Collier County

Comprehensive Emergency Management Plan – 2021

(March 16, 2021)
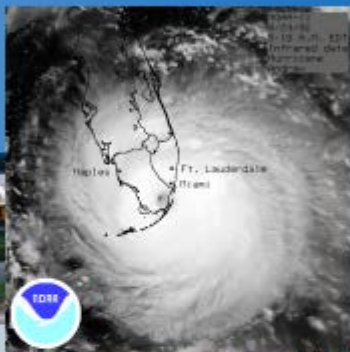
TABLE OF CONTENTS

BASIC PLAN

I.   **INTRODUCTION**

      A.   Purpose
      B.   Scope
      C.   Methodology

II. **SITUATION**

      A.   Hazards Analysis
      B.   Geographic Information
      C.   Demographics
      D.   Economic Profile
      E.   Emergency Management Support Facilities
      F.   Planning Assumptions

III. **RESPONSIBILITIES**

      A.   Responsibilities of Local Government
      B.   Coordination with the State
      C.   Coordination with the Federal Government
      D.   Communication
      E.   Plan Revisions
      F.   Roles/Responsibilities: Recovery and Mitigation
      G.   Tasking Coordination

IV. **CONCEPT OF OPERATIONS**

    A. Levels of Disaster

    B. General

        1. Non Emergency Operations
        2. Emergency Operations

    C. Coordination, Direction & Control

          March 16, 2021

March 16, 2021

VI.   CONTINUITY OF OPERATIONS (COOP) AND CONTINUITY OF GOVERNMENT (COG)

LIST OF FIGURES IN BASIC PLAN

APPENDICES TO THE BASIC PLAN

ESF-1   Transportation
ESF-2   Communications
ESF-3   Public Works & Engineering
ESF-4   Firefighting
ESF-5   Planning & Intelligence
ESF-6   Mass Care
ESF-7   Resource Support
ESF-8   Health, Medical & Human Services
ESF-9   Urban Search & Rescue
ESF-10 Hazardous Materials
ESF-11 Food & Water
ESF-12 Energy
ESF-13 Military Support
ESF-14 Public Information
ESF-15 Volunteers & Donations
ESF-16 Law Enforcement
ESF-17 Animal Issues
ESF-18 Business & Industry

Appendix 2…Disaster Accounting Forms

Contract Work Summary Record
Force Account Labor Summary Record
Force Account Equipment Summary Record
Materials Summary Record
Rented Equipment Summary Record

Appendix 3…Sample Declaration/Proclamation
Appendix 4…CEMP Notification List

HAZARD ANNEXES

ANNEX A…Hazardous Weather Response
ANNEX B…Terrorism Incident Response
ANNEX C…Wildfire Operations Response
ANNEX D…Hurricane Response
ANNEX E…Flood Warning Program
ANNEX F…Area Command
ANNEX G…Radiological Emergency Response
ANNEX H …Damage/Impact Assessment

March 16, 2021

RECORD OF REVISIONS

REVISION NUMBER	DATE OF REVISION	DATE ENTERED	ACTION
Change 1	9/17/12	9/17/12	-Replaced pages 34, 49 & 57 to Basic Plan -Replaced ESFs 3 and 10 entirely
Change 2	9/24/12	9/24/12	-Replaced ESF 8 entirely
Change 3	1/16/13	1/16/13	-Replaced Basic Page 48
Change 4	5/14/13	5/14/13	Added/included U of Fla IFAS to ESF's 17 & 18 and inserted IFAS into pgs 18 & 34.
Change 5	10/24/13	10/25/13	Change Collier Health terminology to Florida Department of Health-Collier in both Appendix 1, ESF 8 and Annex G
Change 6	11/26/13	11/26/13	Page 60, added Floodplain Mgr to Recovery Task Force. Page 63, added Floodplain, etc., info and expanded GMD's info for Recovery Information Center. Page 68-69, added Floodplain Management Plan to strategy in para 6 and expanded NFIP info in para 7. Appdx 1, ESF-14, added under Responsibilities para 9. Added Attachment 2.
Change 7	1/6/14	1/8/14	Resolution – City of Marco Island adoption the Collier CEMP
Change 8	3/10/14	3/10/14	Added to Annex A's assumptions and EM Responsibilities the activation process of the Skywarn Weather Spotters.
Change 9	12/16/14	12/16/14	Annex E - Added 4 Aug 2014 rain event to page 13.
Change 10	8/6/15	8/6/15	Updated the names of the merged fire districts throughout the Basic Plan. Updated Basic Plan, Fig.19, Notification & Warning System.
Change 11	1/9/2017	1/9/2017	Updated terminology in Annex C-

March 16, 2021

			Wildfire.
Change 12	3/9/2017	3/9/2017	Cell phone numbers removed from EM listing in Annex H.
Change 13	8/30/2017	8/30/2017	Appendix 1 to Basic - Added Landmark Hospital to ESF-8
Change 14	12/15/2017	12/15/2017	Annex E updated to reflect Hurricane Irma Impact
Change 15	7/28/2020	7/28/2020	Annex G- Pandemic removed and Annex H changed to Annex G-Ingestion Pathway Response
Change 16	9/1/2020	9/1/2020	New Annex H, Damage/Impact Assessment, added
Change 17	1/13/2022	1/13/2022	Annex G, Ingestion Pathway updated addressing the new crosswalk
Change 18	3/17/2022	3/17/2022	Updated plan throughout with the new organizational designations. Updated inventory and demographic information.

ACRONYMS

ADPAC - Animal Disaster Preparedness Advisory Committee

ALF - Assisted Living Facility

ALT - Alternative

ARC - American Red Cross

ARES - Amateur Radio Emergency Services

ARRL - American Radio Relay League

ASD- Collier County Administrative Services Department

ARASWF- Amateur Radio Association of Southwest Florida

CAP- Civil Air Patrol

CCFCA - Collier County Fire Chiefs' Association

CEMP - Comprehensive Emergency Management Plan

CERT - Citizen Emergency Response Team

CFR - Code of Federal Regulations

CIEH- Collier Emergency Information Hotline

COG- Continuity of Government Plan

COOP- Continuity of Operations Plan

CPA- Closest Point of Approach

CR - County Road

CRS- Community Rating System

DART - Domestic Animal Response Team

DOH- Department of Health

DRC - Disaster Recovery Center

DRIC- Disaster Recovery Information Center

DRU- Disaster Response Unit

EAS - Emergency Alert System

EM - Emergency Management

EMS - Emergency Medical Services

EOC - Emergency Operations Center

ESATCOM - Emergency Satellite Communications

ESF - Emergency Support Function

FDEM - Florida Division of Emergency Management

FDLE - Florida Department of Law Enforcement

FDOT - Florida Department of Transportation

FEMA - Florida Emergency Management Agency

FHP- Florida Highway Patrol

FS - Florida Statutes

GMD - Growth Management Department

HAZMAT - Hazardous Materials

HM - Hazard Mitigation

HSUS - Humane Society of the United States

HSPD - Homeland Security Presidential Directive

IA - Individual Assistance

IAP- Incident Action Plan

ICS - Incident Command System

LE- Law Enforcement

MARS - Military Affiliate Radio System

MOU - Memorandum of Understanding

NAD- North American Datum

NIMS - National Incident Management System

NETC- National Emergency Training Center

NFIP - National Flood Insurance Program

NOAA - National Oceanographic and Atmospheric Administration

NWSFO - National Weather Service Forecast Office

OMB - Office of Management and Budget

PA - Public Assistance

PIO - Public Information Office

March 16, 2021

PL -   Public Law
PRI -   Primary
PSA-   Public Safety Announcement
PSD-   Collier County Public
Services Department
PSN -   People with Special Needs
PUD-   Collier County Public
Utilities Department
PW-   Project Worksheet
RACES -   Radio Amateur Civil
Emergency Service
REP -   Radiological Emergency
Preparedness
RDSTF -   Regional Domestic Security
Task Force
RMD-   Collier County Risk
Management Division
SEOC -   State Emergency Operations
Center
SERT-   State Emergency Response

Team
SFWMD-   South Florida Water
Management District
SITREP -   Situation Report
SLOSH -   Sea, Lake, Overland Surge
from Hurricanes
SMART -   Strategic Metropolitan
Assistance and Recovery Teams
SOG-   Standard Operating Guide
SOP -   Standard Operating
Procedure
SR -   State Road
SWO-   State Watch Office
TDS -   Time-Delineated Schedule
TH -   Temporary Housing
TTY -   Teletype
USNG -   United States National Grid
VOAD -   Voluntary Organizations
Assisting in Disaster

NOTE: I know the page number should be "ix", but the computer would not let me change it 🙁.

EXECUTIVE SUMMARY

The Collier County Comprehensive Emergency Management Plan addresses the major and lesser disaster threats to which the community and its citizens may be subjected. The plan is designed to provide a framework through which Collier County may prevent or mitigate the impacts of, prepare for, respond to, and recover from natural, manmade, and technological hazards that could adversely affect the health, safety and general welfare of residents and visitors to the County. Additionally, this plan establishes the National Incident Management System (NIMS) as the standard for tasked agencies to use in responding to emergency events.

The Collier County plan was produced by the team efforts of the entire Collier County Emergency Management Division's staff, the other agencies who comprise the emergency support functions (ESFs), and personnel involved in Preparedness, Response, Recovery and Mitigation activities. The CEMP was approved by the Florida Division of Emergency Management and complies with Homeland Security Presidential Directives. Included in the plan are summaries of relevant data (e.g., demographics, geography, economic), emergency and non-emergency organization structures, roles and responsibilities for county government and private sector agencies/businesses, financial management guidance, and supporting documentation (e.g., references, mutual aid, memoranda of understanding, standard operating procedures/guidelines.) This information is included under seven sections: Introduction; Situation; Concept of Operations; Responsibilities; Financial Management; Training, Exercise and Public Awareness and Education; and References and Authorities. Supporting detail is included in the Appendices.

The plan is comprised of the above seven sections, plus nine annexes: Hazardous Weather Response, Terrorism Incident Response (Consequence Management), Wildfire Operations Response, Hurricane Response, Flood Warning Program, Area Command, Radiological Emergency Response and Damage-Impact Assessment.   The annexes provide general guidance for actions and taskings. Tasked agencies in the CEMP should develop standard operating guidelines (SOGs) that will ensure capability to carry out their respective missions.

COLLIER COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP) 2021

I.   INTRODUCTION

The Collier County Comprehensive Emergency Management Plan (CEMP) addresses most of the threats to which the County and its population may be exposed. At the present time, of the twenty-three (23) hazards analyzed using a broad range of sources, twelve (12) hazards were identified as High Risk because of widespread potential impact. This ranking carries a high threat to the general population and/or built environment.

This plan is an outline of emergency situations and agencies' responsibilities. Each agency that is identified will be given a broad overview of their responsibilities. Tasked agencies should develop Standard Operating Guides (SOGs) and/or checklists to aid them in accomplishing their responsibilities.

A.   Purpose

1.   The CEMP establishes the framework through which Collier County may prevent or mitigate the impacts of, prepare for, respond to, and recover from most natural, manmade, and technological hazards that could adversely affect the health, safety and general welfare of residents and visitors to this County. Appendices to the Basic Plan describe the general Emergency Support Functions ESFs) which are deemed the essential program functions. As a leading or supporting agency, department, organization, or individual within an ESF, this ensures coordinated emergency response actions that ensure the provision of vital services, the protection of the safety and well-being of the citizens of Collier County, and the sustainment of the economic base of the County. The Annexes help to address unique hazards or operations whereby the County is better able to manage that specific hazard or operation in an effective, efficient, and deliberate manner. In other cases, hazards may have unique requirements that deviate from the Basic Plan.

2.   Through this CEMP, provisions are made for the needed flexibility of direction, coordination, and methods of operations to enable County, City, and non-governmental agencies to accomplish the objectives of prevention, mitigation, preparedness, response and recovery. This plan provides the framework for rendering support to other counties, State and Federal government in their emergency preparedness efforts.

3.   This CEMP, by adoption, establishes the National Incident Management System (NIMS) as the standard for all operations encompassed by the plan within Collier County. The NIMS process encompasses much more than the Incident Command System (ICS), although ICS is a critical component of NIMS. It also provides a common foundation for training, communicating and sharing

information with other responders and with the public, ordering resources to assist with a response effort, and for integrating new technologies and standards to support incident management. All the nation's emergency responders are encouraged to use plain language and a common set of procedures when working individually and together to keep America safe. NIMS ensures that they will have the same preparation, the same goals, and shared or agreed upon expectations.

B.   Scope of the Collier County CEMP:

1.   The "Basic Plan" is sufficient to provide an "all-hazards" response template for most emergencies. Hazard-specific annexes were developed for unique emergencies such as wildland fire, terrorism and pandemic responses.

2.   The "Basic Plan" and its annexes identify roles, responsibilities, relationships, direction and control measures and protocols for a variety of incident responses between local, State and Federal agencies. Generally, a unified command is established to manage the emergency response.

3.   This "Plan" details actions necessary for short-term and long-term recovery and mitigation efforts following a disaster. The EOC serves as the initial forum to coordinate recovery activities. Once recovery activities are focused on a specific function, e.g., debris management, long-term recovery will best be managed by the Department, Division or Agency directly. Mitigation measures are addressed through the county's Local Mitigation Strategy meetings and through rebuilding initiatives associated with damaged facilities from a major disaster event.

C.   Methodology

1.   The Collier CEMP was produced by the team efforts of the entire Collier County Emergency Management staff, the tasked agencies for each of the eighteen (18) Emergency Support Functions, and personnel involved in recovery and mitigation activities. Additionally, following each major disaster response and exercise response, all responding agencies are asked to participate in a critique and complete an After-Action Report with corrective action identification and assignment. The Emergency Management Director or his/her representative is responsible for the development and maintenance of the CEMP including coordinating revisions, publishing changes and/or disseminating the CEMP.

2.   Guidance documents include the following: The National Response Framework, Florida Statute Chapter 252 and the Robert T. Stafford Act.

3.   Maintenance of plan currency is achieved in the following manner:

a.   Basic Plan will be reviewed by Emergency Management staff before June 1st , of each year and after each plan implementation due to a threat of or actual disaster. Major changes to the Basic Plan will be subject to Board of County Commissioners' review for adoption.

b.   Emergency Support Function (ESF) appendices will be reviewed by the appropriate agencies associated with the ESF. Corrections will be

forwarded to Emergency Management who will distribute page changes to all recipients of the plan. Changes to the ESF appendices do not need Board of County Commissioner approval if the spirit and intent of the Basic Plan has not changed.

c.   Hazard-specific annexes will be developed as needed and reviewed at least annually and immediately after the disaster event for which the annex was written. Hazard-specific annexes can be developed and added to/removed from the Collier County CEMP, as needed, without Board of County Commissioner approval as long as the spirit and intent of the Basic Plan has not changed.

d.   Standard Operating Guides (SOGs) should be developed and maintained by each tasked agency to support the responsibilities in this plan.

e.   The master CEMP document is maintained electronically in the Emergency Management virtual library on the web (bit.ly/3h8GQUU). A paper version of the current plan is available in the County Manager's Office for review.

f.   A CEMP notification list is maintained in Appendix 4 to the Basic Plan and updated as required by the Collier County Emergency Management Division.

g.   Collier County Emergency Management maintains a Revision Log. Revisions will be noted on the web page when they are approved.

h.   The Revision Log will reflect both the date and number of the revision, as well as a brief description of the content. A copy of this log will be found in the front of the CEMP.

II.   SITUATION

Because of the existing and continuing possibility of the occurrence of natural, human-caused, or technological hazards within Collier County, the County must be adequately prepared to deal with, reduce vulnerability to, and recover from such emergencies or disasters. The emergency management functions must be coordinated with other local governmental and non-governmental agencies and the Florida Division of Emergency Management (FDEM) to ensure the most effective preparation and use of manpower, resources, and facilities. The figures following depict Collier County specifics.

A.   Hazards Analysis: An all-inclusive Hazard Identification & Risk Assessment (HIRA) and Consequence Analysis was conducted which reviewed twenty-three (23) hazards with a potential to impact Collier County. Of these hazards, twelve (12) have been identified as High Risk because the potential for damage is widespread. The Collier County Multi-Jurisdictional Local Mitigation Strategy (LMS) provides a detailed analysis of the twenty-three (23) hazards. This document may be found online through the following URL: bit.ly/395qdEJ. The core hazards identified by the HIRA:

- Flood	- Tsunami
- Tropical Storm	- Major Transportation Incidents

- Severe Storms & Tornadoes	- Pandemic Outbreak
- Wildfire	- Hazardous Materials
- Coastal Erosion	- Coastal Oil Spills
- Drought	- Nuclear Power Plant
- Extreme Heat	- Terrorism
- Sea Level Rise & Climate Change	- Mass Migration Incident
- Sink Holes	- Civil Disorder
- Winter Storms & Freeze	- Critical Infrastructure Disruption
- Earthquake	- Special Events
- Red Tide/Algae Bloom	

B.   Geographic Information: Collier County is located on the southwest coast of Florida. Lee and Hendry Counties border to the north, on the east by Broward and Miami-Dade Counties, on the south by Monroe County and on the west by the Gulf of Mexico. See Figure 1, Geographic Information, for specific physical characteristics.

Figure 1, Geographic Information

CHARACTERISTICS	DESCRIPTION
Square Miles	Land area = ~2,000 square miles; 50 miles front directly on the Gulf of Mexico
Topography/Elevation	Flat topography, ranging from 0-5 feet above sea level along the coast, gradually rising to 35-40 feet in the northeast portion of the County. The average elevation in the County is 10-11 feet. A ridge (elevation 11-17 feet), which generally mimics US 41, runs from 4th Avenue S. in Naples northward to Bonita Shores.
Rivers/Water Areas	There are no major rivers within the County and there are approximately 50 miles of coastline. Water areas are comprised of man-made lakes, canals and water retention areas with the exception of Lake Trafford, west of Immokalee. From a high point near Immokalee, the drainage pattern is south and southwesterly toward the coast with an average slope of one foot per mile.
Wetlands & Environmentally Sensitive Areas	Big Cypress National Preserve, Florida Panther National Wildlife Refuge, Fakahatchee Strand State Preserve, Everglades National Park, Collier Seminole State Park, Rookery Bay National Estuarine Research Reserve, and Cape Romano-Ten Thousand Islands Aquatic Preserve.
Agriculture/Wetlands	Rural Estates Planning Community, the western portion of the Royal Palm community, and portions of the Corkscrew planning community
Bridges: Swing/Draw	None
Major transportation routes	Interstate 75 (I-75) is the main north/south and east/west transportation routes through Collier County. There are currently five off/on ramps from I-75 within the County: Exit 111 (Immokalee Road), Exit 107 (Pine Ridge Road), Exit 105 (Golden Gate Parkway), Exit 101 (CR 951), and Exit 80 (SR 29). US 41 from East Naples to the Lee County line is generally local truck and automobile traffic.
Commercial area	Four areas zoned for light industry in the north and central Naples planning communities: along U.S. 41 from CR 951 to the Lee County line, CR 951 in Golden Gate, Airport and Goodlette Roads south of Golden Gate Parkway, 5th Avenue South in the City of Naples, and Main Street (US 29) in Immokalee.
Urban area	Naples: bounded west and south by the Gulf of Mexico, Lee County to the north and CR 951 to the east.
Development	West of CR 951, intensity of development is low (three to six dwellings per acre). The only exceptions to this are in the Park Shore, Pelican Bay, Vanderbilt Beach (sixteen dwelling units per acre) and Marco Island.
Geographic Area(s) of Hazard Impacts	Six of the twelve high risk hazards (Transportation, Tropical Cyclone, Severe Storm (Tornadoes), Civil Infrastructure Disruption, Wildfire and Pandemic) are difficult to map besides the obvious

	population centers along the coastline, in Golden Gate and the Immokalee communities. Beginning on page 74 of the Local Mitigation Strategy 's Section Two (HIRA: bit.ly/395qdEJ), the areas vulnerable to wildfire are described and depicted. For Hurricanes/Tropical Storms, see Basic Plan's Figure 22, page 51 for potential storm surge impact areas.

C.   Demographics

1.   See Figure 2, Census Data, for resident and non-resident population data. Population density ranges from one dwelling unit per six acres in portions of Golden Gate Estates to 16 units per acre in portions of Pelican Bay, Park Shore, Vanderbilt Beach and the southwest coast of Marco Island.

2.   As of March 2022, there are approximately 862 people that are registered with the County as special needs clients. This number generally increases by the 100s when a tropical cyclone threatens.

3.   Collier County experiences an increase of 70,000 to 80,000 tourists throughout the peak tourist months of January through April each year. As expected, tourists tend to congregate along the beaches and golf course communities in the Naples-Marco Island metropolitan areas. Eco-tourism is also increasing substantially each year in the area around Everglades City.

4.   Collier County is becoming very cosmopolitan with residents representing most of the world's nations. Although English is widely spoken and understood, there is a sizeable population of Hispanic and Creole speaking population in the agricultural areas of Immokalee and East Naples.

5.   Approximately 600 to 700 people are considered transients and live near the day-labor areas of East Naples. Migrant farm workers account for an additional 9,000 people and are concentrated in Immokalee and East Naples.

6.   Mobile Home Parks: There are 128 mobile home parks with approximately 7,893 spaces within Collier County. The locations of most of the parks outside Immokalee are along/near route US-41. The community of Immokalee has the next highest concentration of 62 mobile home parks (1,059 spaces). These parks are mainly populated by residents associated with the agricultural businesses. The associated population numbers for the Immokalee area are not known. The population for the 61 mobile home parks (approximately 6,828 spaces) west and south of I-75 is mostly retirees and winter visitors.

