

The COLLIER COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP) 2012

I. INTRODUCTION

The Collier County Comprehensive Emergency Management Plan (CEMP) is designed to address all threats to which the County and its population may be exposed. At the present time, six types of major threats have been identified, as well as twenty-five additional threats for which the County must be prepared.

This plan is an outline of emergency situations and agency responsibilities. Each agency that is identified will be given a broad overview of their tasking. Primary and secondary agencies will be responsible for developing Standard Operating Guides (SOGs) and/or checklists identifying when and how they will accomplish their taskings.

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 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 address describe the general emergency support functions which are used to resolve problems posed by a disaster and other matters that provide details to the Basic Plan. The Annexes address unique hazards or operations whereby we were either better able to effectively and efficiently deliberately plan for the hazard event or the hazard presents unique requirements that deviates from the Basic Plan which is clarified by the Annex.
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 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 the NIMS. It also provides a common foundation for training and other preparedness efforts, 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. For the first time, all of the nation's emergency responders will use a common language, and a common set of procedures when working individually and together to keep America safe. The NIMS ensures that they will have the same preparation, the same goals and expectations, and most importantly, they will be speaking the same language.

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 responses, terrorism and severe weather.
2. The “Basic Plan” and the annexes identify roles, responsibilities, relationships, direction and control measures and protocols for a variety of hazard event 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 directly. Mitigation measures are addressed through the county’s Local Mitigation Strategy meetings and through rebuilding initiatives associated with damaged facilities.

C. Methodology

1. The Collier CEMP was produced by the team efforts of the entire Collier County Emergency Management staff, the lead and support agencies for each of the eighteen 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 an after-action report is completed and plan improvements are made to the plan where appropriate. 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 by April 15, each year and after each plan implementation due to a threat of or actual disaster. Changes to the Basic Plan to the CEMP will go before the Board of County Commissioners for adoption.
 - b. Emergency Support Function (ESF) appendices will be reviewed by the Lead Agency for the ESF in consultation with the support agencies. 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 as long as 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. The Annex will be initiated & maintained by the lead agency for that

annex. 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 this plan.
- e. The master CEMP document is maintained electronically in the Emergency Management virtual library on the web (<http://www.colliergov.net/Index.aspx?page=1537>). 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 Department.
- 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.
- i. Along with the issuance of a revision, a list of affected pages will be issued. This is to be included in the affected page index in the rear of the CEMP.
- j. All Collier County documents incorporated by reference that refer to two municipalities are understood to reflect the inclusion of a third municipality, Marco Island.

II. SITUATION

Because of the existing and continuing possibility of the occurrence of large-scale natural or technological disasters or emergencies 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, within the County, must be coordinated with other local governmental and non-governmental agencies and the State Division of Emergency Management to ensure the most effective preparation and use of manpower, resources, and facilities. The figures following depict Collier County specifics.

- A. **Hazards Analysis:** See Annex A of the Collier County Local Mitigation Strategy (LMS) for the detailed analyses of the most likely hazards affecting Collier County. This document may be found on-line through the following link: [Annex A: Risk Assessments and Harzard Analyses](#) Other non-weather related hazards, e.g., catastrophic oil spill, were considered and not addressed in any detail because our responses to these events are handled by this "Basic Plan" of this all-hazards Comprehensive Emergency Management Plan (CEMP).

Figure 1, Hazard Analyses

(Hazards not addressed by the Local Mitigation Strategy)

<u>LEAD</u>	<u>HAZARD</u>	<u>FREQUENCY</u> Highly likely: Near 100% probability in year Likely: Between 10 - 100% probability in year Possible: Between 1 - 10% probability in year Unlikely: less than 1% probability in year	<u>COMMENTS</u>	<u>MAGNITUDE</u> Percentage of Jurisdiction Affected Catastrophic: More than 50% Critical: 25 - 50% Limited: 10 - 25% Negligible: Less than 10%	<u>WARNING TIME</u>	<u>SEVERITY</u> Catastrophic: *Multiple Deaths *Complete shutdown of facilities for 30 days or more *More than 50% of property is severely damaged Critical: *Injuries and/or illnesses result in permanent disability *Complete shutdown of critical facilities for at least 2 weeks *More than 25% of property is severely damaged Limited: *Injuries and/or illnesses do not result in permanent disability *Complete shutdown of critical facilities for more than 1 week *More than 10% of property is severely damaged Negligible: *Injuries and/or illnesses are treatable with first aid *Minor quality of life loss *Shutdown of critical facilities and services for 24 hours or less *Less than 10% of property is severely damaged	<u>RISK PRIORITY</u>	<u>Recovery Time</u> >6 months >1mo. ≤6 mos. 1 wk ≤ 1 mo. ≤1wk
LE.	Civil Disorder	Highly Likely Likely Possible Unlikely	No incidents reported/low likelihood of occurrence	Catastrophic Critical Limited Negligible	Minimal 6 - 12 hours 12 - 24 hours 24+ hours	Catastrophic Critical Limited Negligible	Low Medium High	>6 months >1mo. ≤6 mos. 1 wk ≤ 1 mo. ≤1wk
Fire	Gas Pipeline Rupture	Highly Likely Likely Possible Unlikely	Collier County has no major gas pipelines running through it.	Catastrophic Critical Limited Negligible	Minimal 6 - 12 hours 12 - 24 hours 24+ hours	Catastrophic Critical Limited Negligible	Low Medium High	>6 months >1mo. ≤6 mos. 1 wk ≤ 1 mo. ≤1wk
LE.	Major Transportation Incidents	Highly Likely Likely Possible Unlikely	Ten to fifteen vehicle accidents per day. Population in the vicinity of the Naples Airport, I-75, US 41, CR 846, 951, SR 29 are at risk. An airplane accident has the potential to make the severity catastrophic.	Catastrophic Critical Limited Negligible	Minimal 6 - 12 hours 12 - 24 hours 24+ hours	Catastrophic Critical Limited Negligible	Low Medium High	>6 months >1mo. ≤6 mos. 1 wk ≤ 1 mo. ≤1wk

