile home or an area ordered to evacuate, gather your survival kit and leave immediately. If you live in a safe area, secure your home and be prepared to stay. Because of long evacuation times and the unpredictability of hurricanes, you may be ordered to leave before a hurricane watch or warning is issued.



Prepare and plan for long evacuation times.



RESIDENTS OF MOBILE HOMES MUST LEAVE!

A Category 1 hurricane, with winds of 74 to 95 mph, can rip apart a mobile home. The National Hurricane Center reports that no mobile home or manufactured home – no matter how new it is – can be a safe shelter from hurricane force winds. Also, tornadoes can spin off from hurricanes. Straps or other tie-downs will not protect a mobile home from high winds associated with a hurricane.

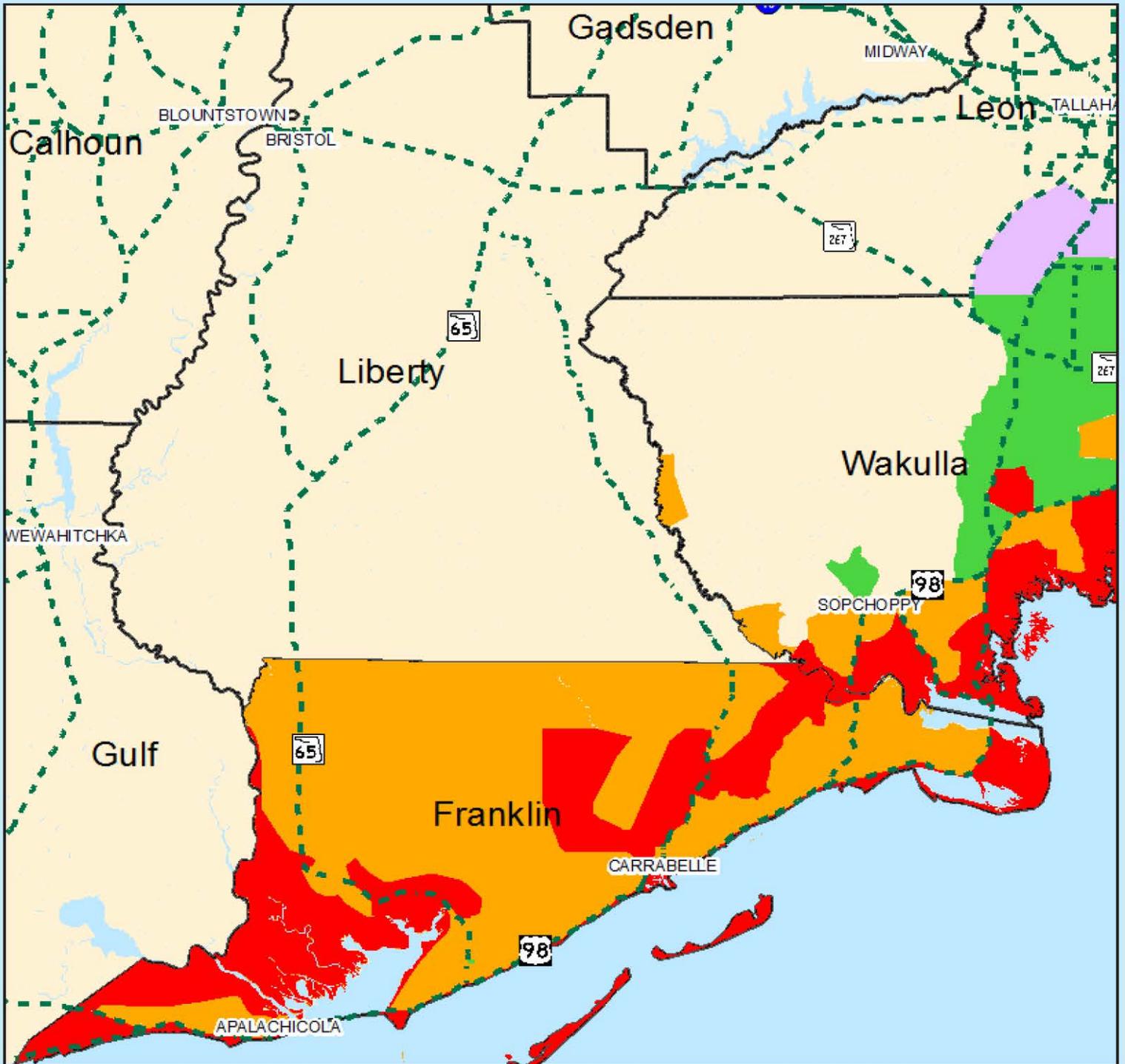
If a hurricane threatens the Capital Area, all mobile home residents will be required to evacuate. If you must evacuate and do not have access to transportation due to age, disability, or other special needs, you should register now with your local Emergency Management Agency.