7.   Prisoners: The prisoner population in Collier County averages 900.

Figure 2 – Census Data
Source: https://www.census.gov/quickfacts/fact/dashboard/colliercountyflorida/AGE295218

Population	
ⓘ Population Estimates, July 1 2021, (V2021)	⚠ NA
ⓘ Population estimates base, April 1, 2020, (V2021)	⚠ NA
ⓘ Population, percent change - April 1, 2020 (estimates base) to July 1, 2021, (V2021)	⚠ NA
ⓘ Population, Census, April 1, 2020	375,752
ⓘ Population, Census, April 1, 2010	321,520
Age and Sex	
ⓘ Persons under 5 years, percent	⚠ 4.3%
ⓘ Persons under 18 years, percent	⚠ 16.8%
ⓘ Persons 65 years and over, percent	⚠ 32.9%
ⓘ Female persons, percent	⚠ 50.7%
Race and Hispanic Origin	
ⓘ White alone, percent	⚠ 89.3%
ⓘ Black or African American alone, percent (a)	⚠ 7.3%
ⓘ American Indian and Alaska Native alone, percent (a)	⚠ 0.5%
ⓘ Asian alone, percent (a)	⚠ 1.6%
ⓘ Native Hawaiian and Other Pacific Islander alone, percent (a)	⚠ 0.1%
ⓘ Two or More Races, percent	⚠ 1.2%
ⓘ Hispanic or Latino, percent (b)	⚠ 28.6%
ⓘ White alone, not Hispanic or Latino, percent	⚠ 62.2%
Population Characteristics	
ⓘ Veterans, 2015-2019	27,416
ⓘ Foreign born persons, percent, 2015-2019	25.4%
Housing	
ⓘ Housing units, July 1, 2019, (V2019)	222,284
ⓘ Owner-occupied housing unit rate, 2015-2019	73.3%
ⓘ Median value of owner-occupied housing units, 2015-2019	$360,800
ⓘ Median selected monthly owner costs -with a mortgage, 2015-2019	$1,869
ⓘ Median selected monthly owner costs -without a mortgage, 2015-2019	$754
ⓘ Median gross rent, 2015-2019	$1,317
ⓘ Building permits, 2020	4,473
Families & Living Arrangements	
ⓘ Households, 2015-2019	142,979
ⓘ Persons per household, 2015-2019	2.57
ⓘ Living in same house 1 year ago, percent of persons age 1 year+, 2015-2019	83.8%
ⓘ Language other than English spoken at home, percent of persons age 5 years+, 2015-2019	33.7%

D.   Economic Profile

Major industrial sectors within Collier County include services, retail trade, finance, insurance, real estate, agriculture and instruction. Historically, employment within the County has been seasonal and largely attributable to a pleasant sub-tropical climate during the winter months, creating a seasonal-based tourist economy. Recently, however, Collier County's seasonal population has stayed longer, thus adding additional diversity to the County's economy. The County's average unemployment rate in 2015 was 5.2%, contrasted with a statewide average of 5.4%. The per capita income for Collier County in 2014 was $73,869, which was the fourth highest in the United States. The State's per capita income was $42,737 and the national per capita income was $46,049, respectively.   (Source: The 2016 Collier County Economic, Demographic & Community Profile.)

Figure 3 – Education, Economic & Business Information
[Source: https://www.census.gov/quickfacts/fact/dashboard/colliercountyflorida/AGE295218]

Education	
High school graduate or higher, percent of persons age 25 years+, 2015-2019	87.1%
Bachelor's degree or higher, percent of persons age 25 years+, 2015-2019	36.4%
Health	
With a disability, under age 65 years, percent, 2015-2019	5.4%
Persons without health insurance, under age 65 years, percent	⚠ 21.3%
Economy	
In civilian labor force, total, percent of population age 16 years+, 2015-2019	52.5%
In civilian labor force, female, percent of population age 16 years+, 2015-2019	46.7%
Total accommodation and food services sales, 2012 ($1,000) (c)	1,406,488
Total health care and social assistance receipts/revenue, 2012 ($1,000) (c)	2,089,392
Total manufacturers shipments, 2012 ($1,000) (c)	607,484
Total retail sales, 2012 ($1,000) (c)	5,304,147
Total retail sales per capita, 2012 (c)	$15,956
Transportation	
Mean travel time to work (minutes), workers age 16 years+, 2015-2019	24.7
Income & Poverty	
Median household income (in 2019 dollars), 2015-2019	$69,653
Per capita income in past 12 months (in 2019 dollars), 2015-2019	$45,567
Persons in poverty, percent	⚠ 10.1%
BUSINESSES	
Businesses	
Total employer establishments, 2019	12,563
Total employment, 2019	136,239
Total annual payroll, 2019 ($1,000)	6,260,044
Total employment, percent change, 2018-2019	2.4%
Total nonemployer establishments, 2018	43,851
All firms, 2012	40,670
Men-owned firms, 2012	22,178
Women-owned firms, 2012	13,667
Minority-owned firms, 2012	10,945
Nonminority-owned firms, 2012	28,411
Veteran-owned firms, 2012	4,236
Nonveteran-owned firms, 2012	34,539

Figure 4, Collier Economic Data

Rank	Company Name	Employment
1	NCH Healthcare System**	7,017
2	Collier County School District	5,604
3	Collier County Local Government*	5,119
4	Publix Super Market	3,083
5	Arthrex, Inc.**	2,500
6	Walmart	1,480
7	Ritz Carlton-Naples	1,450
8	City of Naples	1,169
9	Physicians Regional	950
10	Mooring Park	888
11	Seminole Casino	800
12	Naples Grande Beach Resort	750
13	Germain Cars	554
14	Downing Frye Realty	550
15	Gulf Bay Group Of Companies	500
16	Bentley Village A Classic	500
17	Agmart Produce Inc	500
18	Home Depot	480
19	John R Wood Properties	470
20	McDonald's	441
21	Walgreens	373
22	Naples Beach Hotel & Golf Club	350
23	Naples Lakes Country Club	320
24	Nordstrom	313
25	Lowe's Home Improvement	310

Data compiled and edited by the Regional Economic Research Institute. All data is current as of 2019, unless noted otherwise.

* Data as recent as 2018 Q3. & ** Data as recent as of 2017. [https://www.swfleda.com/top-100-employers]

Figure 5 - Total Population Distribution
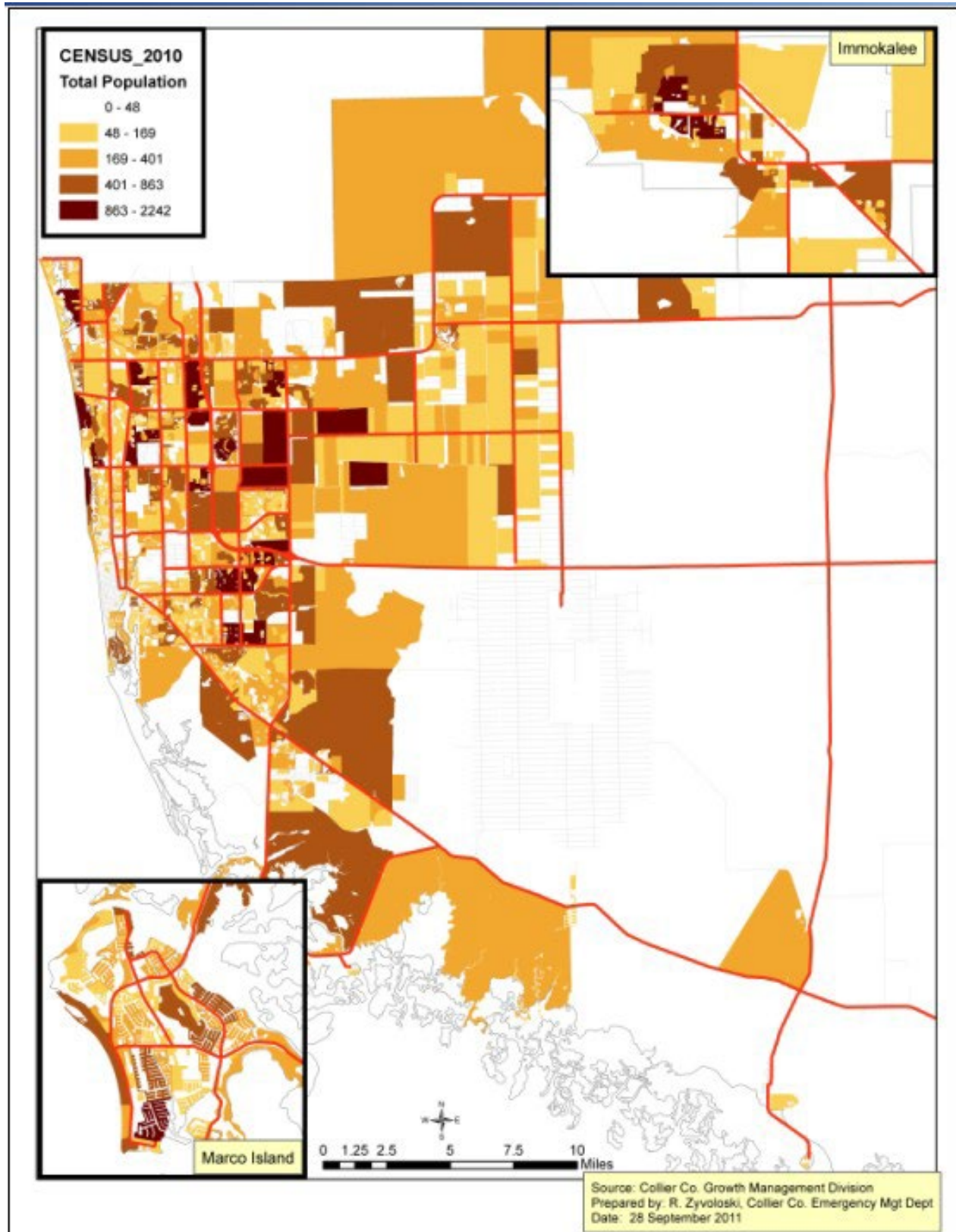
E.　　Emergency Management Support Facilities

The funding sources that provide financial assistance to acquire and maintain emergency operations equipment, vehicles, support facilities and the local role of Emergency Management are Collier County general revenue, Emergency Management Performance Grant from FEMA (EMPG), Emergency Management Performance Agreement (EMPA) and other FEMA and State Mitigation grants when available. See Figure 6, Emergency Management Support Facilities, for critical facilities, staging areas and landing zones.

Figure 6, Emergency Management Support Facilities

EMERGENCY OPERATIONS CENTER (EOC)/MULTI-AGENCY COORDINATION CENTER				
US National Grid Coordinate System used: NAD 1983 UTM Zone 17R				
TYPE	**LOCATION**	**ELEVATION**	**SIZE**	**DESCRIPTION**
Primary	Collier Co. Emergency Services Center 8075 Lely Cultural Pkwy, 3rd Floor Naples, Florida 34113 17R MJ 3055 8753 USNG	23 ft. elevation	111,000 sq. ft. under air.	EOC on the 3rd floor. Built to 175 mph winds. Two 2.5 MHz generators. Redundant telephone, satellite, and radio communications.
First Alternate	S. Water Treatment Plant 3851 City Gate Dr. Naples, Fl. 34117 17R MJ 3168 9422 USNG	10 ft. elevation & in an "X" Flood Zone	5,500 sq. ft.	Second-floor conference/training room. North of I-75.
Second Alternate	Collier County Agriculture Center 14700 Immokalee Road Naples, Florida 34120 17R MK 4076 0965 USNG	19 ft. elevation	300 sq. ft.	Other space within facility can be acquired if necessary. Hurricane security-film glass covering; no backup power, however, outlet installed to bring in rental unit. All communications must come from primary EOC.
Third Alternate	Any Location that can be supported by the MACC-V		.	
ROLLING STOCK (as of March 2022)				
TYPE	**QUANTITY**	**DESCRIPTION**		
Multi-Agency Coordination and Communication Vehicle (MACC-V)	1	38-foot Ford Super-Duty Commercial Chassis (2005) with a separated operations and communications area as well as two 7KW gensets to support the unit. The comm. area has two slide-outs. Installed are: mobile fax, cellular phones, satellite phones/radios/internet, programmable radios, tower-mounted camera & ACU-1000.		
Major Incident Response Vehicles	5	1 – Medical Ambulance Bus 1 – Ford E-450 Van 1 – Ford E-450 Box Truck 1 – Trailered Kubota all-terrain vehicle w/patient litter 1 – F750 Box Truck		
Emergency Management Response Vehicle	5	2 - Ford Expeditions 1 - F250 Utility Truck 1 – F150 Pickup Truck 1 – Ford Transit Van		
Disaster Response Unit (DRU) Trailers	24	18 – General Population 5 – Special Needs 1 – Variable Use/Points of Distribution		
Portable Radio Towers	2	The two radio tower trailers have inflatable radio masts and radio repeaters in each.		
Towable Generators	15	1 – 38 kW 11 – 45 kW 2 – 55 kW 1 – 100 kW		

Light Trailers (light-all units)	5	

CRITICAL FACILITIES	
Note: A detailed, current listing is maintained at the County EOC.	
TYPE OF FACILITY	NUMBER OF FACILITIES
Schools: Public/Private	53/19
Fire/EMS Stations	21/17
Law Enforcement/Jails	8/3
Nursing Homes/ALFs/Day Surgery	16/32/17
Hospitals	4

STAGING AREAS		
TYPE/PURPOSE	SITE	US NAT'L GRID COORD
National Guard Cantonment Area	Collier County Fairgrounds	17R MK 4150 0965 USNG
County Logistics Staging Areas	Collier County Emergency Services Center	17R MJ 3058 8753 USNG
	State Farmers Market (Immokalee)	17R MK 5894 2267 USNG
Debris	Evaluated on an annual basis	Various locations around the county

LANDING ZONES ------------------NAD 1983 UTM Zone 17R

Primary EOC (PRI)	17R MJ 3074 8746 USNG
Alternate EOC	17R MJ 3165 9397 USNG
Naples Airport	17R MJ 2253 9286 USNG
Marco Island Exec Airport	17R MJ 3269 7523 USNG
Immokalee Airport	17R MK 5976 2312 USNG
Everglades City Airport	17R MJ 6094 5897 USNG

F.   Planning Assumptions

1.   A disaster may occur with little or no warning and may escalate more rapidly than the ability of any single local response organization or jurisdiction can manage.

2.   Achieving and maintaining effective citizen and community preparedness reduces the immediate demands on response organizations. This level of preparedness requires continual public awareness and education programs to ensure citizens will take appropriate advance actions to reduce their vulnerability especially during the initial days (72 hours) after disaster impact.

3.   Local municipalities will use local resources and coordinate with the Collier County Emergency Management office for additional resources.

4.   Evacuation and sheltering will be coordinated with the Board of County Commissioners, the Health Department and Collier County School Board; and, rely upon regional coordination for the best available shelter operations.

5.   If Collier County is requested to provide "host evacuation sheltering", the Governor, through the State Emergency Operations Center, will issue instructions/mission to the local government.

6.   Local emergency management agencies will initiate actions toward saving lives and protecting property while working to maintain direction and control through their emergency operation centers.

7. The State Emergency Operations Center will be activated and staffed by the State Emergency Response Team to support local operations.

8. When State resources and capabilities are exhausted, additional resources will be requested through interstate mutual aid agreements and federal assistance.

9. Planning at the county and State levels will be based on pre-identification of populations and determination of resource shortfalls and contingencies. Persons needing special care can either register online with the State or can contact the Collier County Emergency Management Division to register as a person with special needs.

10. There are two Federally recognized Native American Tribes (the Seminole and the Miccosukee) within the State, with reservations, in Broward, Miami-Dade, Collier, Hendry, Glades and Hillsborough Counties. The State Emergency Response Team will help the Tribes as requested while respecting the governmental sovereign nation status they hold in the United States. Effective emergency management requires the cooperation, partnership, and mutual consideration of neighboring governments, whether those governments are neighboring tribes, local governments, or the State. Accordingly, the Plan will encourage early communication and partnership among the two tribes, local governments, and the State in emergency management matters.

11. Each State agency and volunteer organization will document and seek reimbursement, as appropriate, for expenses incurred during disaster operations.

III. RESPONSIBILITIES

Government officials at all levels share responsibility for the planning necessary to minimize losses and provide relief from natural disasters. Figure 7, Roles & Responsibilities Overview, specifies government agency responsibilities (primary or support) in the following categories: increased readiness, local state of emergency, warning, evacuation, shelter, records preservation, damage assessment for Individual & Household Assistance, damage assessment for Public Assistance, temporary housing, disaster recovery centers, infrastructure, environmental protection, hazard mitigation, training and education, exercises, and financial.

Figure 7, Roles & Responsibilities Overview
(P=Primary Responsibility/S=Secondary Responsibility

County Government & Agencies	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household	Public Assistance	Temporary & Emergency Housing	Disaster Recovery and/or Information	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Exercises	Financial
Board of County Commissioners		P		P	S	S									X	S
Airport Authority	S							S			S	S	S	S	X	S
County Attorney		S		S		S									X	S
County Manager	S	P				S								S	X	S
Corporate Financial & Mgmt. Services Department															X	P

	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Exercises	Financial
University of Florida IFAS	S		S									S		S	X	
Collier County Public Schools	S			S	S							S		S	X	S
Property Appraiser				S		S		S				S	S	S	X	S
Florida Health Department – Collier County	S	S	S	S	S			S		S		S	S	S	X	S
Collier Sheriff	P	S	P	P	S	S	S	S		S	S	S	S	S	X	S
Clerk of the Courts						P						S	S	S	X	S
County Manager Operations	S	S	S	S	S	S		S			S	S	S	S	X	S
Public Services Department	S		S	S	S	S	S	S	P	P	S	S	S	S	X	S
Public Utilities Department	S				S			S		S	P	S	S	S	X	S
Growth Management Community Development Department	S	S	S		S	S	S	S	S		P	P	S	S	X	S
Transportation Management Services Department	S	S	S	S	S	S		S			P	S	S	S	X	S
Communications, Government & Public Affairs	S	S	S	S	S		S			S				S	X	
Emergency Management	P	S	P	S	S	P	P	P	S	P	S	S	P	P	X	S
INDEPENDENT FIRE DISTRICTS	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Exercises	Financial
North Collier			S	S			S	S				S	S	S	X	S
Greater Naples			S	S			S	S				S	S	S	X	S
Immokalee			S	S			S	S				S	S	S	X	S
CITY OF NAPLES	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Exercises	Financial
City of Naples Govt.	P	P	S	P		S	S	S		S	P	P	P	S	X	S
Police Department			S	S		S	S	S				S	S	S	X	S
City of Naples Fire			S	S			S	S				S	S	S	X	S
Naples Airport Authority								S			S	S	S	S	X	S
CITY OF MARCO ISLAND	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Exercises	Financial
Marco Island Govt.	P	P	S	P		S	S	S		S	P	P	P	S	X	S

	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Exercises	Financial
Fire Department			S	S		S	S	S				S	S	S	X	S
Police Department			S	S		S	S	S				S	S	S	X	S
EVERGLADES CITY	P	P	S	P		S	S	S		S	P	P	P	S	X	S
SOCIAL SERVICES	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Exercises	Financial
Collier County Community and Human Services Division									S						X	S
American Red Cross				S	P		S			S		P	S	S	X	S
Salvation Army					S					S			S	S	X	S
Meals on Wheels															X	S
WGCU-FM	S		S	S						S					X	S
Collier County Public Schools Transportation Department				P	S										X	S
NON-GOVERNMENTAL RESPONSE AGENCIES	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability	Hazard Mitigation	Training & Education	Exercises	Financial
Civil Air Patrol								S				S	S	S	X	S
U.S. Coast Guard Auxiliary				S								S	S	S	X	

A.   Responsibilities of Local Government

Collier County government is prepared to:

1. Direct and control response to most incidents/emergencies in accordance with the statutes and ordinances of the State of Florida and Collier County and mutual aid agreements with adjacent political subdivisions, special districts and volunteer organizations.

2. Provide immediate response through local law enforcement, fire, emergency medical and public facilities that are in the vicinity of the emergency.

3. Establish readiness guidelines that ensure proper training, notification of personnel and the availability of needed personnel and equipment in time of emergency.

4. Request activation of mutual aid agreements when specific aid is required.

5. Request assistance from the State and Federal governments through the Florida

Division of Emergency Management when local government resources are committed and found to be inadequate to respond to the situation and/or when a capability is required and is not available locally.

6.   Participate in federal and state efforts to accomplish post-disaster hazard mitigation plans and studies as required by federal regulations when federal grants and loans are made available to the jurisdiction under a Presidential Disaster Declaration.

7.   Coordinate post environmental remediation activities.

B.   Coordination with the State

1.   All local response and recovery efforts (resources and requests for assistance) will be coordinated. To this end, the following direct communications are established: between coordinating offices in respective state and local EOCs, and between ESFs in the respective state and local EOCs.

2.   All requests for out-of-county assistance must be coordinated through the Collier County EOC. At the request of Collier County government, and contingent upon available State staff, the Florida Division of Emergency Management will send liaison officers to Collier County to coordinate requests for state assistance. For Hurricane/Severe Storm operations, under the Time-Delineated Schedule, these actions commence during the preparation phase (Hurricane Watch).

C.   Coordination with Federal Government

During the Hurricane Warning Phase of the Time-Delineated Schedule, post-storm response activities begin. Among them are coordination of preliminary damage assessment, disaster recovery centers, temporary housing, public assistance, and Presidential Declaration. These activities continue through all phases thereafter.

D.   Communications

The primary communications system between all levels of government is the telephone and/or facsimile systems. If the primary system fails, cellular phones will be made available in the EOC. The EOC is equipped with a satellite phone/radio as well as a portable satellite phone available for dispatch; there is also an additional satellite phone/radios in the Multi-Agency Communication & Coordination Vehicle (Mobile Command). ARES/RACES radio operators may also be available in the County EOC.

E.   Plan Revisions

Collier County Emergency Management will maintain responsibility for plan revisions in accordance with Section I., paragraph C. 3, "Maintenance of plan currency…."

F.   Roles/Responsibilities: Recovery and Mitigation

In addition to the activities outlined in Section IV, paragraph F.6, the Disaster Recovery Task Force shall address:

- Community recovery planning;

Basic - 16

- Building and construction issues;

- Public and private financing;

- Recovery management/information systems;

- Public information citizen outreach;

- Residential housing issues/concerns;

- Business issues/concerns;

- Environmental and ecological issues/concerns;

- Development and implementation of a redevelopment plan for hazard prone areas; and

- Implementation of an acquisition program to acquire storm damaged property in hazard prone areas.

G.   Tasking Coordination

Taskings during all activation levels will be coordinated through the Operations Section and associated Emergency Support Functions, using WebEOC when the EOC is staffed.

IV.   CONCEPT OF OPERATIONS

This plan is based on the principle that the County bears the initial responsibility for disaster preparedness response, recovery and mitigation. As a corollary to this principle, each level within local government will accomplish the functions for which it is responsible, requesting relief from the next higher level of government only after resources at that level are inadequate to respond to the emergency. Requests for state-level assistance will usually be initiated only after a State of Local Emergency has been declared.

A.   Levels of Disaster

Disaster levels are defined in accordance with Chapter 252, Florida Statutes: Minor, Major and Catastrophic. See Figure 8, Levels of Disaster, for a description of disaster levels, event magnitude, and response and recovery actions.

Figure 8, Levels of Disaster

EVENT	INCIDENT	MINOR	MAJOR	CATASTROPHIC
LEVEL OF THREAT TO PERSONS AND/OR PROPERTY	A condition of significant and threatening peril	A condition of extreme peril, with significant threat	A condition of exceptional threat	An extraordinary threat: the community's fulfillment of essential functions are prevented
EXAMPLE	Multiple alarm fire, limited hazardous materials spill	Brush fire, small tornado, freshwater flooding, small hazardous materials spill	Minor hurricane/ tropical storm, major flooding, major brush fires, or medium size hazardous materials spill	Category 3 or greater hurricane, major offshore oil spills that threaten county beaches and environmentally sensitive areas
EVENT MAGNITUDE	Isolated, with an ordinary threat to life and/or property	Isolated, with a significant threat to life and/or property	Several additional associated hazards or situations	Many additional associated hazards or situations

POPULATION AFFECTED	Limited or small	Limited	Widespread	Widespread
GEOGRAPHIC IMPACT	Defined	Defined	Widespread	Widespread
RESPONSE				
EOC ACTIVATION LEVEL **NOTE:** THE EOC OPERATION MAY BE VIRTUALLY ACTIVATED USING WEBEOC PLATFORM AND CONFERENCE CALLS.)	***Normal Ops*** Immediate action within local resource capability; no mutual aid required	***Monitoring*** Immediate action within local resource capability; no mutual aid required	***Partial Activation*** Immediate action within local resource capability. However, mutual aid may be required. Area Command may be established.	***Full Activation*** Resource demand is expected to be beyond local capability; significant mutual aid and support are needed. Area Command may be established.
	Pandemic Alert Phase	Phases 3 and 4	Phase 5	Phase 6
TERRORIST THREAT	Advisory Threat Level Change	Elevated Threat Alert		Imminent Threat Alert
AGENCY INVOLVEMENT	Telephone/radio/email coordination	Only one, to a few, emergency support functions. WebEOC may be used.	Several emergency support functions, jurisdictions and levels of government are involved. WebEOC may be used.	Several emergency support functions, jurisdictions and levels of government are involved. WebEOC will be used.
LOCAL STATE OF EMERGENCY	Not declared	Not declared	May be Declared	Declared
COMMAND DECISIONS	On scene	On scene	All coordination through EOC and/or Area Command	All coordination through EOC and/or Area Command.
DURATION	Fairly short, measured in hours	Fairly short, measured in hours. Usually during normal duty hours.	Fairly short, measured in hours to possibly days	Will last a prolonged period of time
RECOVERY	**INCIDENT**	**MINOR**	**MAJOR**	**CATASTROPHIC**
SHORT TERM	Restoration of vital services and facilities	Restoration of vital services and facilities	Restoration of vital services and facilities	Restoration of vital services and facilities
LONG TERM	n/a	n/a	Restoration of vital services and facilities Reconstruction	Restoration of vital services and facilities Reconstruction
AGENCY INVOLVEMENT	One to a few local agencies	A few local agencies	All local agencies, and state agencies; federal assistance may be required	All local agencies, plus state and federal agencies; immediate military involvement may be necessary

B.   General

1.   Non-Emergency Operations

The Board of County Commissioners, comprised of five elected officials, is the chief policymaking body. Subordinate to the Board is the County Manager's Office and the Office of the County Attorney. There are currently four Departments under the County Manager comprising 38 divisions. The Collier County Airport Authority operates independently and reports to the Board of County Commissioners.

The organizational structure under the Board of County Commissioners is indicated in the Organizational Flow Chart Figure 9, Collier County Organizational Chart. The Clerk of Courts, Sheriff, Tax Collector, Supervisor of Elections, and Property Appraiser, as elected officials, operate independently but are fully integrated and have a vital role in the plan. Three Independent Fire Districts, Collier County Public Schools and the Collier County Mosquito Control District operate independently and are fully integrated into this plan as well as having their own plans.

There are three municipalities within the County: City of Marco Island, City of Naples and Everglades City. The Cities of Naples and Marco Island have developed their own emergency management programs. The Collier County Emergency Management Division works closely with the City of Marco Island, City of Naples, Everglades City, Collier County Sheriff's Office, Collier County Public Schools District, and the Collier County Mosquito Control District and the Independent Fire Districts in coordinating resources and personnel.

Figure 9, Collier County Organizational Chart
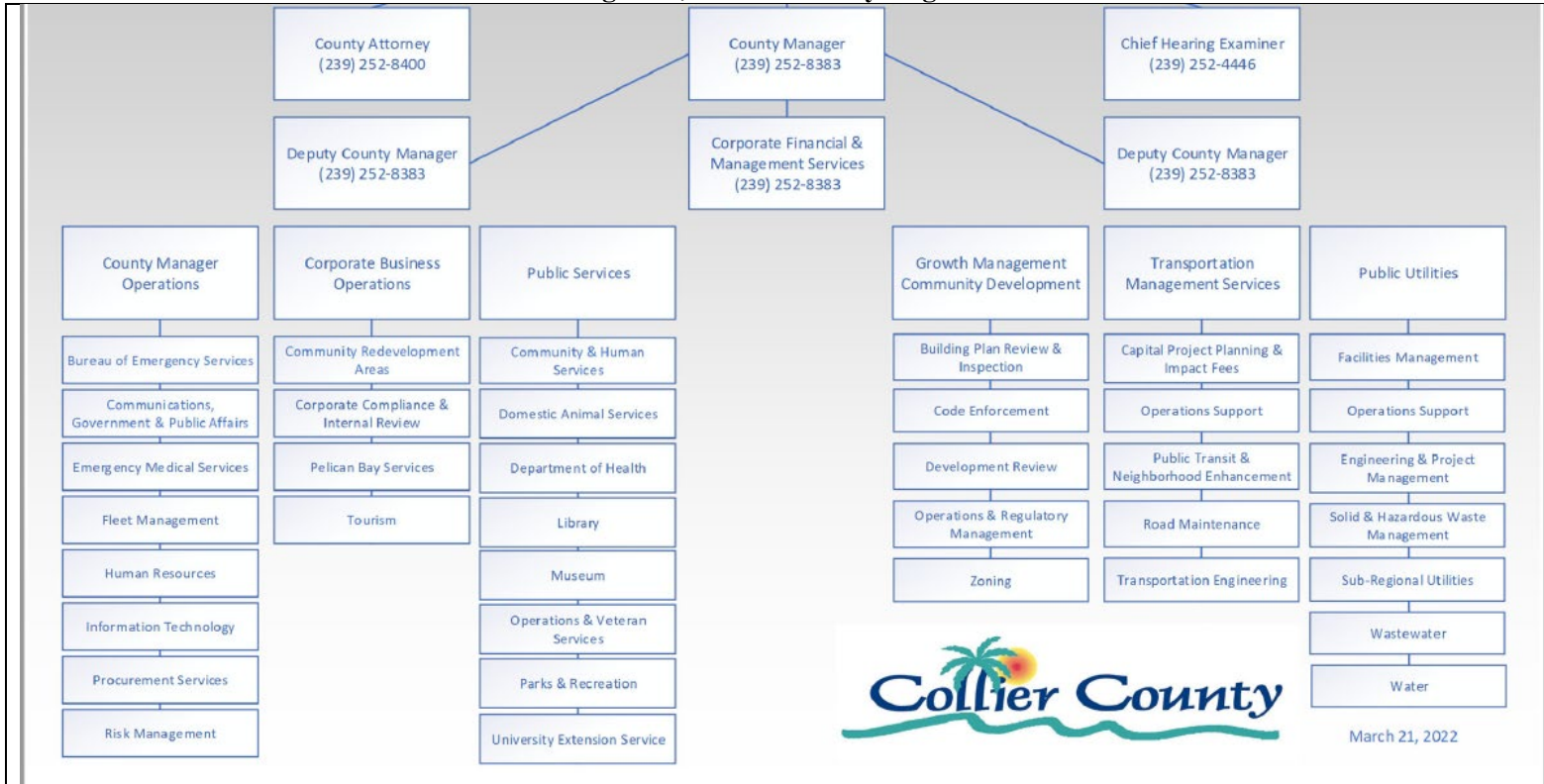
2.   Emergency Operations

When the Board of County Commissioners issues a State of Local Emergency Declaration by invoking the provisions of Chapter 252, F.S., all county departments and agencies are realigned and come under the direct control of the Board of County Commissioners. In addition, the Emergency Management Division becomes directly responsible to the Board of County Commissioners during the emergency period.

The organization of county agencies will change to facilitate the performance of emergency functions in accordance with Collier County's Incident Management/Emergency Support Function organizational structure. See Figure 10 - Emergency Operations Support Structure.

Figure 10 - Emergency Operations Support Structure

Collier County EOC Organization Chart
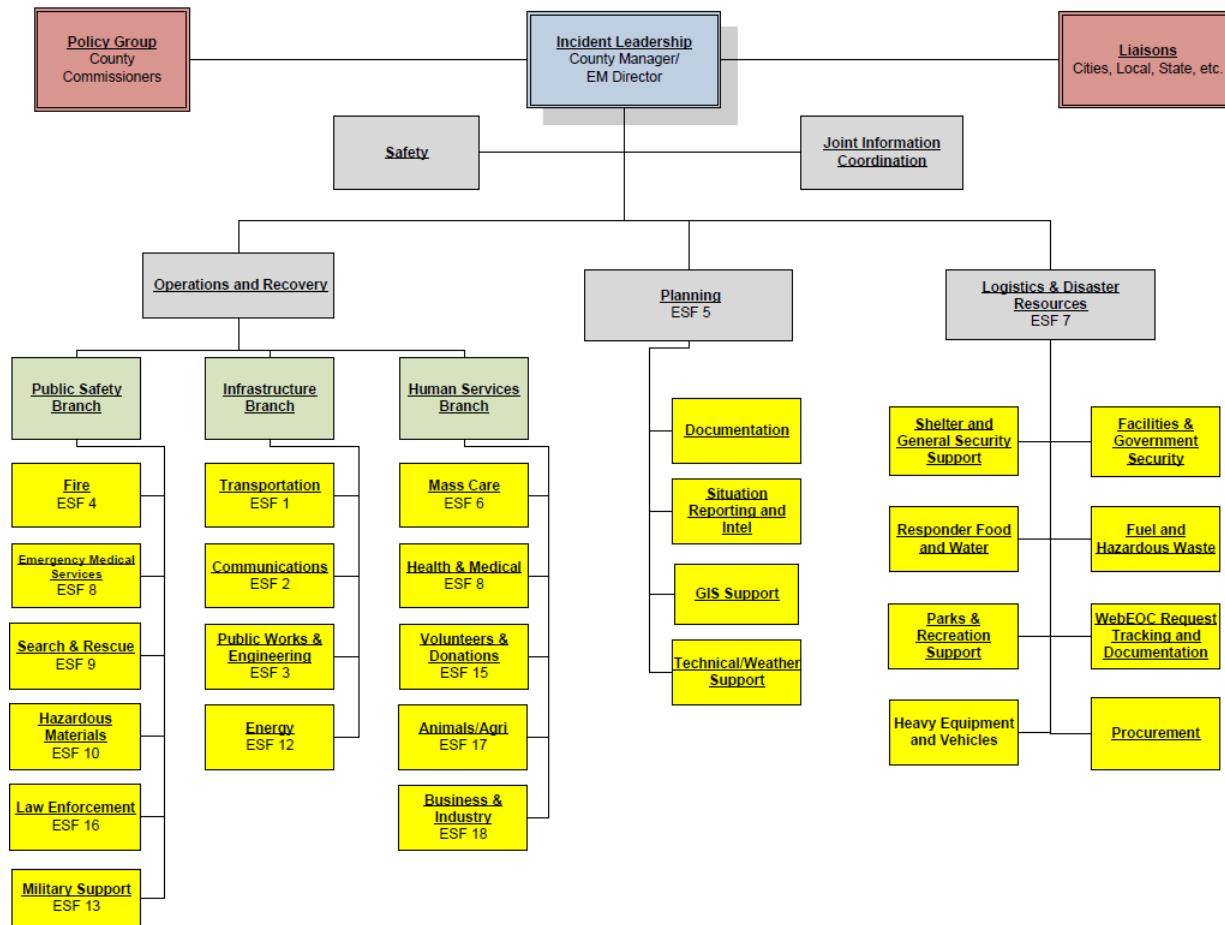
As of Jul 28. 2020

C.   Coordination, Direction & Control

1.   EOC Role and Activation Conditions: The EOC may be activated as either as "Command" entity or as a "Support" entity. For an event using many resources of one jurisdiction, the EOC may serve as a single command element for the operation. Where incidents occur across political jurisdictions or there is more than one responding agency with incident jurisdiction, the EOC is activated as a "command" entity, usually using a "Unified Command" element to direct operations. As a unified command, the EOC will serve as the "Area Command" location (See Annex F). In its "Support" role it acts as a multi-agency coordination center. It supports incident management policies and priorities established by the on-scene command element, e.g., wildfire operations. EOC activations may be conducted virtually using web-based software such as WebEOC and conference calls if not feasible to operate out of the physical Emergency Operations Center.

Basic - 21

a.   Board of County Commissioners

- Establishes policy.

- Promulgates emergency ordinances.

- Establishes the mandatory evacuation zones.

b.   County Manager

- Activates EOC when appropriate.

- Directs tasked organizations to ensure response personnel report to the EOC or appropriate locations in accordance with agency SOGs.

- When notified, reports to EOC.

- If appropriate, identifies and establishes contact with the Incident Commander in the field.

- Provides overall direction of emergency response operations. As appropriate, directs the implementation of protective actions for public safety.

- If necessary, directs EOC staff to relocate to the alternate EOC to maintain continuity of government and emergency operations.

- When appropriate, terminates response operations and releases personnel to resume normal operations.

c.   County Attorney

- Figure

- EOC, if appropriate.

- Provides legal support, prepares emergency ordinances and proclamations.

d.   Collier County Public Schools, Office of the Superintendent

- When notified of an emergency, sends a representative to the EOC, when appropriate.

- Protects students, in schools, when an emergency occurs.

- Evacuates students, if appropriate.

- When directed by appropriate authority, closes school facilities and releases students.

- When directed by appropriate authority, assists in the transportation of "special needs" clients and those needing transportation to shelters.

- When directed by appropriate authority, assists in the evacuation of nursing homes, assisted living facilities and hospitals.

- When directed by appropriate authority, assists in the evacuation of areas not serviced by the Collier Area Transit (CAT) system and augments the CAT service should the service become overwhelmed.

- When directed by appropriate authority, notifies staff to be prepared to operate the school-shelters and activate their sheltering operations center.

e.   Emergency Management

- Immediately notifies the County Manager of significant emergency situations that could affect the jurisdiction.

- Opens a WebEOC incident and notifies participating agencies so that all can have a common operating picture and document actions and requests accordingly.

- When tasked by the County Manager, or when circumstances dictate, notifies all tasked organizations, informs of the situation, and directs them to take appropriate action for the situation in accordance with SOGs.

- Activates the EOC when directed by the County Manager (or his/her representative) or when the situation warrants such action.

- Manages EOC resources and directs the following EOC operations. Duties may include ensuring that information-processing activities/actions are accomplished.

- Information processing involves the collection, evaluation, display and dissemination of information about the emergency to assist in supporting the County's response operations. Information collection sources include but are not limited to:

  o   Emergency response organizations, media,
  o   Neighboring jurisdictions,
  o   State and federal governments,
  o   Volunteer groups,
  o   Local businesses,
  o   Citizens, and
  o   Internet.

Basic - 23

Tasks associated with information processing include:

- o   Maintaining significant event log;
- o   Message handling;
- o   Collecting damage assessment information from all available sources;
- o   Identifying resource needs;
- o   Preparing summaries;
- o   Preparing briefings for senior staff and the Policy Group;
- o   Displaying appropriate information in the EOC; and
- o   Preparing situation reports (SITREPs) for dissemination; and
- o   Managing & Directing EOC operations.

- Coordinates logistical support for response personnel and disaster victims.

- Provides situation advisories/briefs to the County Manager and other key members of the organization.

- Recommends to the County Manager actions to protect the public from the life-threatening consequences associated with the emergency situation.

f.   Public Utilities Department

- Develops and maintains the Debris Management Plan.

- Reports to the EOC when requested.

- Provides multi-service disaster contractor support and deployment assistance.

g.   Corporate Financial & Management Services Division

- When notified of an emergency, reports to the EOC.

- ``disseminates a "Project Number" for the disaster from the `under the Board of County Commissioners.

- Provides guidance and training regarding financial management during the disaster.

- Provides the Resource Manager and the County Manager with summary briefings on the status of financial transactions.

h.   Divisions under County Manager Operations

- Maintains records of all financial transactions during response and recovery periods.

- Becomes familiar with the protocol and guidelines of the

Basic - 24

Stafford Act that are applicable to reimbursing Collier County for eligible expenses associated with Presidential disaster declarations and provided any guidance and training necessary.

- Upon termination of the response effort, prepares the appropriate reports that address costs incurred by the County during the emergency period.

2.   Emergency Management System

Below Figure 11, Emergency Management System Diagram, depicts the relationship between the eligible governmental and quasi-governmental agencies within Collier County, State of Florida Emergency Management Division (FDEM) and the Federal Emergency Management Agency (FEMA). Essentially all disaster communication, activities, requests, etc., between eligible agencies within Collier County, FDEM, and FEMA (in that order) will be coordinated through the Collier County Emergency Operations Center. Eligible expenses incurred by each eligible entity not under the Board of County Commissioners within Collier County is the responsibility of that entity and not the Board of County Commissioners or the Collier County Emergency Operations Center.

Figure 11, Emergency Management System Diagram
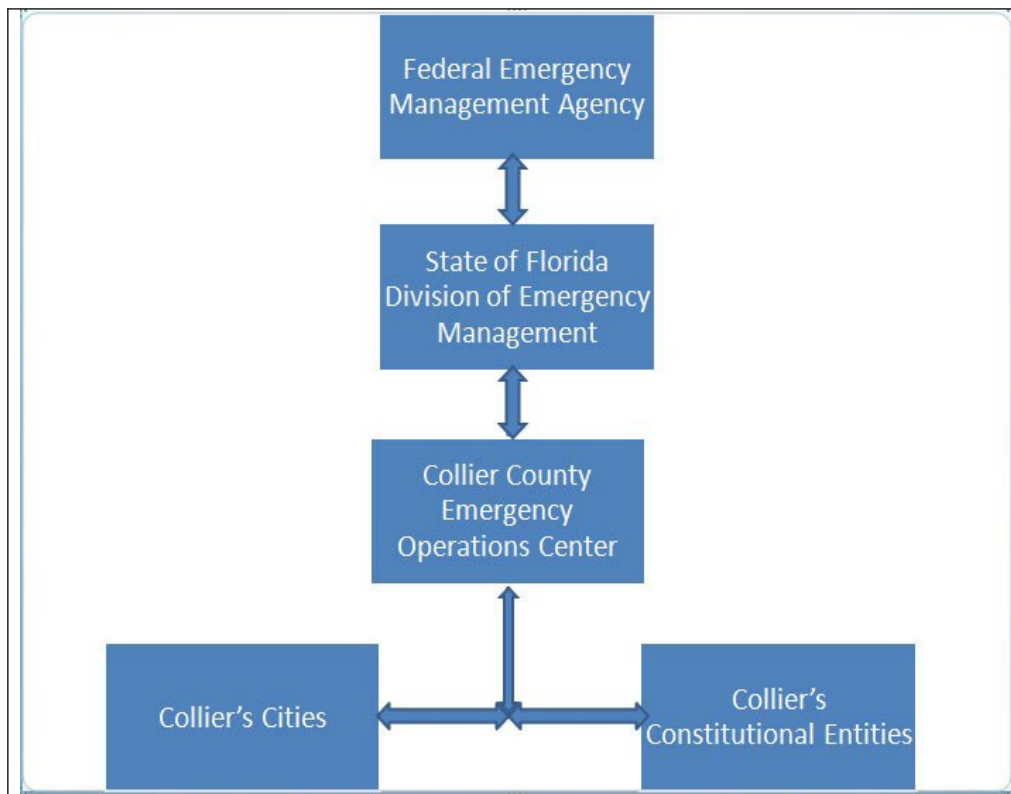
3. The Emergency Organization

    a. Authority and Responsibility/Activation of the County Plan

        (1) The Board of County Commissioners votes to declare that a Local State of Emergency exists and to activate the County's emergency plan. In the absence of a quorum, and as specified in Article III, Chapter 38 (Civil Emergencies), of Collier County Code of Laws and Ordinances, continuous leadership authority and responsibility shall be designated to the Chairperson of the Board of County Commissioners, or in his absence, to the Vice-Chairperson; or, in alphabetical order, other County Commissioners in the absence of the Chairperson and Vice-Chairperson; or the County Manager in the absence of the County Commissioners; or the Clerk of the Court in the absence of the aforementioned elected officials; or one of the Deputy County Managers in the absence of the above. Emergency measures may likewise be ordered and promulgated via the above line of succession.