In 1992, 97% of all manufactured homes in Hurricane Andrew's path in Dade County were destroyed, compared to 11% of single-family, non-manufactured homes.*

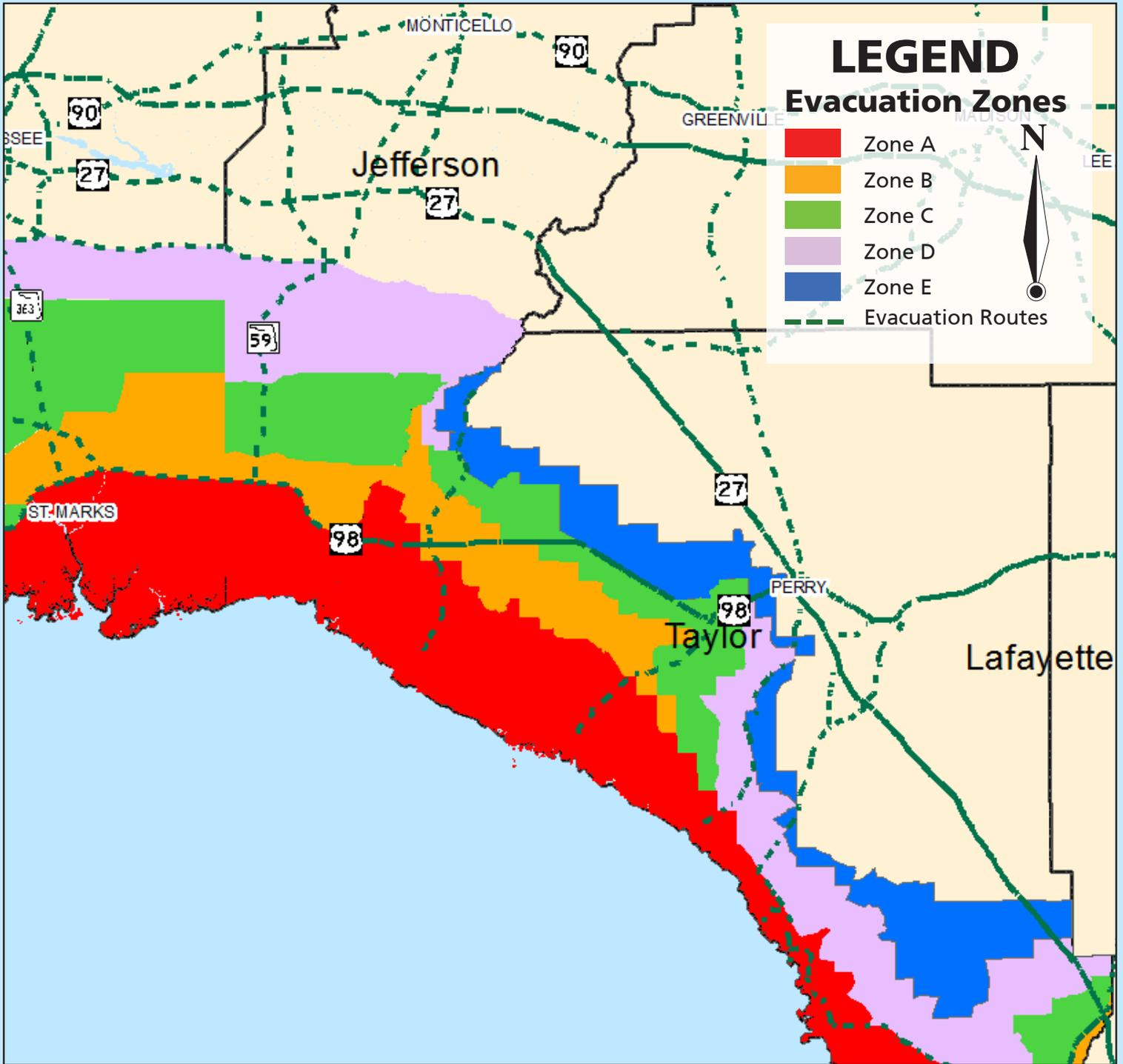
**Source HUD.*

COASTAL EVACUATION AREAS FOR THE CAPITAL AREA



>>> **SHELTER INFORMATION HOTLINE:** <<<
850-402-5656

**STAY TUNED TO LOCAL MEDIA OUTLETS FOR CRITICAL
EVACUATION INSTRUCTIONS.**



STORM SURGE

Storm surge causes loss of life and extensive damage in hurricanes and is a major reason for evacuation orders along the vulnerable coastline.

Even a tropical storm can result in surprisingly high storm surge. Surge levels depend on the unique

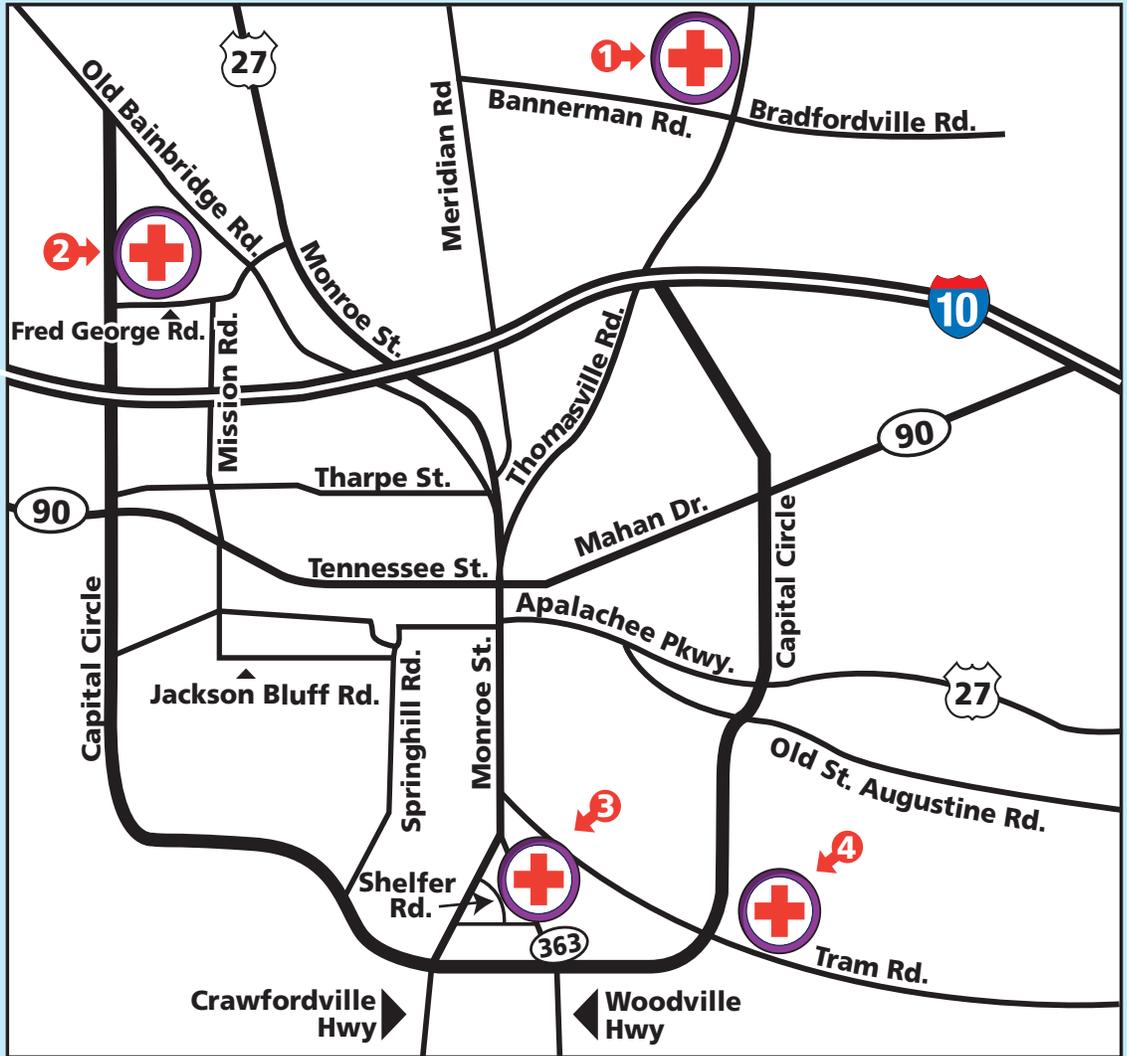
interaction of wind speed, direction and duration with the slope of the continental shelf and the shape of the coastline, as well as tides in the landfall region. Your local emergency management office (see back cover) will announce evacuations through local media outlets.

During an evacuation, not all shelters will open at the same time. Shelter openings will be announced on television, radio and the internet. Only proceed to a shelter after it has been announced the shelter is open.

RED CROSS SHELTERS BY COUNTY

LEON COUNTY

- 1**
Lawton Chiles High School
7200 Lawton Chiles Ln.
- 2**
Springwood Elementary School
3801 Fred George Rd.
- 3**
Oak Ridge Elementary School
4530 Shelfer Rd.
- 4**
Florida High School
3000 Schoolhouse Rd.

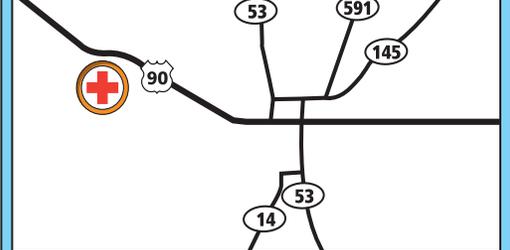
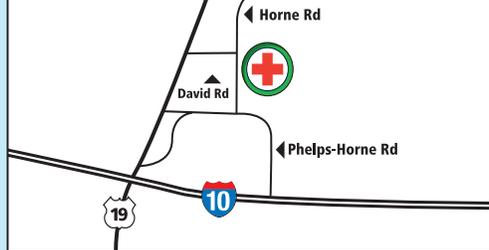
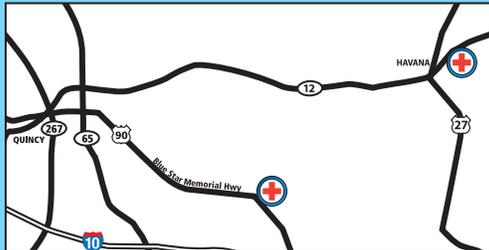


GADSDEN COUNTY JEFFERSON COUNTY MADISON COUNTY

- East Gadsden High School, 27001 Blue Star Memorial Hwy, Midway
- Havana Middle School, 1210 Kemp Road, Havana