        (2) The County Emergency Management Director or his/her representative may activate portions of the plan, if disaster threatens, prior to the Board of County Commissioners' decision to issue a State of Local Emergency Declaration. In this situation, the Emergency Management Division will coordinate increased readiness guidelines and such emergency response

actions as might be necessary for the immediate protection of life and property. (See Appendix 3 to Basic Plan is a sample Local State of Emergency Declaration.) Another situation whereby a portion of the EOC may be activated is when a responsible emergency response official, e.g., fire or operations chief, law enforcement or EMS chief, etc., requests that Area Command be established. Area Command is established as an authority to command fire suppression, emergency medical services and rescue resources in support of one or more complex incidents. Collier County Area Command is established by declaration of a County Fire Chief / Operations Chief in cooperation with Collier County Emergency Management upon determination that the impact of an incident or multiple incidents are competing for the same resources or have diminished County resources to the point of effecting service delivery. The purpose of an Area Command is either to assist in the management of multiple incidents that are each being handled by a separate ICS organization or to support the management of a very large or complex incident. (See Annex F)

(3)   Emergency Powers of the Board of County Commissioners.

By authority of Chapter 252.38 (1) and (2), Collier County and the Cities of Marco Island and Naples have certain emergency powers as listed below. The municipality of Everglades City, without a formal emergency management program, will be provided by the Collier County Emergency Management Division with technical and/or liaison assistance. In accordance with Chapter 252.38 (3) emergency powers are as follows:

Perform public work and take whatever prudent action is necessary to ensure the health, safety, and welfare of the community. This includes but is not limited to:

- Directing the evacuation from a stricken or threatened area;

- Establishing evacuation routes and destinations;

- Controlling ingress and egress to and from an emergency area;

- Suspending or limiting the sale, dispensation or transportation of alcoholic beverages, firearms, explosives or combustibles;

- Making provision for the availability and use of temporary emergency housing;

- Taking effective measures for limiting or suspending lighting devices and appliances, gas and water mains, electric power distribution, and all other utility services

in the public interest; and

- Taking measures concerning the conduct of the general population, the movement and cessation of movement of vehicular traffic prior to, during and subsequent to actual or threatened emergencies.

- Enter into contracts;

- Incur obligations;

- Employ permanent and temporary workers;

- Use volunteer workers;

- Acquire and distribute, with or without compensation, supplies, materials and facilities, as well as donated goods and services;

- Rent equipment; and

- Appropriate and expedite public funds.

A Declaration of a State of Local Emergency (pursuant to Chapter 252, Florida Statutes) will activate the disaster response and recovery efforts of county and municipal disaster plans that apply to the affected area. During the period of Local State of Emergency, all County departments and agencies come under the direct control of the Board of County Commissioners. Departments in the cities of Naples and Marco Island come under the direct control of the Naples and Marco Island City Councils, respectively. As a result, the organizational structure of each agency may change to facilitate the performance of emergency functions. All County agencies and municipalities must coordinate requests for State or Federal assistance through the Collier County Emergency Operations Center. This requirement does not apply to request for reimbursement under the Federal Public Disaster Assistance Program.

b.   Emergency Support Function (ESF) Agencies' Responsibilities

See Figure 12, Emergency Support Functions (ESF). The lead agencies of these eighteen functions coordinate activities so Collier County maximizes its ability to respond to and recover from most disaster situations. Figure 13, ESF Supporting Agencies, is a listing of other

agencies involved in each of the eighteen ESFs and their agencies. ESF personnel in the EOC are essentially planning agents and liaisons for the function.

Figure 12, Emergency Support Functions (ESF) Lead Agencies

ESF #	Name	Primary Responsibilities
1	Transportation	Collier County Transportation Management Services Department
2	Communications	Collier County Information Technology & Emergency Management Divisions
3	Public Works/Engineering	Collier County's Public Utilities Department and Growth Management Community Development Departments
4	Fire Fighting	Collier County Fire and EMS Chiefs' Association (CCFEMSA)
5	Planning & Intelligence	Collier County Emergency Management
6	Mass Care/Special Needs Program	Collier County Emergency Management
7	Resource Support	Collier County Emergency Management
8	Health, Medical & Human Services	Florida Department of Health – Collier County
9	Urban Search and Rescue	Collier County Emergency Medical Services & Collier County Fire & EMS Chiefs' Association
10	Hazardous Materials	Collier County Public Utilities Department
11	Food and Water	Collier County Emergency Management
12	Energy	Collier County Emergency Management
13	Military Support	Collier County Emergency Management
14	Public Information	Collier County Communications, Government & Public Affairs
15	Volunteers and Donations	Collier County Emergency Management
16	Law Enforcement and Security	Collier County Sheriff's Office
17	Animal Issues	Collier County Public Services Department
18	Business and Industry	Collier County Tourism Division

Figure 13, ESF Support Responsibilities

Agency	ESF-1 (Transportation)	ESF-2 (Communications)	ESF-3 (Public Works)	ESF-4 (Fire Fighting)	ESF-5 (Planning & Intelligence)	ESF-6 (Mass Care/Special Needs)	ESF-7 (Resource Support)	ESF-8 (Hlth., Med. & Human Svs)	ESF-9 (Search & Rescue)	ESF-10 (Hazardous Material)	ESF-11 (Food & Water)	ESF-12 (Energy)	ESF-13 (Military Support)	ESF-14 (Public Info)	ESF-15 (Volunteers & Donations)	ESF-16 (Law Enforcement)	ESF-17 (Animal Issues)	ESF-18 (Business & Industry)
County Manager Operations	X	**X**	X		X		**X**			X	X	X		X	X	X		
Collier County Airport Authority	X																	
American Red Cross						X		X			X				X			
Corporate Business Operations																		X
Civil Air Patrol	X								X	X								
Clerk of Courts							X											
Collier Fire & EMS Chiefs' Association	X	X	X	**X**		X		X	**X**	X				X	X			
ARASWF		X																
Collier County Public Schools	X					X					X							
Collier County Sheriff's Office	X	X		X		X			X	X			X	X		**X**		
Communications, Government & Public Affairs		X			X									**X**	X			
Growth Management Community Development Department	X		**X**		X	X				X	X	X		X	X	X		
Transportation Management Services	X		**X**											X				
Emergency Management		X	X	X	**X**	**X**	X	X		X	**X**	**X**	**X**	X	**X**		X	**X**
Emergency Medical Services	X		X	X		X		X	**X**	X								
Florida Power & Light Company	X		X									X						
Florida Department of Environmental Protection										X								
Florida Department of Health – Collier County						X		**X**			X			X				
Florida Forest Service				X														
Lee County Electric Cooperative			X									X						
Naples Chamber of Commerce																		X
NCH Healthcare System								X		X								
Office of Management & Budget							X											
Physicians Regional Healthcare System								X		X								
Public Services Department			X								X				X		X	
Public Utilities Department			**X**							**X**				X		X	X	
The Salvation Army						X					X				X			
Tourism Division																		X
University of Florida IFAS Extension, Collier																	X	X
US Coast Guard Auxiliary									X	X								

c.   Organizational System

NIMS: Collier County has adopted the National Incident Management System (NIMS) for managing disaster operations. Additionally, the eighteen emergency support functions are integrated into the NIMS structure. The Time-Delineated Schedule (TDS) is a decision-making tool used to guide emergency management activities during disaster operations. The TDS covers the response, recovery and mitigation phases of emergency management.

Area Command: This NIMS structure may be initially used to manage most emergencies within Collier County. It may be established near the incident site or established in the EOC. The purpose of it will be to assist

in the management of multiple incidents or support the management of a complex incident. (See Annex F)

d.   Direction and Control

(1)   Activation and Management of the EOC

The Emergency Operations Center may be activated and staffed depending on the impact or anticipated impact of a disaster. The need to activate the EOC will be determined by the Emergency Management Director, the County Manager or their designated representatives. WebEOC may be used as a virtual platform for incident-related information sharing, resource coordination, and documentation.

In activation scenarios, liaison(s) for the affected municipalities will be requested to report to the County EOC. The Collier County Multi-Agency Coordination and Communication Vehicle (Mobile Command) is available for deployment to provide on-scene support to the Incident Commander for all incidents within Collier County including municipalities, including the community of Immokalee.

The County Manager, or in his absence a Deputy County Manager, will advise of activation and take charge.

The Policy/Multi-Agency Coordination Group, consisting of the Board of County Commissioners and/or affected jurisdictional leaders, will furnish authority to act.

The Operations Group will advise and furnish manpower and facilities for operation. The Operations group will consist of:

- County Manager (Group Chief)
- Sheriff's Office Representative
- Growth Management Community Development Department Administrator
- Growth Management Community Development Department Deputy Administrator
- Transportation Management Services Administrator
- Transportation Management Services Deputy Administrator
- A member of County Manager Operations
- Public Utilities Administrator
- Public Services Administrator
- Director, Department of Health - Collier
- Emergency Management Director
- Red Cross Representative
- Public Information Officer
- Fire Services Representative
- EMS Representative

- Solid and Hazardous Waste Mgmt. Dept. Director
- Collier County Public Schools Superintendent

(2)   Levels of Activation

Other than "Normal Operations", three levels have been established as a means of activating certain operations procedures. (Figure 14, Levels of Activation).

Figure 14, Levels of Activation

LEVEL	PERSONNEL	EOC ACTIVATION	NOTIFICATIONS
Monitoring Phase	EM Staff	"Focused" Daily Operations May open a WebEOC Incident	- EM Director - State Watch Office - County Warning Point - Selected external agencies
Partial/Alert Phase	Incident Commander and Operations, Planning, Logistics and Finance Section managers Joint Information System	Partial, with extended hours May open a WebEOC Incident Collier Emergency Information Hotline (CEIH) may be activated	- County Administrator - County Departments - State Watch Office - Local Media - Other appropriate agencies
Full Activation (usually with state and federal support)	All of the above plus Federal Liaisons and Military Support	Full activation with 24-hour staffing WebEOC, Collier Emergency Information Hotline (CEIH), PIO, Message Center, Security, Media	- General Public - State Watch Office - Other appropriate agencies

(3)   EOC Standard Operating Guides (SOGs)

Collier County Emergency Management Division has prepared "Standard Operating Guides for occupants of the Collier County Emergency Operations Center (EOC) during Activation." Items not found in this plan are maintained in the Emergency Operations Center. The Collier Emergency Information Hotline (CEIH) and procedures incorporated into this plan by reference and on file, include:

(a)   EOC locations;

(b)   EOC functions;

Basic - 32

(c)   Guidelines for activation/deactivation of the EOC;

(d)   Emergency workers personal needs;

(e)   EOC access and registration procedures;

(f)   Radio and telephone usage;

(g)   Status briefings;

(h)   Media briefings;

(i)   Personnel needs such as rest areas (workers and families), sanitation facilities, and medical support; and

(j)   Emergency utility systems; and,

(k)   The Messaging System SOG

(4)   ESF Standard Operating Guides and Checklists

The responsibility to develop and maintain SOGs and checklists rests with each ESF and responsible agency within.

(5)   Transition between Response and Recovery

Initially after the disaster threat passes, first responders will be performing lifesaving activities and mending critical lines of communication. The Incident Commander, in the EOC will manage both response and initial recovery activities until the environment stabilizes so that longer term recovery activities can be managed outside the EOC by the agencies responsible for those activities. Consistent with the Time-Delineated Schedule, recovery actions begin during the response phase (evacuation) with the coordination of post-storm response planning activities. Recovery actions continue thereafter.

(6)   Mutual Aid and Memoranda of Understanding

Mutual aid agreements with other political subdivisions will be consistent with this plan. It is the duty of the parties to mutual aid agreements to render assistance in accordance with the agreements. Authority to enter into mutual aid agreements is contained in Article III, of Chapter 38 of the Collier County Code of Laws and Ordinances for Civil Emergencies.

Mutual aid agreements are signed legal agreements between governing bodies for reciprocal assistance in emergencies under the terms of the agreement. They become effective when signed by the responsible officials having authority in each political subdivision and will remain in effect until terminated by the

affected parties.

Lead Emergency Support Function agencies are encouraged to develop Mutual Aid and/or Memoranda of Understanding agreements to facilitate efficient operations to their functions to support taskings within this CEMP.

Mutual aid agreements address the following:

- Notification guidelines; immunity from liability, waiver of claims, and indemnifications from third party claims;

- Compensation considerations; direction and control of persons and units rendering assistance;

- Any other provisions or guidelines necessary for the expeditious and efficient rendering of aid; and,

- Procedures through which the agreement may be terminated.

E.   Preparedness

1.   Training

Trained, knowledgeable personnel are essential to successful preparation and implementation of disaster plans. Individuals/agencies with assigned tasks under this plan receive appropriate training and participate in plan drills and exercises.

a.   Responsibility

The Collier County Emergency Management Director is responsible for the coordination of disaster related training and exercising within the County. The Emergency Management Director will make local training requirements known to the Florida Division of Emergency Management (FDEM) Regional Coordinator via submission of the Integrated Preparedness Plan (IPP) for training and exercises. The plan will be distributed to all responsible agencies. Every effort should be made to attend training in Southwest Florida.

(1)   Local training for response, recovery and mitigation teams, Collier Emergency Information Hotline (CEIH), damage/impact assessment, fiscal accounting and damage survey request will be coordinated by Emergency Management.

Each agency tasked within this plan should be trained to complement/fulfill the requirements of the National Incident Management System (NIMS) commensurate with the role assigned. The NIMS Integration Center establishes the minimum training standards for credentialing personnel & equipment. (HSPD-5)

Each agency shall maintain a roster of trained personnel, including the type of training and date received, for all persons with emergency response capabilities.

Trained responders in times of disaster and during recovery operations include, but are not limited to, primary responders, Amateur Radio Association of Southwest Florida and specialized Community Emergency Response Teams (CERT). Functions and activities for which the volunteer organizations may require specialized training include:

- Emergency Radio Operations
- SKYWARN (Hazardous Weather Spotting)
- Human Needs Assessment
- Community Damage/Impact Assessment
- Augmentation Staff (EOC, Staging Areas, etc.)

Employees/volunteers may be provided with some form of Collier County Emergency Management identification when they have demonstrated competency in performing certain disaster-related tasks. This identification permits entry into disaster areas when their services are required.

(2)   Training Requirements

Minimum and recommended training requirements for ESFs and other agencies are outlined in Figure 15, Recommended Training.

Figure 15, Recommended Training

MINIMUM EMERGENCY OPERATIONS TRAINING REQUIREMENTS & OTHER RECOMMENDED TRAINING COURSES FOR ESFS AND OTHER AGENCIES R - Recommended O - Optional IS=Independent Study Course	ESF-1 (Transportation)	ESF-2 (Communications)	ESF-3 (Public Works/Engineering)	ESF-4 (Fire Fighting)	ESF-5 (Planning & Intelligence)	ESF-6 (Mass Care/Special Needs)	ESF-7 (Resource Support)	ESF-8 (Health, Medical & Human Services)	ESF-9 (Urban Search & Rescue)	ESF-10 (Hazardous Materials)	ESF-11 (Food & Water)	ESF-12 (Energy)	ESF-13 (Military Support)	ESF-14 (Public Information)	ESF-15 (Volunteers & Donations)	ESF-16 (Law Enforcement & Security)	ESF-17 (Veterinary Services)	ESF-18 (Business & Industry)	Recovery Task Force	Damage Assessment Team	Human Needs Assessment Team	EOC Staff
WebEOC & EOC Operations	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R				R
Local Financial Management Training	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R				
PREPAREDNESS & RESPONSE																						
NIMS REQUIRED TRAINING																						
IS-700 Natl Incident Mgt Sys. (NIMS)	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*
IS-800.B Natl Response Framework	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	R
ICS-100 Intro to ICS	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*

ICS-200 Basic ICS	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*
ICS-300 Intermediate ICS	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*				
ICS-400 Advanced ICS	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*	*R*					
Emergency Management Institute offers resident training in a lot of the subject areas. Check with the EM department.																						
MITIGATION & RECOVERY TRAINING																						
G-393a Mitigation for EM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O				
IS-30a Mitigation eGrant System for the Subgrant Applicant	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O				
IS-280 Engineering Principles and Practices for Retrofitting Flood-Prone Residential Structures																			R			
IS-393a - Introduction to Mitigation	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	R			

Specialized training such as required for the hospitals, law enforcement, fire/rescue, EMS, nursing homes, schools, and the American Red Cross is conducted by the agencies involved. Selected staff of the appropriate agency conducts these training programs. The Emergency Management Director will assist in the development of these programs when requested. Copies of the disaster plans and training programs are maintained in the Emergency Management Office.

COSTS FOR TRAINING: All State-delivered courses (G-series courses listed in Figure 15) are free of cost. The student, or sponsoring agency, is responsible for all other associated costs. For those attending FEMA-resident courses, the training is free. FEMA will reimburse the student the allowable travel costs and provide free lodging on the campus. The student or their sponsoring agency are responsible for all other costs, e.g., meals. All FEMA Independent Study courses, (IS-courses listed in Figure 16, above) are free. For other State-delivered training opportunities, US Department of Justice, etc., all associated costs will be contained in the training announcement. All training is available to County and municipal personnel, and their volunteers, on a routine basis.

The Collier County Emergency Management Division will continuously monitor emergency management-related training activities offered at the Federal, State and Local levels. These opportunities will be disseminated to all Federal, State, County and Municipalities that have an emergency response role. The Emergency Management Director will present the County's training needs for State sponsored courses in the Integrated Preparedness Plan (IPP) for training and exercises to the Florida Division of Emergency Management's Training section via the FDEM Region Coordinator.

2.   Exercises

The Emergency Management Director schedules at least one disaster exercise each year. Exercises can be one of the following types: Tabletop, Drill, Functional or Full-Scale.

Participants include, but are not limited to, all agencies with emergency response capability. (See Figure 8, Roles & Responsibilities Overview)

a.   Agency Participation

Hospitals and nursing homes are required to schedule two disaster-related drills per year to maintain their accreditation.

Training and drills for Naples and Collier County Airport Authorities are scheduled as needed to meet respective requirements.

The Collier County All-Hazards School Consortium aids in coordinating exercises between school organizations and first response agencies.

Training for primary responders is held several times per year. When drills or exercises are conducted, only those agencies with a response requirement are included. For example, a full-scale hurricane exercise would include all agencies listed in Figure 6, Roles and Responsibilities Overview. A hazardous materials drill, however, would involve only the agencies that would respond in an actual event (e.g., Sheriff's Office, Fire District, EMS, pollution control, utility department, road department, and emergency management).

The Local Emergency Planning Committee (LEPC) is required to conduct a regional Hazardous Materials/Community Evacuation planning on a biannual basis.

b.   Inter-Agency Exercises

Interagency training and exercises are conducted as often as practicable, especially when major changes are made to the Collier County CEMP. Collier County may participate in the State's annual exercise.

c.   Exercise Schedule

In the springtime of each year, the Emergency Management Division updates and submits the Integrated Preparedness Plan (IPP) to the State. This plan lists exercises scheduled based on the hazard analysis and input of the Collier County Training and Exercise Working Group. In addition, Collier County participates in the annual statewide exercise. Figure 8, Roles & Responsibilities, identifies agencies likely to participate in exercises.

d.   Exercise Evaluation and Improvement Plans

Exercise Planning Teams should have representatives from organizations with primary or other significant roles and extensive knowledge of the plans, policies, and procedures related to the selected scenario or hazard. Representatives from emergency management agencies, first responder agencies and subject matter experts from neighboring counties may be invited to attend Collier County drills and exercises as qualified Evaluators and Controllers; and, in a reciprocal fashion, Collier County's first responder agencies, etc., may assist neighboring jurisdictions.

All exercises are critiqued through a hot-wash immediately following the exercise. An after-action planning meeting is recommended to be held within 30 days of the exercise and the After-Action Report (AAR) to be completed within 90 days. A copy of AAR may be provided to the Florida Division of Emergency Management in accordance with any funding, grant, or other existing requirements. An Improvement Plan is also developed by the exercise planning team for tracking and documenting as the identified improvements are completed.

3.   Public Awareness and Education

a.   Mass Media: Radio/TV stations are listed below.