Jefferson High School, 50 David Rd., Monticello

Madison Central School, 2093 W. US Hwy 90, Madison

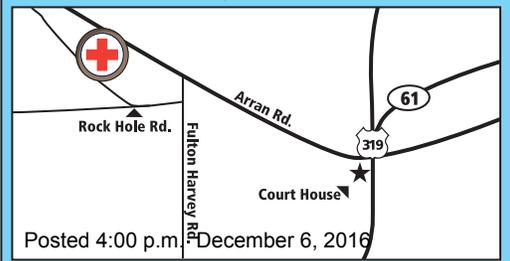
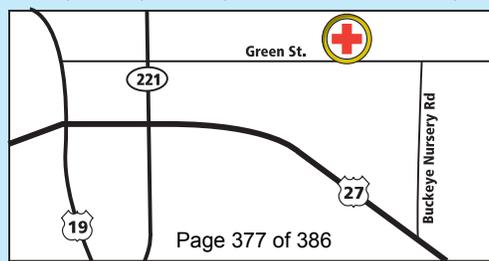
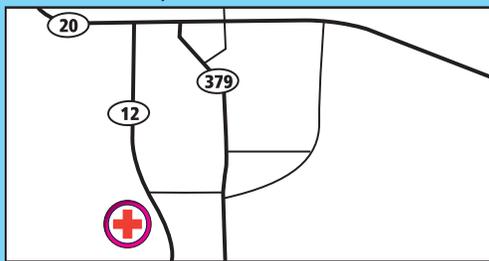


LIBERTY COUNTY TAYLOR COUNTY WAKULLA COUNTY

Toler Elementary School, 14745 NW Ct Rd 12, Bristol

Taylor County Elementary School, 1600 E. Green St., Perry

Crawfordville Elementary School, 379 Arran Rd., Crawfordville



COASTAL SPECIFIC HAZARDS



STORM SURGE

- The greatest potential for loss of life associated with a hurricane is from storm surge, which historically claims 9 of 10 lives.
- Storm surge can increase the mean water level 22 feet or more.
- Capital Area coastal counties can expect significant storm surges that will affect inland communities.



WIND

- Even minimal hurricane force winds will impact an area many miles inland from where the storm makes landfall.
- Winds associated with hurricanes and tornadoes can destroy homes, trees and power lines.
- Flying debris, including signs, roofing material, siding, and unsecured objects, can become flying missiles.



FLOODING

- Most coastal damage caused by hurricanes is the result of flooding from giant waves driven by the hurricane winds.
- If you are caught in the house by the suddenly rising flood waters, move to the second floor or to the roof and wait for help.
- Purchase flood insurance. Damage to your home and its contents is not covered by homeowner's insurance.
- **Remember:** Assume that all floodwater is contaminated.

INLAND SPECIFIC HAZARDS



WIND

- Even minimal hurricane force winds will impact an area many miles inland from where the storm makes landfall.
- Winds associated with hurricanes and tornadoes can destroy homes, trees and power lines.
- Flying debris, including signs, roofing material, siding, and unsecured objects, can become flying missiles.



FLOODING

- Flash flooding is associated with hurricanes and tropical storms. The tons of water the storm picked up over the ocean will be released as the storm moves inland.
- If driving, and you encounter a flooded road, turn around and go another way. NEVER drive through flooded roadways!
- If the vehicle stalls, leave it immediately and seek higher ground.
- Purchase flood insurance. Damage to your home and its contents is not covered by homeowner's insurance.
- **Remember:** Assume that all floodwater is contaminated.



DOWNED POWER LINES

- Assume all downed power lines are energized.
- Contact your utility provider to report downed power lines.
- Do not connect generators directly to your home as it will energize the lines and injure or kill your neighbors or utility workers.





STAY INFORMED

2-1-1 Big Bend, Inc. serves as the preferred 24/7 gateway to community information, services and support any day of the year, including times of community emergencies. Trained hotline counselors provide emotional support, crisis assistance, information about local services, and referrals that contain accurate, up-to-date resource information.

The agency's resource database contains more than 1,000 programs in the Big Bend area with subjects including housing assistance, emergency shelter, mental health, substance abuse, domestic violence, child development, employment, food pantries and more. Anyone can call **2-1-1** or **850-617-6333** to talk to a trained counselor, or visit **www.211bigbend.org**.

Free mobile apps for iOS and Android devices are available to make quick connections to our website and searchable database. 2-1-1 Big Bend is accredited and certified as a United Way agency.



STAY ENGAGED

The Big Bend COAD provides a structure for non-profit organizations, the faith-based community and local emergency management officials to prepare for, respond to and recover from a disaster. The focus is to coordinate efforts amongst members to best serve communities in need.

- 2-1-1 Big Bend
- America's Second Harvest of the Big Bend
- Catholic Charities
- Florida Baptist Active in Disaster
- Goodwill
- The American Red Cross
- The Salvation Army of Tallahassee
- The United Way
- Volunteer LEON

For more information, please visit: **www.BigBendCOAD.org**

The Salvation Army of Tallahassee serves disaster survivors and relief workers with food, emotional support, and other critical services. Disaster teams consists of staff and volunteers who conduct wellness checks, feed hot meals, drinks and snacks directly from Salvation Army canteens, provide spiritual care, and assist in distributing food, water, clothing, and clean-up kits to residents who are affected or have been displaced by a disaster.

In addition to immediate needs, provided (on an as needed basis) are items such as furniture and household items, pet food, bags of groceries, hygiene kits, bus tickets, and gas cards as they are available.

To volunteer with the disaster team of The Salvation Army of Tallahassee, please visit **www.SalvationArmyFlorida.org/Tallahassee** or call **(850) 222-0304**.

HOME HEALTH CARE AND HOME BOUND PATIENTS

- Notify your health agency where you will be during a disaster and when care can be re-established.
- If you are homebound and under the care of a physician, but not a home health agency, contact your physician.
- If you require respirators or other electric-dependent medical equipment, you should make prior medical arrangements with your physician.
- If you require oxygen, check with your supplier about emergency plans.
- If you evacuate, remember to take medications, written instructions regarding your care, special equipment and bedding with you.
- If you need assistance in an evacuation, please register **NOW** with your county emergency management agency. Contact information can be found on the back of this guide.

INFORMATION FOR THE ELDERLY AND CITIZENS WITH SPECIAL NEEDS

- If you live in a nursing home or assisted living facility, contact your administrator to learn about the evacuation plan for that facility.
- If you require respirators, oxygen, or other electric medical equipment, make arrangements with your medical provider **NOW**.
- If you need transportation or specialized assistance during an evacuation, **REGISTER NOW** with your county emergency management agency. Contact information can be found on the back of this guide.
- If you are evacuating and under the care of a physician, please notify your health agency of your new location.

HOW YOU CAN HELP

When disaster strikes, volunteers play a critical role in recovery efforts and providing needed relief to victims. Consider becoming an American Red Cross Disaster Services Volunteer.

Employees with the State of Florida, Leon County, and City of Tallahassee are eligible for 15 days of disaster leave by becoming an American Red Cross Disaster Services Volunteer.



For more information visit:

www.redcross.org/fl/tallahassee

or call

850-878-6080

You can also reach the American Red Cross Capital Area Florida Chapter toll-free at 866-943-9010. Disaster Services training classes are free of charge, and volunteering opportunities are available year round.

FOR MORE INFORMATION OR ASSISTANCE, CONTACT:

CAPITAL AREA CHAPTER, AMERICAN RED CROSS

850-878-6080

www.redcross.org/fl/tallahassee

FRANKLIN COUNTY EMERGENCY MANAGEMENT

APALACHICOLA

850-653-8977

www.franklinemergencymanagement.com

GADSDEN COUNTY EMERGENCY MANAGEMENT

QUINCY

850-875-8642

www.gadsdensheriff.org/emergency_mgmt.html

JEFFERSON COUNTY EMERGENCY MANAGEMENT

MONTICELLO

850-342-0211

www.jcso1.com/EOC-office/

LEON COUNTY EMERGENCY MANAGEMENT

TALLAHASSEE

850-606-3700

www.leoncountyfl.gov/ei • www.haveahurricaneplan.com

LIBERTY COUNTY EMERGENCY MANAGEMENT

BRISTOL

850-643-2339

www.libertycountyflem.com

MADISON COUNTY EMERGENCY MANAGEMENT

MADISON

850-973-3698

www.madisoncountyfl.com/emergencymanagement

TAYLOR COUNTY EMERGENCY MANAGEMENT

PERRY

850-838-3575

www.taylorcountygov.com/em

WAKULLA COUNTY EMERGENCY MANAGEMENT

CRAWFORDVILLE

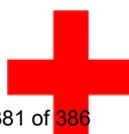
850-745-7200

www.wcso.org/emergency-management

2-1-1 BIG BEND

Dial 2-1-1

211bigbend.net



**American
Red Cross**

Appendix G:
EM Constellation Mission Requests, Hurricane Hermine
September 2016
Correspondence With Leon County Emergency Management

Mission Request #	Title	Description	*Status	Author	Date Entered	FDEM Assigned To:	FDEM Tasked To:	Last updated Date	Author Desk	Contact Name	Resource Needed Until	After Action Report - County Staff Comments
43	Leon County requests FDOT liaison to county EOC	Leon County requests FDOT liaisons to report to the Leon County EOC Alpha Shift: James Oliver Bravo Shift: Jeff Curwin	Complete	LEON	9/1/2016 1:20:44 PM	INFRASTRCTR	ESF01_03		LEON	Jennifer Nagy	9/10/2016 1:00:00 PM	Liaisons reported as requested
44	Leon County requests SERT Liaison	Leon County seeks to designate Dave Bujak, Director of Emergency Management from Florida State University, as SERT Liaison. He is already present in the county EOC and has extensive experience as a former FDEM employee and SERT member. His contact information is: Landline: 850-606-3763 Mobile: 850-694-3212 Email: dbujak@fsu.edu	Complete	LEON	9/1/2016 1:40:01 PM	OPERATIONS			LEON	Kevin Peters	9/10/2016 1:00:00 PM	The FSU Emergency Coordination Officer, David Bujak, advised that the FSU Police Chief authorized him to volunteer in the Leon EOC during landfall of Hermine to provide assistance. Mr. Bujak was designated as the SERT Liaison due to his experience as an emergency manager with FDEM.
51	Leon County requests 30 generators from FDOT-D3 for traffic signals on state roads	City of Tallahassee Traffic Operations requests 30 generators currently staged at District 3 office in Midway for use during power outages of traffic signals on state roads.	Complete	LEON	9/1/2016 3:21:10 PM	INFRASTRCTR	ESF01_03		LEON	Wayne Brian	9/1/2016 3:00:00 PM	The Tallahassee Advanced Traffic Management System Manager, Wayne Bryan, advised he had been in contact with the FDOT Midway Office and they had 30 generators available. FDOT Midway told Mr. Bryan that a mission needed to be placed in EM Constellation and that the City of Tallahassee would need to pick them up as FDOT Midway could not deliver. Following the request by LCEM, the State EOC called to advise this mission could not be carried out pre-storm. This mission was re-requested and subsequently approved following Hurricane Hermine's landfall (see Mission #112).
52	Leon County Health Department requests AHCA Assistance	Leon County Department of Health requests AHCA contact regarding the availability of bedding at local assisted living facilities or nursing homes for persons with special needs. Contact: Holly Kirsch DOH-Leon 850-606-3779 850-933-5984	Complete	LEON	9/1/2016 3:42:22 PM	EMER_SRVCS	ESF08		LEON	Holly Kirsch	9/1/2016 3:00:00 PM	The Leon County Health Department (FDOH-Leon) sought an available bed in a healthcare facility to shelter a special needs evacuee that required a higher level of care that could be provided in the Special Needs Shelter. FDOH-Leon was able to relocate the individual to a local assisted living facility.
53	Leon County Public Works requests FDOT road clearance on FHWA roads	Leon County Public Works requests that FDOT task its road debris clearance contractor to perform road debris clearance on FHWA designated roadways upon completion of clearance on state roads.	Complete	LEON	9/1/2016 3:49:30 PM	INFRASTRCTR	ESF01_03		LEON	Roshaunda Bradley	9/1/2016 3:00:00 PM	The FDOT representative at the State EOC called to advise that FDOT contractors will assist with cut and toss of FHWA roads after Leon County exhausted all of its staff and contractual resources (see Missions #164 and #237).