Figure 16, Commercial Media Outlets

RADIO			
NOAA WEATHER RADIO 162.525 MHz		MIAMI	
NOAA WEATHER RADIO 162.475 MHz		RUSKIN/LEE EOC	
Primary - FM	WFGU/WMKO	**90.1** / **91.7** FM	Naples/Marco Island
Secondary - FM	WSRX	89.5	Naples
	WGUF	89.9	Naples
	WAFZ	92.1	Immokalee (Sp)
	WTLT	93.7	Ft. Myers/Naples
	WARO	94.5	Ft. Myers/Naples
	WOLZ	95.3	Ft. Myers/Naples
	WINK	96.9	Ft. Myers/Naples
	WAVV	101.1	Naples
	WWGR	101.9	Ft. Myers
	WSGL	104.7	Naples
	WJPT	106.3	Ft. Myers/Naples
	WCIW	107.9	Immokalee
Primary - AM	WAFZ (Spanish)	1490 AM	Immokalee

Secondary - AM	WINK	1240 AM	Ft. Myers
	WNOG	1270 AM	Naples
	WWCL	1440 AM	Naples (Sp)
	WVOI	1480 AM	Marco Island
	WCNZ	1660 AM	Marco Island
TELEVISION			
Primary	Comcast - Collier County Government		Naples
Secondary	WGCU (PBS)		Ft. Myers
	WBBH (NBC)		Ft. Myers
	WZVN (ABC)		Ft. Myers
	WFTX (FOX)		Ft. Myers
	WINK (CBS)		Ft. Myers
	Weather Channel		Atlanta

b.   Public Service Announcements (PSAs)

Communications, Government & Public Affairs Division maintains a distribution listing of all local media. This division assists with transmitting announcements for hurricane/disaster seminars or information pertaining to an impending hazard and/or vulnerability upon receipt. Additionally, the Emergency Management Division also maintains a web site, https://bit.ly/3I1GXih, which contains information and educational material for the public. Some other useful information available on the website includes:

- Maps containing information about locations of gas stations with generators, evacuation routes, shelter locations, a storm surge inundation map as well as maps of the storm tide depth analyses.
- Web pages dedicated to the FEMA mitigation opportunities available to the disaster victims, the governments, the private non-profit agencies and the public.

During emergencies, or impending emergencies, this website contains emergency information for the public such as information about hazards and vulnerabilities, locations of Disaster Recovery Centers, Points of Distribution, Disaster Legal Assistance (if made available), Debris Pick-up Information/Instructions and other useful information to aid in the public returning to pre-disaster living.

c.   Notification Through Non-Media Means

The Naples/Collier County telephone book has a section dedicated to "Hurricane Information" which includes:

- Weather term definitions,

Basic - 39

- Information on how to prepare homes and boats,
- Decision Checklist for Hurricane Evacuation Planning,
- Storm Surge Map with evacuation routes identified,
- Tracking map, and
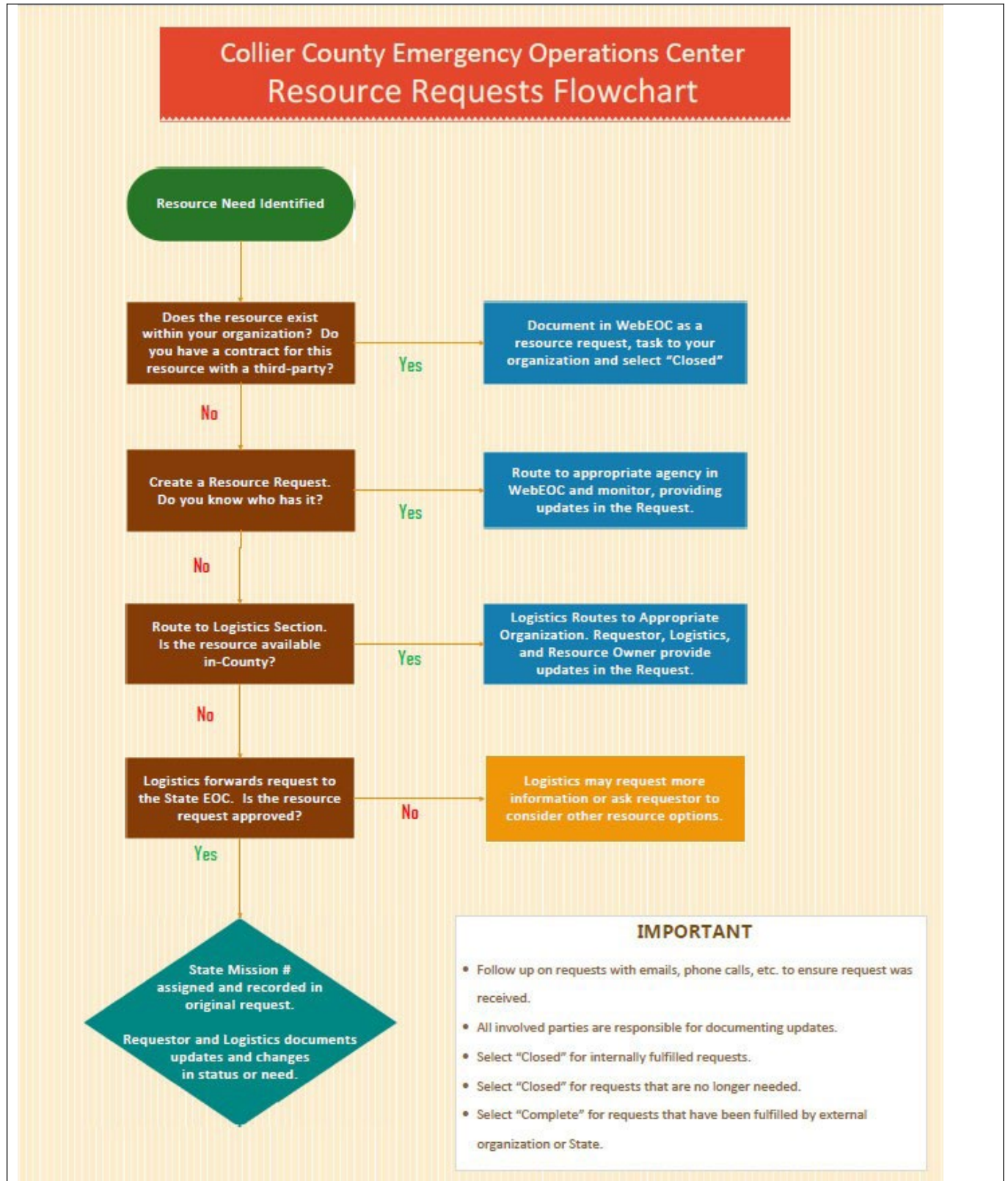- Special Needs Registration Information

The Collier County "All Hazards Guide" is published and disseminated to approximately 60,000 households annually. This magazine contains information about all the hazards that threaten Collier residents and how they can best prepare and mitigate the hazards.

F.   Response

1.   General

a.   Chapter 38 of the Collier County Code of Laws & Ordinances for Civil Emergencies specifies the authority for the Declaration of a Local State of Emergency, line-of-succession to declare an emergency, and the measures that may be taken.

b.   The process to close schools and businesses are listed in the Time Delineation Schedule, Decision Phase. The Superintendent of Schools will recommend to the School Board when schools should be closed.

c.   The County Manager will coordinate with County Constitutional Officers on either closing or limiting County business and/or services. (CAA Instruction 5900, Cessation of Normal Government Activities, Personnel Roles and Responsibilities During Emergencies and Emergency Disaster Pay)

d.   Business and industry closings will be coordinated through ESF-18.

e.   Requests for Resources: When Collier County's emergency response system is activated, either through emergency management staff deployment to an incident scene, Multi-Agency Communication and Coordination Vehicle deployment, some level of EOC activation and/or BCC declaration of a State of Local Emergency, Figure 17 (Flow Chart for Resource Requests) depicts the flow process in determining how resources are obtained when requesting resources through the emergency Management Division.

Figure 17
Flow Chart for Resource Requests

Collier County Emergency Operations Center
Resource Requests Flowchart

Resource Need Identified

Does the resource exist within your organization? Do you have a contract for this resource with a third-party? — Yes → **Document in WebEOC as a resource request, task to your organization and select "Closed"**

No ↓

Create a Resource Request. Do you know who has it? — Yes → **Route to appropriate agency in WebEOC and monitor, providing updates in the Request.**

No ↓

Route to Logistics Section. Is the resource available in-County? — Yes → **Logistics Routes to Appropriate Organization. Requestor, Logistics, and Resource Owner provide updates in the Request.**

No ↓

Logistics forwards request to the State EOC. Is the resource request approved? — No → **Logistics may request more information or ask requestor to consider other resource options.**

Yes ↓

State Mission # assigned and recorded in original request.

Requestor and Logistics documents updates and changes in status or need.

IMPORTANT

- Follow up on requests with emails, phone calls, etc. to ensure request was received.
- All involved parties are responsible for documenting updates.
- Select "Closed" for internally fulfilled requests.
- Select "Closed" for requests that are no longer needed.
- Select "Complete" for requests that have been fulfilled by external organization or State.

f.   Requests for State Assistance:

Requests for state assistance must be forwarded to the SEOC for assessment and approval before deployment of state resources. (See Figure 11, Emergency Management System).

Prior to requesting state assistance, the current situation must be identified, the current and projected resource needs must be assessed, and a time frame indicating how long the State resources would be needed must be identified. This should be done as early as possible in order for the State to allocate resources.

When local and state resources are determined to be inadequate, the Governor will request assistance through the Federal Emergency Management Agency (FEMA) channels. This request will be based on local and state damage assessments and expenditure reports that are to be maintained and supplied by the County for each disaster-related activity.

g.   All County personnel are encouraged to develop personal disaster plans, which include safe haven for family members and established points of contact if sheltering is outside the area.

2.   Notifications and Warning

Guidelines for warning require timely dissemination to two audiences: public officials and the public.

a.   Receipt of Warnings

24-Hour Warning Point: The warning point is staffed around-the-clock by the Collier County Sheriff's Communications Group. The warning point is located on the third floor of the James V. Mudd Emergency Services Center. The Emergency Management Division serves as a backup to the Communications Group in acting as a Warning Point. Both agencies are co-located in the same building with adequate communications capabilities to receive warning information from all relevant sources, backup power, and sufficient elevation to be safe from storm surge flooding up to 25 feet above ground and storm winds from a Category 5 hurricane.

The alternate EOC is located at the County's South Water Treatment Plant. It has adequate communications and backup power. It has internet and is on the county's fiber network.

Warnings may be received by the following means: the Internet, the commercial weather satellite receiver, NOAA weather radio, facsimile, and/or report from the public. (Note: Reports from the public will be confirmed prior to dissemination.)

All computer systems in the EOC have access to the Internet and there is a public Wi-Fi service available throughout the ESC for non-county computers.

b.   Notification to Public Officials & Organizations

The extent of notification and warning will be governed by the type and magnitude of the disaster event. Community Emergency Response Team (CERT) initial notifications will be made by their sponsoring Fire Districts. See Figure 18, Notification & Warning System.

SYSTEM	Population Reached	Activated & Tested by	Purpose
Figure 18, Notification & Warning System Notification [Communication Systems Available to the EOC]			
NOAA Weather Radio (Emergency Alerting System, EAS)	Public, Schools, Public/Government Facilities	State Emergency Operations Center, National Weather Service, Collier County Emergency Management	**The best system for immediate hazardous weather warning.** Additionally, acts as the vehicle to provide weather warnings and Civil Emergency Messages (CEM) to the commercial media for retransmission to their media markets.
ALERT Collier	Public, Special Needs Registrants, Collier County employees	Emergency Management	**System for both National Weather Service Weather Alerts AND BCC/Emergency Management alert notifications.** Provides recipients with option to opt into service with multiple contact path options, including SMS, Voice, and Email. Also has current contract for all residential and commercial wireless voice lines (resident/business connect FDEM contract).
Emergency Management Website (CollierEM.org)	Worldwide	Emergency Management and Administrative Services	During a County State of Local Emergency, this website will be the "Emergency Home Page" for the county and a source of current emergency information relevant to the public. The web site is maintained on two servers. It provides preparedness, recovery and weather information. **NOTE:** Not a good system for immediate warning.
One Call Now	Select Groups (County Personnel, registered people with special needs, EOC staff	Emergency Management	During One Call Now is a web-based program that allows Collier County to send automated mass voice, text, and email notifications within minutes using a single toll-free call. Communications can be sent at any time via voice, SMS text, or email. Currently, One Call Now is maintained as a backup to Alert Collier for contacting Special Needs Registrants and for various EOC/emergency operations
Satellite Radiophone	State Watch Office, Mobile Command, FDEM Regional Coordinators, LECC Operational Area 9, & certain counties	Emergency Management	**System is good for warning those who have the service.** We can communicate with the State group, SW Fla. Group, the Collier Group, National FBI offices, our Local Emergency Communications Committee's Operational Area 9 Local Primary 1 radio station (LECC O/A9, LP1) and our MACCV and portable units.
"Code Red" Phone Service	An audience designated on a map.	Sheriff's Office, Cities of Naples and Marco Island	This system is activated by 9-1-1 dispatchers at the direction of the law enforcement on-scene commander and each city's warning point for their jurisdiction.
Email	Collier County employees and established lists	Collier County employees and established lists	Good for getting out information during duty hours. Additionally, from the EM office, it can transmit immediate information to other groups listed above.

(1)   **In County:** During non-business hours, the Sheriff's Office will notify the Emergency Management Director (or his representative) of all warnings via digital text message or phone. The Collier County Sheriff's Office will notify the following agencies over Emergency Control as indicated below:

- **Countywide Emergency:** Sheriff's Office, EMS, Naples Fire and Police, Independent Fire Districts, Marco Island Fire and Police, Florida Forest Service, others as needed

- **Hazardous Spills/Major Transportation Accident:** Fire District(s), Law Enforcement, EMS, and road authority(ies), as appropriate based on jurisdictional considerations.

- **Major Structure Fire:** Fire District and Law Enforcement having jurisdiction, EMS.

- **Urban Interface Wildfire:** Fire District and Law Enforcement having jurisdiction, EMS.

The Emergency Management Division may notify the following by phone or email as indicated below.

- **Countywide Emergency:** School Administration, Naples Community Hospital, Physicians Regional Medical Centers, Red Cross Disaster Chair, Civil Air Patrol, Board of County Commissioners, the Department of Health, County Manager and all Department administrators and division heads. Notification will also be made to the healthcare and visiting nurse focal points for further dissemination to their associations.

- **Hazardous Spills:** State Watch Office, Department of Environmental Protection, and U.S. Coast Guard (for all incidents west and south of US 41) or the Florida Department of Environmental Protection (for all incidents east and north of US 41). Notification will also be made to Collier County Solid and Hazardous Waste Management Division (anywhere in Collier County), the Department of Health and Road Department, if so requested by the Incident Commander.

The Emergency Management Director will coordinate activities with the Cities of Marco Island, Naples, Everglades City and adjacent counties if conditions so warrant.

All warnings passed to primary responders over Emergency Control are recorded. The Emergency Management Director (or

representative) will log date, time and addressee of all messages disseminated.

(2)   **Out-of-County:** Collier County Emergency Management will coordinate with neighboring counties via ESATCOM or telephone.

c.   Notification to the Public

The Emergency Management Director (or representative) has the responsibility for disseminating warnings to the general public, the various public safety agencies, neighboring jurisdictions, the media, the hotels/motels and the nursing/health facilities. All warnings affecting Collier County will be disseminated to local media and public safety agencies upon receipt of "hard copy"/official warning. An attempt will be made to transmit bulletins to other governmental and non-governmental agencies if time and resources permit.

(1)   Primary and Backup Warning Systems -

Warnings will be transmitted to WGCU 90.1 FM, and COMCAST Cablevision, who will provide the information to customers. Television customers will see the warning as a scrolling message at the bottom of the TV screen. The Weather Channel routinely transmits all warnings for this area upon receipt. The Collier County Sheriff's Office may directly activate the Emergency Alert System or the Emergency Management office may request that emergency action statements be transmitted by the State Watch Office or the National Weather Service Forecast Office in Miami via the Emergency Alerting System (EAS).

Various fire and law enforcement agencies may accomplish door-to-door checks for areas that are in peril from hazardous spills or fires. Checks will be generally based on the severity of the event regardless of time of day or day of week.

(2)   Public Emergency Notification -

The type of disaster threatening the area will govern the extent of warning. For example, a severe weather warning, marine warning, or hazardous spill would be less extensive than that for a hurricane warning.
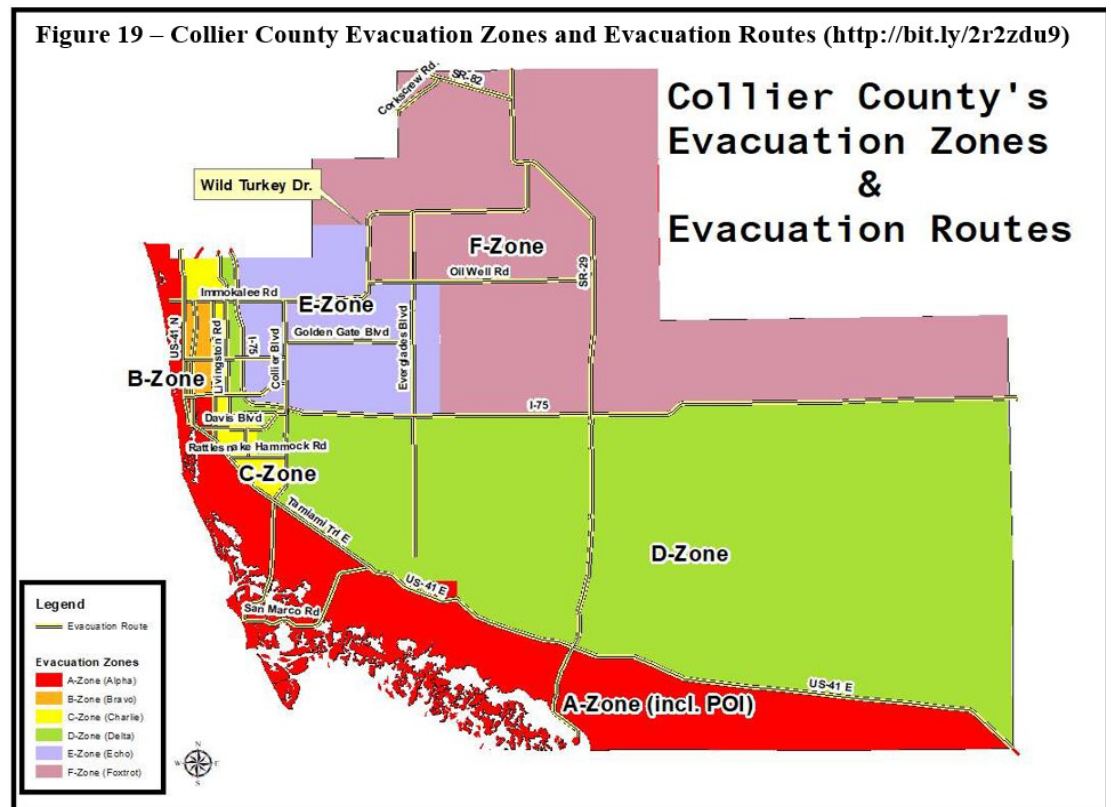
(3)   Warning Hearing Impaired, Visually Impaired and Non-English-Speaking Populations -

Warnings to the public are available via television and radio (AM and FM) in English, Spanish and Creole translations. The Collier County Sheriff's Office, the Emergency Operations Center and the Collier County Communication and Customer

Basic - 45

Relations have TDD equipment for providing information to the hearing impaired.