*Cells highlighted in orange indicate mission requests issued prior to Hurricane Hermine's landfall

*Mission Status Legend, FDEM EMConstellation Standard Operating Procedure

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Assigned	Designated to a Branch Chief for action	On Scene	Resources are working mission tasks
Tasked	Assigned to an ESF for response	Demobilizing	Process for releasing resources no longer needed
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57	Leon County Public Works requests 20,000 sandbags	Leon County Public Works requests 20,000 sandbag for immediate pre-storm use. If sourced from FDOT Midway office, we can pick up. If coming from elsewhere, please call for drop off location.	Complete	LEON	9/1/2016 4:21:13 PM	INFRASTRCTR	ESF01_03		LEON	Roshaunda Bradley	9/1/2016 4:00:00 PM	FDOT Midway office advised Leon County Public Works they could provide additional sandbags upon request through EM Constellation. The FDOT representative at the State EOC called the County Public Works representative in the Leon EOC to advise that FDOT did not have the requested sand bags and Leon County would have to contact a vendor to purchase.
63	Leon County requests 2 Variable Message boards (VMB) for Shelter support. URGENT: # 1 of 2.	**URGENT - IMMEDIATE NEED** 2 Variable Message Boards deployed as follows: 1.) State Road 61 at Ross Road facing northbound traffic to read: "SHELTER. TURN RIGHT ON ROSS RD." 2.) State Road 363 at Ross Road facing northbound traffic to read: "SHELTER. TURN LEFT ON ROSS RD."	Cancelled	LEON	9/1/2016 7:31:08 PM			9/1/2016 7:49:48 PM	LEON	Roshaunda Bradley	9/1/2016 7:00:00 PM	This mission was cancelled. After further review, Leon County Public Works was able to accommodate the request.
64	Leon County requests 2 Variable Message boards (VMB) for Shelter support. URGENT: # 2 of 2.	**URGENT - IMMEDIATE NEED** 2 Variable Message Boards deployed as follows: 1.) US-319 at Tram Road (CR-259) facing northbound traffic to read: "SHELTER. TURN RIGHT ON TRAM RD." 2.) Tram Road (CR-259) at Four Oaks Boulevard facing eastbound traffic to read: "SHELTER. TURN LEFT ON FOUR OAKS BLVD."	Cancelled	LEON	9/1/2016 7:33:55 PM			9/1/2016 7:48:58 PM	LEON	Roshaunda Bradley	9/1/2016 7:00:00 PM	This mission was cancelled, Leon County Public Works had the signs available.
68	Leon County requests FWC liaison	Leon County requests FWC liaison to report to county EOC. Lt. Kent Harvey 850-251-7251 Already on scene.	Complete	LEON	9/1/2016 7:58:22 PM	EMER_SRVCS	ESF16		LEON	Kevin Peters	9/1/2016 7:00:00 PM	
73	Leon County Health request Oxygen	Leon County Department of Health requests 4 D-sized oxygen bottles delivered to special needs shelter: FSUS Florida High 3000 Schoolhouse Road Tallahassee, FL 32311	Complete	LEON	9/1/2016 9:52:52 PM	EMER_SRVCS	ESF08		LEON	Holly Kirsch	9/1/2016 9:00:00 PM	
103	Leon County requests Retailer Status / Plans	What is the status, capabilities, and plans for retailers in Leon County including grocers, home improvement stores, and general retail (e.g. Wal-Mart, Target)? Who is open? Who may not be able to Open? Who's on limited capabilities (e.g. generator power)?	Complete	LEON	9/2/2016 1:12:11 PM		ESF18		LEON	Kevin Peters	9/2/2016 1:00:00 PM	State ESF-18 responded quickly via email at 5:23 PM with a list of grocery stores and big box retailers that were open. All Publix grocery stores were open on generator power following the storm, and area Wal-Mart stores were awaiting arrival of their generators (Wal-Mart stores are pre-wired to receive semi-truck generators).

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108	Leon County Requests Gas Station Status & Fuel Availability Report	Due to widespread power outages, there are reports of closed gas stations and limited availability of fuel at those stations which are open. Request ESF12-Fuels status report about how which stations in Leon County are open with regular or emergency power and the status of their fuel availability.	Complete	LEON	9/2/2016 2:07:56 PM	INFRASTRCTR	ESF12FUELS		LEON	Kevin Peters	9/2/2016 2:00:00 PM	<i>The Leon County EOC was attempting to determine the availability of fuel within the County. The State EOC ESF #12 did not provide this information in a timely fashion. Their method for determining availability was to call all gas stations in Leon County to determine which stations were open. This lack of reporting capability by the state had not previously been relayed to County emergency managers by FDEM or State ESF-12.</i>
110	Leon County Requests FDOT Generators	Leon County is requesting FDOT place 175 generators at the pre-identified state owned traffic intersections in Leon County. Due to extended power outage.	Cancelled	LEON	9/2/2016 4:02:37 PM			9/2/2016 5:43:56 PM	LEON	Jennifer Nagy	9/12/2016 4:00:00 PM	<i>This mission was cancelled as FDOT addressed this issue internally.</i>
112	Generators for Traffic Signals in Leon County	Leon County is requesting 50 generators for the Regional Traffic Management Center for Traffic Signals	Complete	LEON	9/2/2016 4:10:06 PM	INFRASTRCTR	ESF01_03	9/2/2016 5:42:40 PM	LEON	Jennifer Nagy	9/12/2016 4:00:00 PM	<i>This mission was requested pre-landfall (Mission #51) but not fulfilled by FDOT. It was re-requested and amended to include 20 additional intersections.</i>
115	Leon County - City of Tallahassee Requests FDOT Debris Clearance Assistance	FDOT (FDOT's Contractors) to assist City of Tallahassee Crews with debris clearance from City roadways.	Complete	LEON	9/2/2016 5:20:18 PM	INFRASTRCTR	ESF01_03		LEON	Reginald Ofuani	9/2/2016 5:00:00 PM	<i>Requested upon notification from Assistant City Manager Reese Goad that FDOT Secretary Boxold had called and advised resources were available to assist the City of Tallahassee with cut and toss on their roadways.</i>
120	Leon County - Requesting Water from SLRC to County Staging Area	Need to initiate a water mission with FDEM Logistics. Leon County is experiencing a long term power outage, residents in unincorporated Leon County rely on well water, which does not work during a power outage. Need two trucks this afternoon.	Complete	LEON	9/2/2016 6:11:53 PM	SLRC		9/2/2016 11:24:57 PM	LEON	Kevin Peters	9/2/2016 6:00:00 PM	<i>Water was distributed primarily at community centers in unincorporated Leon County for citizens served by Talquin Electric. A majority of these residents rely on well water and without electricity, their pumps were not working. Additional water was provided at the County's Main Library comfort station. The coordination, process, and reliability of making several critical water requests through the State EOC, followed by the shared distribution by the County and Red Cross, was flawless.</i>
122	Leon County - Requesting Personal Bath In A Bag Packs for 75,000 People for 4 Days	Leon County needs personal Bath In A Bag Packs (NOT Hygiene kits) for personal cleanliness for citizens of unincorporated Leon County, that rely on well water, that is not working due to long term power outage. 75,000 People for 4 Days.	Complete	LEON	9/2/2016 7:13:35 PM	SLRC	ESF06	9/2/2016 7:37:45 PM	LEON	Kevin Peters	9/2/2016 7:00:00 PM	<i>Bath in Bags were distributed primarily at community centers in unincorporated Leon County for citizens served by Talquin Electric. A majority of these residents rely on well water and without electricity, their pumps were not working.</i>