3.   Evacuation

Evacuation Study and Clearance times: The Emergency Management Director makes his evacuation zone recommendations to the Board of County Commissioners to act upon. During tropical storm or hurricane events, all evacuation measures must be taken before the arrival of sustained tropical storm force winds, i.e., greater than 39 miles per hour. After that time power lines, trees, etc. will start falling. All public safety personnel in the affected area of tropical storm force winds will seek shelter. The graphic below depicts the six evacuation zones within Collier County. (See also the Statewide Regional Evacuation Study for SW Florida, https://www.swfrpc.org/evacuation-study/)

Figure 19 – Collier County Evacuation Zones and Evacuation Routes (http://bit.ly/2r2zdu9)

a.   Primary Evacuation Routes, Evacuation Zones and Shelters -

The primary evacuation routes out of the county are I-75 and US-41 north and eastbound, CR 846 (Immokalee Road) and SR 29. The normal flow of traffic, under most circumstances, will not be changed if the decision to evacuate is issued with sufficient time.
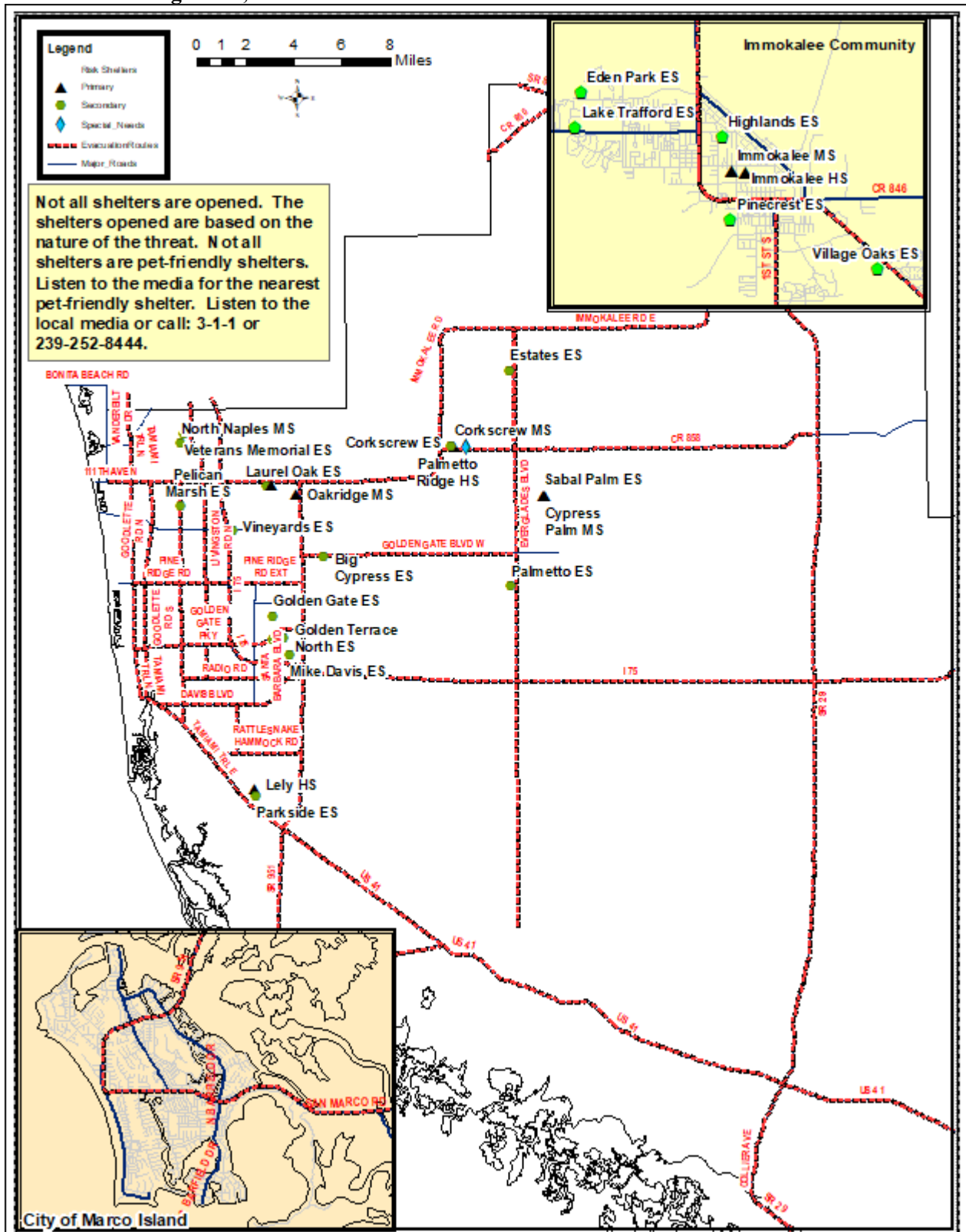
Collier County's Evacuation Zones and Evacuation Routes: Figure 19 shows Collier County's Evacuation Zones and Evacuation Routes.

Basic - 46

These zones may be used for other hazards/situations and are not specifically based on the storm surge models. These zones were developed as a means to easily communicate critical information to the affected area(s) such as protective actions. When a zone is identified to "evacuate" or otherwise act, this applies to both sides of the street for the boundaries of the affected zone(s).

Using the Public Transportation System: When a voluntary or mandatory evacuation order is in place, Collier Area Transit (CAT) and Collier County Public Schools bus fleets will be used to help facilitate the general population and Special Needs evacuations. The general population evacuation buses will follow the normal CAT routes (depicted on the map below) and deposit passengers at the Transfer Station to be shuttled to a designated shelter. Evacuation bus services will cease based on estimated arrival time of the anticipated sustained winds of 30 miles per hour. When the weather conditions are safe after the departure of the storm, those shuttled to a shelter will be returned to the Transfer Station or community from which they came. See Figure 20, Shelters & Public Transportation System.

Hurricane Shelters and Evacuation Routes: Not all shelters will be opened at the same time. For those people/families whose plan is to go to a Collier County evacuation shelter, go to the Collier County Home Page (https://www.colliercountyfl.gov/) or pay attention to the local media for information about shelter openings and/or which ones are pet-friendly, if needed. (See Figure 19)

Figure 20 – Shelters & Public Transportation System

Figure 21, Hurricane Shelters & Evacuation Routes

b.   Registration and Evacuation of People with Special Needs -

The County maintains a registry of individuals who have special transportation and/or sheltering needs. The Florida Department of Health – Collier County's Guidelines for Special Needs Shelters serves as guidance for sheltering of special populations. The transportation of special needs clients takes precedence using the Collier County Public Schools bus fleet assets and/or Collier County EMS ambulance Services.

c.   The Collier County Emergency Management Division maintains a listing of mobile home parks and marinas.

d.   Collier County has neither draw nor swing bridges.

e.   Re-entry:

The incident commander or executive group, depending on the incident, may permit and communicate re-entry into an area according to the following guidelines:

(1)   No damages reported: Upon cancellation of all warnings and watches which include Collier County, and when no damage has been reported, re-entry may be authorized.

(2)   Substantial damages and/or injuries: After a countywide state of emergency which has resulted in substantial injury or harm to the population or substantial damage or loss of property, the evacuation order within those areas of Collier County that previously existed will be rescinded to the degree appropriate. An orderly return may be implemented in accordance with the levels and in order of priority as established below:

•   Level One: Search and rescue teams operating under ESF 9, fire personnel operating under ESF 4, law enforcement personnel operating under ESF 16, transportation crews operating under ESF 1, utilities personnel operating under ESF-3, and Health under ESF-8.

•   Level Two: Damage assessment teams and elected officials, ESF-8, and Recovery operations for the purpose of making preliminary determinations related to accessibility and safety hazards in the evacuated area(s).

•   Level Three: Cleanup teams, operating under ESFs listed above for the purpose of clearing and repairing roads,

restoring utilities and eliminating safety hazards to the degree necessary to allow re-entry to the evacuated area.

- <u>Level Four</u>: Individuals who possess and exhibit appropriate residency documentation shall be determined "priority class parties." Priority Class parties will be given a reasonable time to return to their property (home or business) to survey damage and secure the property. Collier County no longer has a color-coded re-entry sticker identification system in order to accelerate the re-entry process.

- <u>Level Five</u>: Complete accessibility shall be restored as soon as practicable.

4.   Sheltering (See ESF 6) -

a.   Storm Surge Vulnerability

Storm surge areas are assessed using the SLOSH (Sea, Lake, and Overland Surge from Hurricanes) models. See Figure 22, "Maximum of Maximums" Storm Surge, for communities whose boundaries closely approximate SLOSH zones. Additionally, Figure 23, Special Flood Hazard Areas, shows the areas within the county prone to flooding due to heavy rains.

This map below indicates the areas vulnerable to flooding due to storm surge from hurricanes based on the SLOSH depths from a storm category specific to Collier County. It shows **possible worst-case scenarios (or "Maximum of Maximums")** for landfalling storms of varying magnitude and angles of approach in the county. It does **not** show the surge from any single track, but from all possible tracks. Each color boundary shows **the worst possible case** for each category of tropical cyclone. Exiting and paralleling storms will **not** generate the surges shown in this map.

The map also does not show water depths, which would vary depending on the storm strength, as well as an individual spot's site elevation and distance from the coast. The picture only shows the depth in relation to mean sea level.

A storm's category designation is given specific to wind speeds and not storm surge. Surge threat is no longer tied only to higher categories of storm. Although Hurricane Charley was a Category 4 storm, it produced surge of a typical Category 1 storm. A tropical storm or Category 1 hurricane can have significant storm surge impacts in some scenarios. During events, the National Hurricane Center produces general storm surge forecasts to inform of potential impacts and to assist toward evacuation decision-making. The National Weather Service in Miami supplements this by providing Collier County the estimated storm surge threat specific to this community.

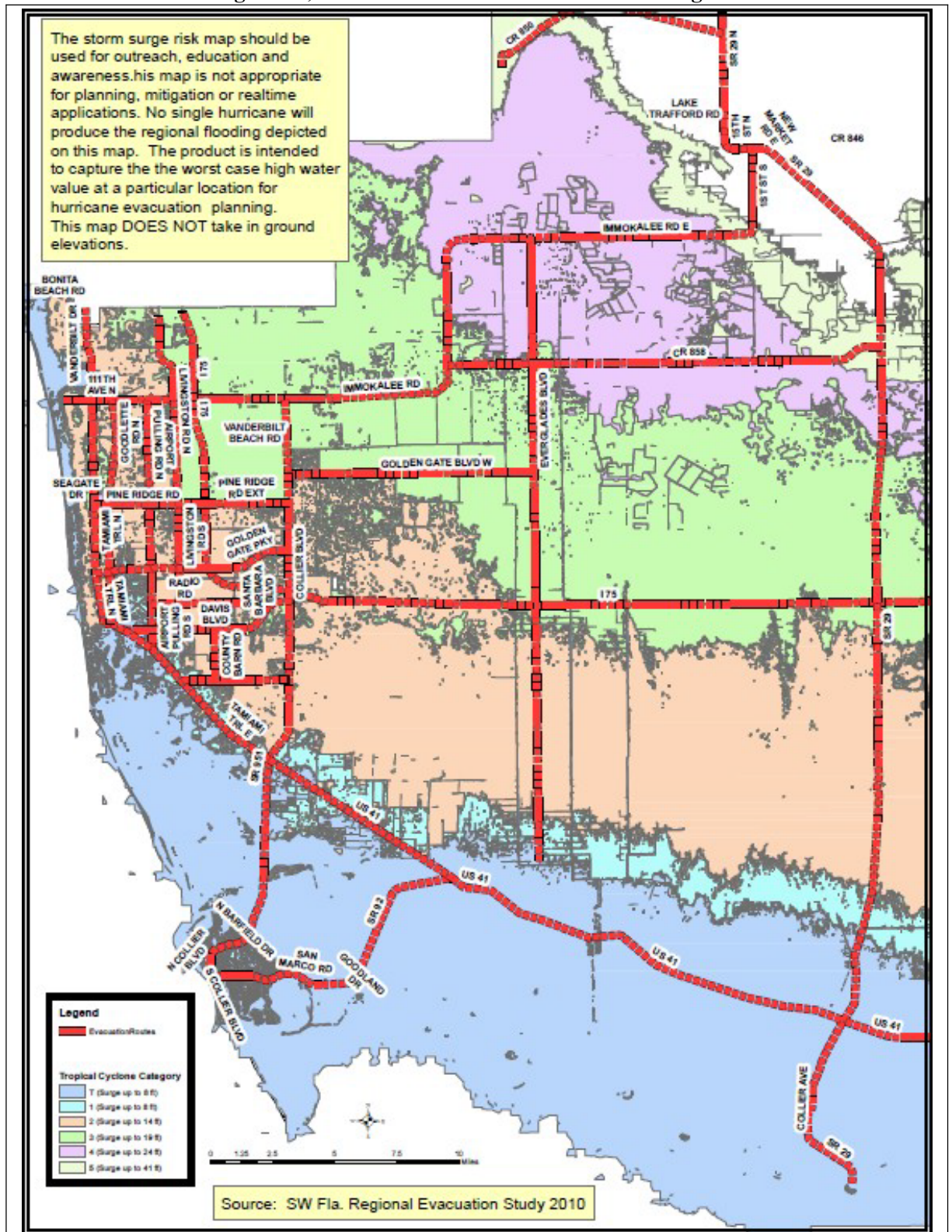**Figure 22, "Maximum of Maximums" Storm Surge**

The storm surge risk map should be used for outreach, education and awareness. This map is not appropriate for planning, mitigation or realtime applications. No single hurricane will produce the regional flooding depicted on this map. The product is intended to capture the the worst case high water value at a particular location for hurricane evacuation planning. This map DOES NOT take in ground elevations.

Legend
EvacuationRoutes

Tropical Cyclone Category
T (Surge up to 8 ft)
1 (Surge up to 8 ft)
2 (Surge up to 14 ft)
3 (Surge up to 19 ft)
4 (Surge up to 24 ft)
5 (Surge up to 41 ft)

Source: SW Fla. Regional Evacuation Study 2010

Figure 23, Special Flood Hazard Areas (100 yr. Areas)
(Map from Figure 4-12, CC Floodplain Mgt. Plan, 2015)
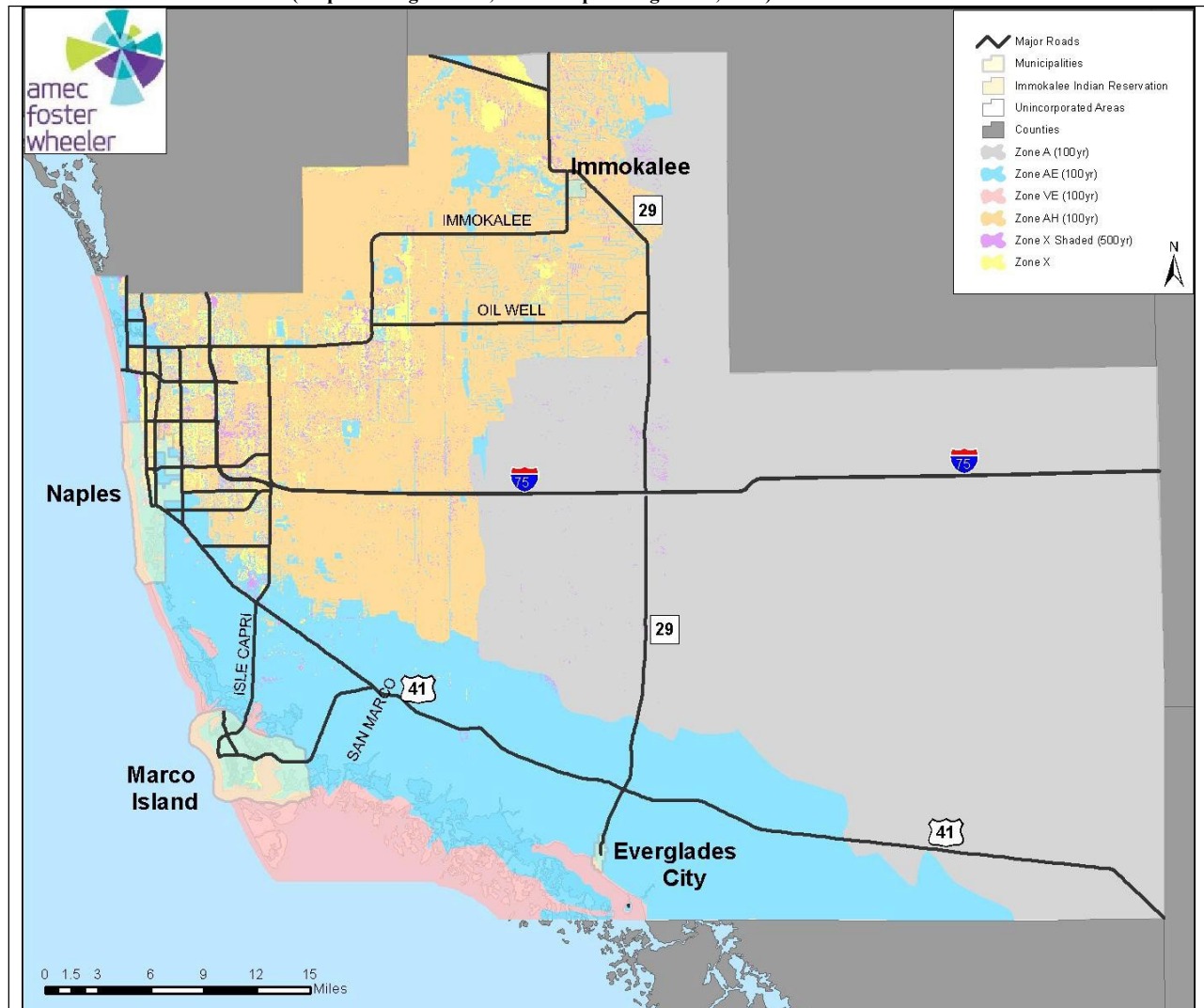
b.   Risk & Host Sheltering

Figure 21, Hurricane Shelters & Evacuation Routes, depicts potential shelters for evacuees available to the county to select from based on the storm surge threat. We term these shelters as "risk shelters". Three buildings, not listed or depicted, have been identified on Marco Island as host shelters for those seeking refuge from outside "risk areas". Please note that not all shelters will be opened. The Emergency Management Division, in consultation with the American Red Cross and Collier County Public Schools, will decide which shelters to open based on the characteristics of the storm and the community at risk.

c.   Pet Friendly Sheltering

When pet owners purchase the required County Rabies/License Tag, the licensed pets are automatically pre-registered for the Pet Friendly Shelters (NOTE: Licenses may be purchased on-line or by phone.).

Admission to a designated pet shelter is first come, first serve for the Collier County residents and their pets with a current rabies license. Only cats and dogs are accepted.   Capacity for designated shelters vary and space is limited. Only elementary and middle schools will be used as pet friendly shelters. Owners must remain at the Pet Friendly Shelter and care for their animal(s). Owners should bring their pet's(s') food, medications, crates, and other essentials. See Collier County's Domestic Animal Services Division web site (https://bit.ly/3eclb1v) for more information.

F.   Recovery

1.   General Recovery Functions and Responsibilities

a.   The purpose of this component is to initiate activities necessary to ensure a successful recovery effort (e.g., condition monitoring, situation evaluation, identification of recovery center sites, recovery center managers, damage assessment teams, mitigation assessment teams, deployment of damage assessment teams, and mitigation assessment teams to identification of hazard mitigation issues, etc.). During the response phase a minor "Recovery" component will be contained within ESF-5, Planning & Intel Section, in order to project the requirements and needs after the response phase. However, depending on the type disaster and damages received, the Operations Group may decide to activate a Recovery Task Force. Regarding Municipalities, the city managers should identify their respective Recovery Managers (Figure 24, Recovery Operations Structure).

b.   In a Presidential disaster declaration, there may be many affected agencies; each with a responsibility to apply for its own disaster assistance and manage its own project(s). Therefore, ESF-5 will coordinate bringing all the eligible activities to meet with FEMA after a disaster in order to facilitate each eligible applicant's ability to define their own project, grant and financial activities. At a minimum, representatives from the following agencies will be invited to participate in the FEMA Kick-Off meeting: Board of County Commissioners, Sheriff's Office, Clerk of Courts, Property Appraiser, Tax Collector, City of Naples, City of Marco Island, Everglades City, United Way agencies, Collier County Public Schools and NCH Healthcare. There will be media announcements of the meeting to invite any potential, but omitted, eligible applicants to the meeting.

c.   Recovery Task Force: A group composed of individuals that reflect broad-based representation of community interests. Chapter 38 of the Code of Laws [Civil Emergencies] specifies who is a member of this task force. The purpose of this group is to advise the BCC on a wide range of post-disaster recovery (short and long term), reconstruction and mitigation issues. The Deputy County Manager shall chair the Recovery Task Force, appoint the Recovery Manager for the Emergency Operations Center and invite additional membership based on the disaster, but at a minimum it shall consist of the following, or their representatives:

- Liaisons from each of the Cities.
- County Attorney

- Growth Management Community Development Department Administrator
- Growth Management Community Development Department Deputy Administrator
- Public Utilities Department Administrator
- Public Services Department Administrator
- Operations & Public Information Director
- Collier County Sheriff's Office
- Transportation Management Services Department Administrator
- Transportation Management Services Department Deputy Administrator
- Florida Power & Light
- Lee County Electric Cooperative
- Collier County Public Schools Superintendent
- Collier County Property Appraiser
- Chair/Vice Chair of the Local Mitigation Strategy Working Group
- Floodplain Manager

d.   Recovery Manager(s): The Recovery Manager function may be divided into two managers: Financial and Rebuilding. In either case the individual(s) is/are charged by the Deputy County Manager to oversee the recovery efforts by insuring consistency with the policies of the Recovery Task Force. This/these individual(s) is/are responsible for establishing the management system and structure. An additional responsibility is setting up an office location the Emergency Operations Center for sustained recovery operations as soon as possible after the disaster event so that the Emergency Operations Center can re-equip and be ready to meet the next threat.

Figure 24, Recovery Operations Structure

```
                        ┌─────────────────┐
                        │    Recovery     │
                        │    Manager      │
                        └────────┬────────┘
                                 │
              ┌──────────────────┐
              │  Liaisons PIO    │
              │     Safety       │
              │  Municipalities  │
              └──────────────────┘
                                 │
   ┌──────────────┬──────────────┼──────────────┬──────────────┐
   │              │              │              │              │
┌──────────┐ ┌──────────┐ ┌──────────┐ ┌──────────────┐
│Operations│ │Planning &│ │ Logistics│ │Administration│
│          │ │Intelligence│ │          │ │  & Finance  │
└──────────┘ └──────────┘ └──────────┘ └──────────────┘
```

Operations	Planning & Intelligence	Logistics	Administration & Finance
- Public Safety Br (ESF 4, 8, 9 & 16) - Human Services Br (ESF 6, 8, 11, 17 & 18) - Infrastructure Br (ESF 1, 3 & 12) - Information Mgt. (ASD)	- Situation Unit - Resources Unit - Documentation Unit - Damage Assessment (GMD/P & R) - Technical Specialists (Weather, ESATCOM, GIS)	- Supplies (EM) - Recovery Facilities (Fac. & Real Estate Divs.) - Communications (IT) - Food (Fac)	-Purchasing & Contracts -Accounting & Budget -Human Resources

e. The Collier County Time-Delineated Schedule (TDS) for hurricanes and storms can be used for recovery actions in other disaster events. It specifies recovery actions and the responsible agencies/sections under the Immediate Emergency, Restoration and Reconstruction phases. See Figure 7, Roles & Responsibilities Overview, for the ESFs roles and responsibilities of the recovery functions (damage/impact assessment, Housing & Human Services, Infrastructure, and Mitigation) and agencies responsible for lead and support activities. The lead agency for each function is responsible for the development of Standard Operating Guides.

f. Article I (Post-Disaster Recovery) of Chapter 38 of the Code of Laws and Ordinances provides guidance for disaster recovery operations. This ordinance establishes the Disaster Recovery Task Force. Additionally, it:

- Provides priorities for post-disaster redevelopment.

- Provides priorities for essential services and facility restoration.

- Establishes policies for debris clearance and disposal.

- Establishes policies for damages determination, county build-back,

building repair moratoria, building permitting, new development, emergency permitting, etc.

- Establishes policies on emergency repairs.

- Establishes policies on economic redevelopment.

- Establishes policies on acquiring damaged properties.

g. Requests for federal disaster assistance will be predicated on the requirements outlined in the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288). After local government conducts the initial damage assessment and reports the results to the State Emergency Operations Center via the Collier County EOC, a joint local/State preliminary damage assessment (PDA) may be requested and scheduled that could include the Federal Emergency Management Agency. This damage assessment validates the local data and is the basis for requesting a Presidential Disaster Declaration. Other federal agencies that may participate in the assessment process include the Small Business Administration and Natural Resource Conservation Service. This process is described in 44 CFR, Part 206, Subpart B – The Declaration Process and other federal and State policies and procedures. The EOC's ESF-5, through the Planning and Intelligence Chief will coordinate the visits within the County of the Joint PDA team to the disaster sites.

2. Recovery Field Operations

In the aftermath of a disaster, with or without a Presidential Declaration, the Collier County EOC may deploy several specialized recovery teams and centers (facilities/activities) into the impacted area. Examples of some of these are:

a. Recovery Personnel

(1) Damage/Impact Assessment Team – A team deployed to conduct assessments of damages to public entities and individual homes and businesses. The assessment quantifies the extent of the damage, the impact of the damages and is used to justify federal assistance. The Collier County Building Plan Review & Inspection Division has the primary responsibility to field the initial impact teams and report results to ESF-5. Unless otherwise coordinated, each municipality will conduct their own assessment and report results to ESF-5. Usually, the assessments are of two types: Windshield/aerial and post-disaster habitability inspections. In Windshield assessments, teams rapidly determine the scope and severity of the damage area without leaving their vehicles. Post-disaster habitability inspections are those in which trained, qualified engineers and/or inspectors determine the level of safe access to each damaged structure and record those measures that need to be taken before unlimited access is permitted.

(2)   Community Relations Team – A team that is deployed into the impacted community to collect information as well as meet with the disaster-affected community(ies) and eligible individuals in receiving assistance. The primary function of this team is to identify and report unmet human needs and to inform disaster victims of the disaster assistance programs and registration process. The Emergency Management Human Services Coordinator acts as our liaison to the FEMA/State Community Relations team. This person's role is to help frame the human needs impact assessment of the community. Should FEMA/State Community Relations teams not be present, this coordinator will interface with ESF-5 and Human Needs Assessment teams to develop a human needs impact profile.

(3)   Collier Organizations Active in Disasters (COAD) – A committee that helps identify unmet needs and possible assistance. This committee is comprised of volunteer agencies, private sector representatives and governmental agencies.

(4)   Human Needs Assessment Team – A team that is deployed immediately after a disaster and before the establishment of a Disaster Field Office to help the County assess and report the immediate needs of disaster victims. They will develop a list of observations for Human Services Coordinator to prioritize for Community Relations teams to follow. Some examples include ensuring safety of community members in their purview, relaying information back to disaster field office/EOC, ensuring that special needs and special populations receive aid information as well and ensuring that accurate and timely information is provided. Additionally, the Human Services Coordinator, who maintains the listing, will contact key community leaders regarding emergency community needs.

b.   Recovery Facilities/Activities

Recovery operation sites such as: recovery centers, disaster field office, Disaster Recovery Centers, and travel trailer/mobile home sites will be sited nearest the victims using community park facilities and leased commercial facilities.

(1)   Disaster Recovery Centers (DRCs) and Essential Service Centers (EssSCs) – are each a temporary facility located in or near the impacted area where survivors can go to obtain information and register with FEMA. The centers may be staffed with specialists from FEMA, the State Emergency Response Team (SERT), the U.S. Small Business Administration (SBA) and a variety of disaster-recovery representatives from local and voluntary agencies. The EOC will request a DRC, if warranted. FEMA has the responsibility for operating the DRC, while the responsible party for the EssSC is the Florida Division of Emergency Management. The centers are usually sited at community park buildings that have been identified within the

Basic - 58

county or its municipalities. Collier County's Emergency Management and Facility Management Divisions will work with FEMA or the State to make the facility functional and operational to serve the public. Some of the services that a DRC/EssSC may provide:

- Guidance regarding disaster recovery
- Registering for FEMA disaster assistance
- Clarification of any written correspondence received
- Housing assistance and rental resource information
- Answers to questions, resolution to problems and referrals to agencies that may provide further assistance
- Status of applications being processed by FEMA
- SBA program information
- Floodplain, FEMA and NFIP information

(2)   Reconstruction Information Center(s) (RIC) – Centers that are set up as a single point site for recovery-related information such as permitting, technical assistance and reconstruction expertise for recovery and mitigation activities. These centers will be staffed by agencies with reconstruction and/or permitting responsibilities. The primary RIC will be established at the Collier County Growth Management Department located at 2800 North Horseshoe Drive in Naples, assuming it is undamaged and serviceable. The Growth Management Department, in coordination with the Building Plan Review & Inspection Division and the Floodplain Manager, will provide: informational handouts, FEMA guides, and repair/build-back information pertaining to the National Flood Insurance Program (NFIP) and County Ordinances as appropriate at all identified RIC sites.

(3)   Disaster Field Office (DFO)/Joint Field Office (JFO) - When an area is identified to receive a Presidential Disaster Declaration, FEMA sets up a Disaster Field Office/Joint Field Office in or near the affected area to coordinate federal recovery efforts with the state and local governments. The Federal government and the State of Florida both have Coordinating Officers who serve as the respective heads of the recovery effort. The County's Emergency Management Office, through ESF-5, will coordinate local activities to support the DFO/JFO.

3.   Public Assistance Activities

a.   The Public Assistance process starts when the county begins to take any actions because of an imminent major disaster threat. The Emergency Management Director creates a WebEOC event and directs all agencies to begin documenting all activities relating to the disaster threat preparations until there is no threat and normal operations resume. All agencies are instructed to have their people initiate the ICS Form 214, Activity Log, to track the work as well as personnel hours and equipment used. When the Emergency Operations Center is partially or

fully, virtually or physically activated, the Logistics section is activated to receive and act on resource requests as well as maintain all documentation associated with these requests. Simultaneously, the Finance and Administration section within the EOC tracks expenses associated with the requests and reports "burn-rates to the leadership" while safeguarding the associated documentation and 214's at the end of each Operational Period. Before |demobilizing the EOC, the Director reminds the agencies of what are the eligible expenses, equipment rates, damage estimating techniques in order to gather the initial estimates of the disaster costs in preparation for the Joint FEMA/State Preliminary Damage Assessment. The EOC Director reminds agencies about the importance of maintaining documentation associated with the disaster and to follow Federal procurement, contracting and accounting requirements spelled out in the FEMA's "Public Assistance Program and Policy Guide" in order to ensure FEMA does not reduce eligible reimbursements based on not following established rules.

b.   A Presidential Disaster Declaration initiates a process that begins with applicants filing a Request for Public Assistance at an applicants' briefing. These briefings are publicized through the media and notifications to the Collier Cunty Emergency Management Director in accordance with 44 CFR-206 Subpart G & H. The Administrative Services Department Director is responsible for grants management, maintaining the "FloridaPA" account and administering the Public Assistance Program for the agencies under the Board of County Commissioners. All municipalities, not-for-profit agencies, Native American tribes, Community Development Districts (CDDs) and other quasi-governmental agencies will be notified of application opportunities by the Emergency Management Division. Since severity and magnitude of a disaster event need to be demonstrated in order to warrant a Presidential Disaster Declaration each eligible agency within the county is responsible for establishing its own procedures that include processing and maintaining records of all expenditures and obligations for manpower, equipment and materials as well as total damages. The County's Emergency Management agency will offer public assistance training and updates annually to all eligible entities in order to update them on eligible work items and the EOC's current process to gather all eligible costs and estimated damages costs. Post-disaster media press releases will be used to identify potential public assistance applicants when FEMA meetings are announced. The following agencies and their representative position participate in the Applicants' Briefing.

Board of County Commissioners (BOCC)	Deputy County Managers
BOCC	Bureau of Emergency Services Director
BOCC	Emergency Mgmt. Division Coordinator
BOCC	Transit Director/PTNE Division Director
BOCC	Transit Manager
BOCC	Collier County Airport Authority Manager
BOCC	Pelican Bay Services Division Director
BOCC	Domestic Animal Services Division Director
BOCC	Collier County Library Division Director

BOCC	Community Redevelopment Agency Director
BOCC	EMS Chief
BOCC	EMS Assistant Chief
BOCC	EMS Deputy Chief
BOCC	Tourism Director
Collier Clerk of Courts	Accounting Supervisor
Collier Clerk of Courts	Clerk's Purchasing Agent
City of Marco Island	City Manager
City of Marco Island	Fire Chief/Emergency Manager
City of Marco Island	Deputy Fire Chief
City of Marco Island	Police Chief
City of Marco Island	Police Public Information Officer
City of Naples	Fire Chief/Emergency Manager
City of Naples	Assistant City Manager
Everglades City	Floodplain Administrator
Collier County Sheriff's Office (CCSO)	Senior Grants Coordinator
CCSO	Emergency Mgmt. Lieutenant
Collier County Public Schools (CCPS)	Associate Superintendent, School & Dist. Opns.
CCPS	Executive Director, School & District Opns.
CCPS	Administrative Director, Safety & Security
CCPS	Assistant Superintendent, Financial Services
Collier Mosquito Control District	Accounting Specialist
Fla. Department of Health – Collier (DOH)	Administrator
DOH-Collier	Preparedness/Planning Consultant
DOH-Collier	Preparedness/Government Opns. Consultant
S. Fla. Water Mgmt. Dist. – Big Cypress Basin (BCB)	BCB Administrator
Lee County Electric Coop. (LCEC)	CFO
LCEC	Accounting Supervisor
LCEC	Analyst, Financial Planning
Naples Healthcare System	Director of Infection Prevention
David Lawrence Center	Director of Facilities & Safety
North Collier Fire Control and Rescue District	Executive Director
Immokalee Fire Control District	Chief
Greater Naples Fire Rescue District	Chief

c. Project worksheets are prepared for eligible emergency costs and eligible costs for restoration of damaged facilities.

d. The federal share for reimbursement under most federal declarations is 75 percent. The 25 percent non-federal share is normally provided from a combination of State and local sources in accordance with policies established by the Executive Office of the Governor and the Florida Legislature. In addition, the federal government does provide for an administrative cost allowance for each eligible project that is 100 percent federally funded.

e. The State serves as the Grantee and eligible applicants are Sub-grantees under the federal disaster assistance program. There is no one agency in

the county authorized to execute funding agreements with other legal entities on behalf of the county. Each eligible jurisdiction/entity (e.g. municipalities, independent fire districts, certain private-non-profit organizations, etc.) establishes its own procedures to follow to execute funding agreements with other entities. Agreements necessary for agencies under the Board of County Commissioners are only executed by the Board of County Commissioners unless otherwise designated. Contractual agreements with the Florida Division of Emergency Management are executed with applicants with all reimbursements coming through the Division. Some of the Sub-grantees within Collier County are: the Board of County Commissioners, agencies which draw their monies from General Revenue; each independent Fire District, each City, Collier County Public Schools, each taxing district, etc.

f.   Documentation, recordkeeping, inspections and final closeouts are overseen and approved by the Florida Division of Emergency Management. One office under each Sub-grantee will maintain these records locally making them available for audit.

g.   Non-presidential or agency declarations can provide some disaster assistance through the Department of Agriculture, the Small Business Administration, and other federal agencies. In the event there is no Federal or agency assistance available, the unmet needs committee (see paragraph 5.a) will be formed to see if any direct assistance agencies can address the needs of those affected with their resources.

h.   The Governor or the Legislature may authorize other assistance to a local government based upon a declared emergency.

4.   Individuals & Household Programs

a.   Once a Presidential Disaster Declaration has been issued that authorizes Individuals and Household Programs, the State Individual Assistance Officer will coordinate with a federal counterpart on all related individual assistance programs, as defined and prescribed in 44 CFR, Part 206, Subparts D, E, and F.

b.   The primary means of applying for Individuals and Household Programs will be made through a National Tele-registration toll-free number.

c.   Disasters that do not support the criteria for requesting Individuals and Household Programs as part of a Presidential Disaster Declaration may meet the criteria for other federal assistance.

d.   Individuals and Household Programs Inspectors will meet with the State Mitigation Officer in a contractor's Briefing.

e.   Temporary Housing – Following a Presidential Disaster Declaration FEMA will manage the Temporary Housing program. They will initially look for available rental properties and apartments before they will bring in mobile homes for disaster displaced victims. Prior to FEMA's arrival, governmental departments within the County that have access to

Basic - 62

agencies and businesses which control rental housing and subsidized housing, shall query their sources for available units then pass on the results to the FEMA housing activity upon their arrival. This activity will significantly reduce the time victims spend in the shelters and greatly contribute toward their recovery. Additionally, by being proactive, should the President not "declare" the disaster, the Collier County community would solely need to deal with the housing issue. Collier County will then be responsible for assisting the public to available housing and to other local post-incident assistance resources.

5.   Emergency/Disaster Support Activities beyond Public Assistance or Individuals & Household Programs.

a.   Unmet Needs Coordination

Collier Organizations Active in Disasters (COAD) meets as an Unmet Needs committee to deal with the essential needs of the victims and to coordinate donated goods and services. A Volunteer Reception Center and Disaster Assistance Centers may be established in the county to help support unmet needs coordination (See Appendix 1, ESFs 6 and 15).

(1)   ***Lead Person for Coordinating Volunteer Agencies Locally:*** The Volunteer Agency and Recovery Coordinator with CCEM has lead responsibility for coordinating unmet needs agencies in the event of an emergency.

(2)   ***Agency Responsible for Unmet Needs Coordination:*** Collier County Emergency Management will support the coordination of the unmet needs.

(3)   ***Role & Responsibility for Unmet Needs Coordination:*** The Volunteer Agency and Recovery Coordinator is responsible for the oversight and coordination of human needs agencies and their points of contact in the event of an emergency.

(4)   ***Coordination with Municipalities:*** The Volunteer Agency and Recovery Coordinator will obtain municipal points-of-contact from the municipal liaisons assigned to the Emergency Operations Center. The municipal personnel assigned will be involved in all activities addressing the unmet needs of the community to avoid duplication of efforts and benefits.

(5)   ***Groups that May Be Used to Comprise Unmet Needs Committee and Support the Community Relations Programs:*** Agencies that coordinate the skills of volunteers are utilized during an emergency. The agencies come together as COAD during the crisis and will disperse to non-emergency response status once the needs are resolved. These agencies are:

1.   Collier Community Foundation
2.   Catholic Charities
3.   Goodlette Arms

Basic - 63

4. Collier County Domestic Animal Services
5. Collier County Parks & Recreation
6. American Red Cross
7. Moorings Presbyterian Church
8. Pace Center
9. Harry Chapin Food Bank
10. Collier County Sheriff's Office
11. The Salvation Army
12. NCH Healthcare System Blood Bank
13. Collier County Housing, Human and Veteran Services
14. The United Way
15. Emmanuel Lutheran Church
16. North Collier Fire Control and Rescue District
17. St. Paul's Episcopal Church
18. Florida Department of Health – Collier County
19. Retired Senior Volunteer Program (RSVP)

(6) ***Process for Identifying Local Unmet Needs and the Process to Address Them:*** Generally, agencies (both nonprofit and profit) will notify the Emergency Management Division of the needs of the communities which they canvas. Emergency Management Division has a cooperative relationship with a multitude of field agencies in both emergency and non-emergency times. During a major disaster operation FEMA will field Community Relations teams and Collier County, along with the American Red Cross, will field damage/impact assessment teams to get a sense of the community's needs. Emphasis areas for the teams will be:

1. Areas of the greatest disaster impact
2. Isolated and rural areas
3. Low economic areas
4. Elderly, special needs and socially isolated individuals

(7) ***Training:*** In addition to Figure 15, Recommended Training, training and seminars are available through several resources. Local businesses that specialize in homecare offer classes. Appropriate agencies provide clear directives on homecare and debris removal. Seminars are conducted by Emergency Management staff. Weather-related training is coordinated by Emergency Management for weather emergencies. When appropriate training opportunities are known to the Emergency Management Division, the Volunteer Agency and Recovery Coordinator will advise the appropriate volunteer groups.

b. Emergency assistance may be provided through other State programs such as:

- Small Cities Community Development Block Grant.
- Community Services Block Grant.
- Low-Income Home Energy Assistance Program.
- Low-Income Emergency Home Repair Program.

- Home Investment Partnership Program.
- State Housing Initiative Partnership Program.

6.   Collier County Disaster Recovery Task Force has two major hazard mitigation responsibilities:

- Develop and implement a redevelopment plan for hazard prone areas that would minimize repeated exposure to life-threatening situations; and

- Implementation of an acquisition program to acquire storm damaged property in hazard prone areas

The following strategies should be included in the recovery, reconstruction and mitigation ordinance:

- Essential Service and Facility Restoration Priorities;
- Post Disaster Debris Clearance and Disposal Strategies;
- Determination of Damage,
- Build Back Policy;
- Emergency Repairs;
- Emergency Permitting System and Emergency Review Board;
- Economic Development Policies;
- Redevelopment in High Hazard Areas;
- Guidelines for Acquiring Damaged Property; and
- Collier County Floodplain Management Plan.

Emergency Support Function 5, Planning & Intelligence, is the section responsible for the initial recovery component to disaster operations and works closely with the Recovery Task Force/Recovery Manager until those operations are moved outside the Emergency Operations Center. Its responsibilities include:

- Review damage reports from all sources (jurisdictions, businesses, communities, etc.),
- Continually communicate with the State about the disaster's impact to the governmental, business and residential sectors,
- Request from the State a Joint Preliminary Damage Assessment Team when either threshold for a Presidential Declaration for a Public or Individual Assistance Disaster Declaration been met,
- Address restoration issues,
- Identify mitigation opportunities and/or
- Hazard mitigation projects.

7.   National Flood Insurance Program (NFIP)

Collier County's three municipalities as well as unincorporated Collier County participate in the National Flood Insurance Program (NFIP). All jurisdictions (except Everglades City) participate in the NFIP Community Rating System. Collier County will coordinate Recovery Operations to ensure that policies, procedures and public information pertaining to the NFIP/CRS are available to

the community in a consistent and convenient manner.

G.   Mitigation

1.   Collier County Multi-Jurisdictional Local Mitigation Strategy (LMS)

a.   Collier County has a State and FEMA-approved Multi-Jurisdictional Local Mitigation Strategy (LMS) which expires on **April 13, 2025**. The most current copy of the Collier County LMS can be found on the internet at the following URL: https://bit.ly/3EY89OJ. The Collier County Emergency Management Division's Planning Coordinator is responsible for coordinating mitigation efforts through the activities of the LMS Working Group. Some of the coordination responsibilities include: maintaining the web pages associated with the LMS and LMS meeting activities, acting as staff to the LMS Working Group Chair by recording meeting minutes, making public meeting announcements and arranging the LMS Working Group meeting location. One of the major focuses of the LMS Working Group activities deals with the flood and wildfire hazards. The Emergency Management staff facilitates the flood warning program for the floodplain managers of Collier County, as well as collects information on all weather-related damages. Emergency Management also works with the Florida Forest Service and independent fire districts in looking for ways to mitigate wildfire threats in Collier County. The following jurisdictions have adopted the Collier County Local Mitigation Strategy:

- City of Naples
- City of Marco Island
- City of Everglades
- Collier County Mosquito Control District
- North Collier Fire Control and Rescue District
- Greater Naples Fire Rescue District

- Immokalee Fire Control District

b.   The Local Mitigation Strategy Working Group is composed of members drawn from county and municipal governments as well as from interested citizens from around Collier County and formed under the Collier County Citizen Corps Advisory Committee. The three Floodplain Managers regularly report out to the working group activities related to their respective floodplains. The objective of the Working Group is to identify new mitigation opportunities, techniques, and if necessary, reprioritizes existing mitigation projects. This group is responsible for maintaining the Collier County Multi-Jurisdictional Local Mitigation Strategy (http://bit.ly/2nU3zO9).This group meets at least annually and after every disaster event that causes significant impacts on infrastructure. The public meetings are posted at this link: https://bit.ly/3OJHZ6F .