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134	Leon County - Sheriff Requests 20 State Law Enforcement Officers	The Leon County Sheriff requests 20 uniformed state law enforcement officers to provide security for area businesses during long term power outage. Each officer needs their own vehicle. Starting Date: September 4, 2016 at 19:30 to 6:00 daily (until power is restored). Check-on at Leon County Sheriff's Office, 2825 Municipal Way at 19:30. Contact Major Steve Harrelson 850-528-8405	Complete	LEON	9/2/2016 11:17:26 PM	EMER_SRVCS	ESF16		LEON	Steve Harrelson	9/2/2016 11:00:00 PM	State Law Enforcement Officers worked night shifts with the Leon County Sheriff's Office.
137	Leon County - Requesting Water from SLRC to County Staging Area	Leon County is requesting 4 truck loads of water to support County logistics. The water will supply Leon County residents, on well water, with water due to expected long term power outage.	Complete	LEON	9/3/2016 11:50:18 AM	SLRC	LOGISTICS	9/3/2016 12:00:33 PM	LEON	Kevin Peters	9/3/2016 11:00:00 AM	This mission was a re-supply order of mission #120
164	Leon County - Requesting FDOT Cut and Toss Clearance	Leon County is requesting cut and toss clearance on Federal Aid Highways and FEMA Aid Eligible Highways. Leon County is requesting cut and toss by FDOT on "red" and "blue" roadways on the attached map ftp://ftp.dot.state.fl.us/fdot/co/planning/transat/gis/federal_aid_maps/Fed_Aid-LatLong-Grid/leon-LatLong.pdf	Complete	LEON	9/3/2016 6:49:14 PM	INFRASTRCTR	ESF01_03	9/3/2016 6:57:13 PM	LEON	Tony Park	9/3/2016 6:00:00 PM	This mission was requested pre-landfall (Mission #53) but not fulfilled by FDOT. It was re-requested upon notification that FDOT had resources available to assist Leon County with cut and toss activities.
177	FDOT to maintain generator to signal lights	Request that FDOT install and maintain power generators on traffic signals that are off the systems but are Federal Qualified Highways/Roadways. As soon as possible. Deployment given to district traffic office	Cancelled	LEON	9/3/2016 10:39:28 PM				LEON	Wayne Bryan	9/7/2016 10:00:00 PM	FDOT advised they could not maintain or re-fuel off-system generators so the mission was cancelled by the Tallahassee Regional Traffic Management Center since FDOT could not logistically support the mission.
190	Leon County - Florida Sate University Requests 500 Cots from SLRC	Due to ongoing power outage at Florida State University DeGraff Hall, we request 500 cots from DEM SLRC. Please have cots delivered to the Oglesby Union for now. Location: Parking Lot (FSU Visitor) - Academic Way Meters, Academic Way, Tallahassee, drive there using Waze: https://waze.to/lu/hdj1y2t8	Complete	LEON	9/4/2016 3:15:51 PM	SLRC	SLRC_SUPPORT		LEON	David Bujak	9/4/2016 3:00:00 PM	The cots were delivered to FSU.
224	Leon County - Requests Preliminary Damage Assessment for Public Assistance to be Scheduled	Requesting 2 FDEM/FEMA PDA teams (one for County, one for City) to conduct PDA.	Complete	LEON	9/5/2016 2:51:20 PM	RECOVERY_BR	RECOVERY_PA	9/8/2016 9:09:17 PM	LEON	Kevin Peters	9/5/2016 2:00:00 PM	Preliminary Damage Assessment with FDEM/FEMA is first step in seeking a federal disaster declaration.

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225	Leon County - Requesting Preliminary Damage Assessment for Individual Assistance to be Scheduled	1 FDEM/FEMA PDA team to conduct assessment of Leon County	Complete	LEON	9/5/2016 2:56:46 PM	RECOVERY_BR	RECOVERY_IA	9/9/2016 9:59:53 PM	LEON	Kevin Peters	9/5/2016 2:00:00 PM	<i>Preliminary Damage Assessment with FDEM/FEMA is first step in seeking a federal disaster declaration.</i>
237	Leon County - Request FDOT Cut and Toss Assistance in Leon County and City of Tallahassee	Roads needing clearance by FDOT is attached.	Complete	LEON	9/5/2016 4:42:51 PM	INFRASTRCTR	ESF01_03		LEON	Tony Park	9/5/2016 4:00:00 PM	<i>This mission was placed to have FDOT finish the work requested in mission #164, which had originally been requested pre-landfall in mission #53. Mission #164 work was not completed due to powerline entanglement in trees on roadways. Therefore, the mission should not have been closed out by FDOT.</i>
240	Leon County - Requesting FDOT Remove All Storm Debris from FHWA Roads in Leon County and Tallahassee	FDOT to remove all storm debris from the "Red" and "Blue" roadway right-of-ways of the attached map. Update: request for a second and third pass of all FHWA roads (red and blue) on the FDOT map. There needs to be minimum of two weeks of time between Pass 1 and Pass 2 and two weeks between Pass 2 and Pass 3. Where the FHWA roads are located in residential subdivisions we request that there be a coordinated effort between the FDOT debris removal contractor and the Leon County/City of Tallahassee debris removal contractor for debris removal. (Map link: ftp://ftp.dot.state.fl.us/fdot/co/planning/transtat/gis/federal_aid_maps/Fed_Aid-LatLong-Grid/leon-LatLong.pdf) This mission is for all Leon County and City of Tallahassee. UPDATE 2: See Attachments for Denial of "Second Pass" From FDOT	Complete	LEON	9/5/2016 4:59:29 PM	INFRASTRCTR	ESF01_03	9/16/2016 8:45:43 PM	LEON	Tony Park	9/5/2016 4:00:00 PM	<i>FDOT advised they could only support one pass and would not conduct a second pass.</i>
294	Leon County - Requesting Vector Control Assistance	State assistance with with post storm vector control/mosquito abatement.	Complete	LEON	9/6/2016 10:38:34 PM	RECOVERY_BR	RECOVERY_EH P	9/12/2016 1:13:20 PM	LEON	Robert Mills	9/6/2016 10:00:00 PM	<i>In the wake of an emergency, increased mosquito populations may pose a serious health threat and potentially hamper response and recovery efforts. During a Presidentially Declared Disaster, a request must be put into EM Constellation to begin the consultation process with the Florida Department of Agriculture that is required by the State of Florida. The Florida Department of Agriculture then works with Leon County on vector control/mosquito abatement. Leon County has uploaded all required documentation and this mission is open and ongoing.</i>
336	Leon County - Red Cross Requests Florida Baptist Response Team Shower Unit, Redeployment of Unit in Mission 191	Red Cross and Florida Baptist Disaster Response Team have discussed locally the redeployment of their shower unit from Wakulla County to Leon County. This shower unit is currently deployed to Wakulla County under mission 191.	Cancelled	LEON	9/8/2016 1:07:21 PM				LEON	Nicole King	9/8/2016 1:00:00 PM	<i>This mission was cancelled because much of the power had been restored to homes in the area before this resource could be re-assigned from Wakulla County.</i>

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