2.   Interagency Hazard Mitigation Team (Post-Disaster)
[NOTE: Damaged facilities should have mitigation measures considered in its repair (406 program). All other mitigation measures to non-damaged structures

should be addressed through the procedures addressed within the Collier County Local Mitigation Strategy.]

a. The Collier County Emergency Management Director will serve as the Post-Disaster Hazard Mitigation Coordinator. ESF-5 is required aid in the establishment and coordination of State/Federal hazard mitigation efforts, including performance of hazard mitigation projects or programs to reduce the community's hurricane susceptibility and vulnerability. An Interagency Hazard Mitigation Team (IHMT) comprised of Federal, State and local agencies that were impacted by the disaster will need to identify failures and recommend mitigation activities that would prevent a recurrence. Representatives from the municipalities as well as the County will be asked to participate on the IHMT. Due to the nature of the disaster, the amount of people and equipment will vary. Equipment and vehicles necessary to perform mitigation assessment will come from the affected jurisdiction. Should additional personnel or items become necessary to complete this mission; the EOC Operations Coordinator will task appropriately via EOC staff. Staff who participate in the mitigation assessment opportunities should complete mitigation training identified in Figure 16, above.

b. Most of the residential structures in unincorporated Collier County are at or above the 100-year floodplain; repetitive losses from flooding are virtually nonexistent.

c. Potential applicants for Public Assistance and Hazard Mitigation Programs will be notified via press releases, e-mail and/or facsimile. Agencies from County, Municipal, Community Development Districts, Special Taxing Districts, Native American tribes and not-for-profit (NFP) organizations with a public safety role are included on the notification list.

d. Post-disaster mitigation activities within Collier County require a well-orchestrated and coordinated effort among the various levels of governments. Under the Federal Response Framework, a Deputy Federal Coordinating Officer for Mitigation will be appointed for each Presidential Declared Disaster. The Deputy Federal Coordinating Officer for Mitigation will have a staff composed of hazard mitigation and floodplain management specialists. One of the major tasks assigned to the Deputy Federal Coordinating Officer for Mitigation is to assure that mitigation disaster operations are integrated and unified with the State and local recovery efforts. The State Mitigation Officer, working under the direction of the Deputy State Coordinating Officer for Recovery should work in concert with the Deputy Federal Coordinating Officer for Mitigation to assure that the State is aware of and takes advantage of all available mitigation opportunities.

e. Post-Disaster Mitigation

    (1) Mitigation Preliminary Damage Assessment – The Collier County Interagency Hazard Mitigation Team may request from the State Mitigation Officer to assign mitigation personnel to assist the community in conducting a Mitigation Preliminary Damage Assessment. The purpose of the Mitigation Preliminary

Damage Assessment is to identify the causes of specific disaster-related damage in order to determine the appropriate mitigation measures. This assessment is forwarded to the appropriate Local Mitigation Strategy committee and the mitigation staff in the Disaster Field Office.

(2)   Mitigation Assessment Report - The State Mitigation Officer coordinates with the Deputy Federal Coordinating Officer for Mitigation to develop a Mitigation Assessment Report which identifies appropriate mitigation measures and highlights the mitigation priorities as determined by the local mitigation strategies in the affected counties. These priorities and measures then guide the use of State and Federal funds for mitigation purposes. The Report is also the appropriate plan to identify any recommended changes to the State Hazard Mitigation Plan based on lessons learned from the disaster.

(3)   Post-disaster Mitigation Technical Assistance – The Hazard Mitigation Grant Program is a federally sponsored program administered by the Florida Division of Emergency Management, Bureau of Recovery and Mitigation. The program provides State funds equal to 20 percent of the total federal disaster expenditures in the aftermath of a Presidentially Declared Disaster. These funds have a 25 percent nonfederal match requirement and are distributed as grants to the communities affected by the disaster to implement the mitigation projects identified in the local mitigation strategy.

(4)   Coordinate with the Deputy State Coordinating Officer and the State Recovery Officer to assure that the mitigation opportunities provided under the Individual Assistance Minimization Program are realized. The Minimization Program is designed to fund low-cost activities that can be used to reduce future disaster losses to a residential structure. The Minimization Program offers grants to eligible homeowners based on 25 percent of the total Individual and Family Grant award received by the homeowner, for a maximum award of $5,000.

(5)   The Flood Mitigation Assistance Program - The Florida Division of Emergency Management, Bureau of Recovery and Mitigation manages the Flood Mitigation Assistance Program. This program makes federal funds available pre-disaster to fund mitigation projects in communities participating in the National Flood Insurance Program. These funds have a 25 percent non-federal match requirement. The overall goal of the Flood Mitigation Assistance Program is to fund cost effective measures that reduce or eliminate the long-term risk of flood damage to National Flood Insurance Program insurable structures. This is accomplished through the reduction of the number of repetitively or substantially damaged structures.

Basic - 68

f.   Public Assistance Program

This Program assures that the mitigation opportunities provided under Section 404 of the Stafford Act is realized. Also, Section 406 of the Stafford Act provides for direct federal assistance for repairs and improvements to eligible damaged public facilities. Mitigation measures (improvements) must be identified in the Project Worksheets. The award of Section 406 hazard mitigation projects is at the discretion of the Federal Emergency Management Agency Regional Director. The State Mitigation Officer will designate staff to support mitigation outreach at established Disaster Recovery Centers, and at Reconstruction Information Center Centers. The State Mitigation Officer will designate staff to assist communities in completing their mitigation Preliminary Damage Assessment reviewing and updating local mitigation strategies, identifying mitigation success stories, and potential mitigation grand fund projects. Section 404 monies (competitive grant hazard mitigation monies) can only be spent on projects contained in the Collier County Local Mitigation Strategy.

g.   Long-Term Redevelopment Activities

The State of Florida administers a variety of programs that support pre-disaster, post-disaster, and mitigation activities. These programs include but are not limited to a residential construction mitigation program and a resource identification strategy. These programs are designed to help minimize the impact of disasters and to address local unmet needs identified after a disaster.

H.   Mobilization/Deployment of County Resources

As a signatory to the Statewide Mutual Aid Agreement, signatory governments may be asked to deploy resources to other counties affected by a disaster. The Collier County Emergency Management Division acts as the local broker for mutual aid activities for Collier County. All requests for assistance should be coordinated through the Collier County Emergency Management Division/ESF-5. Human Resource agencies of the potential Assisting Parties should screen potential deployment candidates for suitability, e.g., emergency contact information, health, immunization currency, financial details for family remaining behind.

1.   Requesting Party responsibilities include:

a.   A description of the type assistance needed.

b.   A description of the types of personnel, equipment, services and supplies needed.

c.   The place, date, and time for personnel of the requesting party to meet and receive personnel and equipment.

d.   A technical description of any communications or telecommunications equipment needed.

Basic - 69

e. Emergency contact names and telephone numbers for assisting personnel to provide their supervisors.

2. Assisting Party Responsibilities include:

a. A description of the personnel, equipment, supplies and services it has available, together with a description of the qualifications of any skilled personnel. (Note: Personnel and equipment assigned to deploy must be trained/credentialed according to the standards established by the National Incident Management System (NIMS) Integration Center.)

b. An estimate of the time such personnel, equipment, supplies and services will continue to be available.

c. An estimated cost for the assistance requested.

d. An estimate of the time it will take to deliver such personnel, equipment, supplies and services at the date, time and place specified.

e. Self-Sufficiency. Those deploying to a catastrophic/major disaster area should have sufficient equipment and supplies to make them self-sufficient for food, shelter and operations unless the Requesting Party specifies otherwise. For minor disasters, the Requesting Party is required to provide food and shelter to the Assisting Party.

f. A technical description of the communications and telecommunications equipment.

g. Submission of a bill for assistance within 30 days after the period of assistance closes.

V. Financial Management

A. Administrative Authorities and Fiscal Guides

Collier County fiscal management is consistent with the following:

- Chapter 252, F.S., Emergency Management;

- 44 CFR, Emergency Management Assistance;

- 29 CFR, Labor Chapter;

- OMB A-87, Cost Principles for State, Local, and Indian Tribal Governments;

- "The State of Florida Resource and Financial Management Policy and Procedures," February 1, 1996.

B. Resource Procurement and Reimbursement

Use of Local Firms and Individuals.

In the expenditure of Federal funds for debris clearance, distribution of supplies and other major disaster or emergency assistance activities which are carried out by private firms, preference will be given to individuals or companies that reside or do business in the affected area, to the maximum extent possible. (IAW 42 U.S. Code § 5150 - Use of local firms and individuals).

When major disaster assistance activities are carried out by private firms or individuals, preference will be given to individuals or companies that reside or do business primarily in the area affected by the disaster (PL 100.707, Paragraph 206.10 and Section 252.46, Florida Statutes.)

Emergency use of resources and capabilities of the private sector will be pre-arranged through agreements to the maximum extent possible.

Agreements shall be in writing and shall be entered into by duly appointed officials.

Agreements between elements of the same level of government will be included as part of the plans of the government.

Unless otherwise provided, agreements remain in effect until rescinded or modified. Annual updates should be conducted.

A clear statement of agreement regarding payment or reimbursement for services rendered is necessary.

Procurement of goods and services must meet all the requirements of established state and local procurement rules and regulations.

See Appendix 1 to Basic Plan, ESF-7 for additional information.

C.   Reporting Tasks and Established Deadlines

Disaster assistance grants are governed by time limits under 44 CFR, Part 206, and can be extended until the work is completed.

D.   Records Maintenance

1.   Local Accounting

Each subdivision may allocate and expend funds as appropriate for local emergency operations. Complete, accurate accounts of emergency expenditures and obligations, including personnel and equipment costs, must be maintained. For the ease of capturing response and recovery expenditures, a separate disaster-related coding system should be used (or use the forms found in Appendix 2 to the Basic Plan) which includes personnel, materials, equipment, contract and mileage.

Despite the difficulty in maintaining such records in the stress of an emergency, agencies are required to identify and document:

• Funds for which no federal reimbursement will be requested should a

declaration be made

- Funds eligible for reimbursement under emergency or major disaster project applications

2. Reports and Records - General

When federal public assistance is provided under the Disaster Relief Act, local projects approved by the Federal Emergency Management Agency are subject to both state and federal audit. (Public Law 100-707, paragraph 206.16)

During any emergency activity, the maintenance of accurate records is essential. Suspense dates and formats for reports will be in accordance with emergency reporting and preliminary damage assessment protocols and procedures.

All municipalities and non-BCC agencies should collect and coordinate their own logs and reporting information. Each BCC Department will follow instructions from the County Managers Office, or the designated representative, for collecting logs and reporting information.

County and municipal governments, to record accurately and account for activities during an emergency, should keep the following records, at a minimum:

- Record of expenditures and obligations;

- Log of actions taken;

- Recordings of satellite communications message traffic;

- Historical records of declarations, newly created ordinances and any special actions taken to deal with the emergency.

- Copy of the State Mission and associated number, to validate an authenticated and approved request.

3. Emergency Reporting

Emergency reports such as preliminary damage assessment reports are the necessary basis for the Governor's decision to declare a State of Emergency and to request a Presidential emergency or disaster declaration.

Updates giving new developments and more complete information will be forwarded in the most expeditious manner available, e.g. WebEOC, email, the internet, satellite communications, etc.

4. After-Action Reports

The Emergency Management Director will provide reporting requirements and suspense dates. Normally a critique and after action report will be completed within two weeks following the emergency or disaster and can be expected to address evaluations of: warning system effectiveness, practical application of

emergency plans, communication effectiveness, coordination with adjoining counties and the Florida Division of Emergency Management, and the effectiveness of mutual aid agreements.

VI.   Continuity of Operations (COOP) and Continuity of Government (COG)

Continuity of Operations (COOP) is a process within individual departments and agencies to ensure the continued performance of minimum essential functions during a wide range of potential emergencies. This is accomplished through the development of plans, comprehensive guidelines, and provisions for alternate facilities, personnel, resources, interoperable communications, and vital records/ databases. The planning effort should consider essential activities that need to be operational within each of the following scenario timeframes: 24-hours, 7 days, and 30 days. All BCC agencies, divisions, and departments are required to maintain their online COOPs (www.CollierCOOP.org).

Continuity of Government is an essential function of emergency management and is vital during an emergency/disaster situation. Continuity of Government is defined as the preservation, maintenance, or reconstitution of a government's ability to carry out its constitutional responsibilities.

A.   Mission Essential Functions

A disaster can affect public service activities in various ways. Equipment may be lost or destroyed, personnel needed to deliver a service may be deficient, supplies/commodities to meet the needs of the County may be lacking. Yet, disaster-affected and unaffected residents expect services to be delivered in an efficient and effective way. Essential Program Functions are activities that enable an agency, department, organization orindividual to carry out emergency response actions, provide vital services, protect the safety and well-being of the citizens of the jurisdiction, and maintain the economic base of the jurisdiction. The following have been determined to be the Essential Program Functions for the Collier County Emergency Management Program:

- Law Enforcement – CCSO
- Fire Rescue/Emergency Medical Services – CCFEMSCA
- Infrastructure – PUD
- Recovery – GMD
- Health and Medical – DOH-Collier
- Emergency Management – CCEM
- Human Services – CCPSD & CCEM
- Information Technology

1.   Each agency/activity governed by this CEMP should analyze its functions and rank-order the services/activities from the most to the least critical. The results of this process/exercise can be contained in a departmental/divisional standard operating procedure (SOP). A listing of each activity's Mission Essential Functions and the status of each will be provided to the Recovery Task Force, via ESF-5, upon request.

2.   ESF-5 will compile the governmental activity status listing and provide it to the Recovery Task Force with impact assessments and recommendations.

       3.   The Recovery Task Force will validate the level of service available to the community and/or shift resources to meet the service level expectations.

B.   Plans and Procedures

A time-phased concept of operations to direct relocation of rostered personnel and resources to an alternate facility, along with the necessary support documentation should be developed and maintained by each activity.

C.   Delegation of Authority

Each agency chief should establish, in writing, the delegations of authority and lines of succession within the agencies when under a Local State of Emergency Declaration and other circumstances. This can be done through a standing agency SOG or letter.

D.   Orders of Succession

The succession of authority in Collier County begins with a quorum of the Board of County Commissioners. The succession transfers from the quorum to the Chairman of the Board of County Commissioners, or the Vice-Chairman in his/hers absence, or other Commissioner by seniority order in the Chair or Vice Chair's absence, or the County Manager in their absence, or the Clerk of the Court in his/her absence, or the Deputy County Manager in his/her absence. Each agency, in turn, should publish an internal order of succession letter that address three levels below the manager.

E.   Alternate Facilities

Each activity should identify and pre-plan for using an alternate facility capable of supporting operations for 30 days. This plan should include identifying the infrastructure for relocation of essential staff. This information should be maintained in an organizational SOG.

F.   Interoperable Communications

       1.   The Emergency Management Division possesses redundant and robust internal and external communications capabilities. Additionally, Emergency Management has historically had ability to supply emergency amateur radio operators with their equipment.

       2.   County Manager Operations agencies will develop a plan that prioritizes restoration of communications. This plan should be updated and validated annually.

       3.   Each activity should conduct an inventory of its communications assets and determine minimum mission essential levels.

G.   Vital Records and Databases

Most vital records in the Collier County Government Center are located in buildings with first floor elevations higher than a Category 3 landfalling storm. Additionally, all municipal government centers are within a Category 1 surge zone. All agencies should

regularly review various methods to protect vital records based on the associated hazard.

1.   All county agencies must ensure the protection of their records so that normal procedures may continue after the disaster. Divisions within the Administrative Services Department will support identifying ways and means to best safeguard digital records.

2.   Damage to records is most often the result of fire and/or water damage. Damaged records can often be saved by prompt salvage action. Technical guidance for records salvage operations may be obtained from the Florida Division of Emergency Management or the Collier County Emergency Management Division.

3.   Vital records that establish or protect the rights of citizens and government are divided into two categories:

   •   Category A: Records needed for the emergency operation of government during a disaster; and

   •   Category B: Records needed for the re-establishment or continuity of normal governmental functions after the disaster event is over.

4.   Agencies directly under the Board of County Commissioners are required to protect records under criteria previously established. Agencies that are not under the Board of County Commissioners are encouraged to use the criteria as guidance in their records preservation programs.

H.   Personnel Issues & Coordination

To have a successful COOP/COG planning effort, each agency needs to address internal personnel issues that could affect your plan. Ensure your organization addresses timing for employees to take care of personal matters while assuring the operation maintains an acceptable level of performance.

I.   Logistics & Administration

Because your plans are developed to continue operations to deliver services to the public, your planning effort should be detailed enough to determine what needs to be packed, as well as where and how those assets will be moved. The contingency planning should include the identification and a setup process for a suitable alternate location. The plan should also consider what labor is needed to simultaneously maintain operational posture while conducting the contingency-related logistical and administrative work.

J.   Security

In an emergency that warrants implementation of the COOP/COG plans, various levels of security should be factored in the planning process including physical security of the facility for the activities you plan to accomplish and cyber security of vital records.

K.   Test, Training and Equipment

To make the Continuity of Operations and Continuity of Government Plans viable, all employees need to be trained regularly on various elements of the plans in order to make sure all are aware of their roles and responsibilities as well as validate the currency of plans and procedures. See Section IV, D (Preparedness) for information on training and exercise opportunities.

L.   Emergency Actions

The Collier County Comprehensive Emergency Management Plan assigns lead and support responsibilities to County agencies and personnel for emergency support functions and other support activities. Specific emergency delegations are contained in this plan. The head of each tasked organization shall identify a person as the emergency coordination officer (ECO) for that agency to the Collier County Emergency Management.

The ECO is responsible for coordinating with the Emergency Management Division on emergency preparedness issues, preparing and maintaining plans or SOGs related to emergency preparedness and post-disaster response and recovery, maintaining rosters of personnel to assist in disaster operations and coordinating appropriate training for personnel.

VII.   References & Authorities

A.   Local Responsibilities - Chapter 252.38, Florida Statute (http://www.leg.state.fl.us)

B.   Applicable Ordinances and Administrative Rules (incorporated by reference)

Chapter 38 of the Code of Laws (Civil Emergencies) contains the following sections: Article I. Post-Disaster Recovery and Reconstruction Management; Article II. (Not used) Article III. Declaration of State of Emergency and Article IV. Automotive Fuel Allocation.

Collier County Resolution 90-286: "Resolution authorizing the execution and acceptance of an agreement between Collier County and other Florida Counties and Municipalities for Public Works Mutual Aid..."

Collier County Ordinance 75-19: "An Ordinance Establishing the Coastal Construction Setback Line, Providing for the Granting of Variances thereof..."

Collier County Ordinance 90-31: "...Amending Collier Ordinance No. 86-28, as amended, the Flood Damage Prevention Ordinance..."

Collier County Ordinance 91-28: "...Amending Ordinance No. 82-2, the Comprehensive Zoning Regulations..."

Office of the County Manager, Administrative Code 5900: "Cessation of Normal Government Activities, Personnel Roles and Responsibilities during Emergencies and Emergency Disaster Pay"

C.   Local Resolution - State of Emergency: See example at Appendix 3 to Basic Plan.

D.   Applicable CEMP References

Federal Disaster Assistance Program - Title 44, Code of Federal Regulations, Part 206 (http://bit.ly/2aYgPtj)

2020 Florida Comprehensive Emergency Management Plan (https://bit.ly/30qN4tl)

Florida Executive Order 80-29 (https://bit.ly/2DvT9fk)

2020 Statewide Emergency Shelter Plan – go to URL below for the current year's plan. (https://bit.ly/3SMREdG)

National Response Framework (https://bit.ly/3guQYXM)

FEMA's Assistance for Governments & Private Non-Profits After a Disaster (https://www.fema.gov/assistance/public)

FEMA Public Assistance Policy Guide (https://bit.ly/3gF2N2F)

NOAA - Sea, Lake, Overland Surge from Hurricanes (SLOSH) (https://www.nhc.noaa.gov/surge/slosh.php)

Statewide Regional Evacuation Study for the Southwest Florida Region (https://www.swfrpc.org/evacuation-study/)

LEPC District 9 Emergency Management Plan for Hazardous Materials (https://www.swfrpc.org/programs/lepc/)

State of Florida Emergency Alert System (EAS) Plan (http://fab.org/eas-plan/)

Collier County's Disaster Housing Strategy

E.   Specific Documents, SOG's and Plans that Supplement CEMP

Hurricane Evacuation Procedures..SOG # 1

Civil Emergency Message Dissemination… ....SOG # 3

Unified Media Management ....SOG # 4

Emergency Support Function Responsibilities..............................SOG # 5

Initial Recovery Process… ....SOG # 8

Emergency Operations Center Activation… ....SOG# 9

Satellite Radio & Telephone Operations Communications… ....SOG # 10

Florida Department of Health - Guidelines for Special Needs Shelters

Collier County Local Mitigation Strategy (bit.ly/3EY89OJ)

Collier County Fuel Spill Policy

Collier County Marinas

Collier County Mobile Home Park Listing

Collier County Disaster Housing Strategy

Homeland Security Presidential Directives
(https://www.dhs.gov/presidential-directives)

Public Service Announcements (Tropical Depression, Tropical Storm, Hurricane)

F.   Mutual Aid Agreements, Memoranda of Understanding, and Other Agreements
        (incorporated by reference)

        ILA – Collier Public Schools for sheltering, transportation, and school dismissal.

        ILA – City of Marco Island

        Statewide Mutual Aid Agreement

FL Dept. of Health – Collier

FL Dept. of Ag. & Consumer Svs.

Amateur Radio Emergency Services

Benison Center

Coalition of Immokalee Farmworkers

Collier Resource Center Community Foundation

Collier County Public and Private Schools

Covenant Church of Naples

Guadalupe Center

Harry Chapin Food Bank

Immokalee Unmet Needs Coalition (IUNC)

National Alliance on Mental Illness (NAMI)

Our Daily Bread

Pride of Naples FL

Redlands Christian Migrant Assn.

St. Matthew's House