<u>LEAD</u>	<u>HAZARD</u>	<u>FREQUENCY</u>	<u>COMMENTS</u>	<u>MAGNITUDE</u> Percentage of Jurisdiction Affected	<u>WARNING</u> <u>TIME</u>	<u>SEVERITY</u>	<u>RISK</u> <u>PRIORITY</u>	<u>Recovery Time</u>
LE	Mass Migration	Highly Likely Likely Possible Unlikely	US Coast Guard and local response agencies have met several times to coordinate roles and responsibilities to minimize impacts to the communities. The immigrants may carry contagious diseases.	Catastrophic Critical Limited Negligible	Minimal 6 - 12 hours 12 - 24 hours 24+ hours	Catastrophic Critical Limited Negligible	Low Medium High	>6 months >1mo. ≤ 6 mos. 1 wk ≤ 1 mo. ≤1wk
EM/LE	Nuclear Power Plant	Highly Likely Likely Possible Unlikely	Turkey Point Power Plant Low vulnerability in the southeastern corner of the County, which is in the 50 mile EPZ. Main threat would be from ingesting contaminated food.	Catastrophic Critical Limited Negligible	Minimal 6 - 12 hours 12 - 24 hours 24+ hours	Catastrophic Critical Limited Negligible	Low Medium High	>6 months >1mo. <6mos 1 wk ≤ 1 mo. ≤1wk
Fire/ USCG	Oil Spill (Coastal)	Highly Likely Likely Possible Unlikely	Environmental impact; impact on tourism industry could create severe economic consequences; impact on fishing industry	Catastrophic Critical Limited Negligible	Minimal 6 - 12 hours 12 - 24 hours 24+ hours	Catastrophic Critical Limited Negligible	Low Medium High	>6 months >1mo. <6mos 1 wk ≤ 1 mo. ≤1wk

- B. **Geographic Information:** Collier County is located on the southwest coast of Florida. Lee and Hendry Counties border it on 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 2, Geographic Information, for specific physical characteristics.

Figure 2, 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 4 th Avenue S. in Naples northward to Bonita Shores.
Rivers/Water Areas	There are no major rivers within the County and 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.
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 Thousands 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 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, 5 th 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 SR 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.

C. **Demographics**

1. See Figure 3, 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. There are approximately 1,500 people that are registered with the County as special needs clients.
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 9000 people and are concentrated in Immokalee and East Naples.

Figure 3, Census Data

DP-1: Profile of General Population and Housing Characteristics: 2010
2010 Demographic Profile Data

Source: <http://www.colliergov.net/Modules/ShowDocument.aspx?documentid=37279>

For the NOTES cited below, go to this URL cited above.

Subject	Number	Percent
SEX AND AGE		
Total population	321,520	100.0
Under 5 years	16,836	5.2
5 to 9 years	17,277	5.4
10 to 14 years	17,451	5.4
15 to 19 years	17,613	5.5
20 to 24 years	15,516	4.8
25 to 29 years	16,504	5.1
30 to 34 years	16,046	5.0
35 to 39 years	16,892	5.3
40 to 44 years	18,665	5.8
45 to 49 years	20,763	6.5
50 to 54 years	20,066	6.2
55 to 59 years	19,857	6.2
60 to 64 years	23,083	7.2
65 to 69 years	24,701	7.7
70 to 74 years	21,453	6.7
75 to 79 years	16,857	5.2
80 to 84 years	12,433	3.9
85 years and over	9,507	3.0
Median age (years)	46.9	(X)
16 years and over	266,280	82.8
18 years and over	258,873	80.5
21 years and over	249,395	77.6
62 years and over	99,367	30.9
65 years and over	84,951	26.4
Male population	158,494	49.3
Under 5 years	8,491	2.6
5 to 9 years	8,871	2.8
10 to 14 years	9,003	2.8
15 to 19 years	9,218	2.9
20 to 24 years	8,380	2.6
25 to 29 years	8,626	2.7
30 to 34 years	8,308	2.6

35 to 39 years	8,440	2.6
40 to 44 years	9,345	2.9
45 to 49 years	10,249	3.2
50 to 54 years	9,564	3.0
55 to 59 years	9,042	2.8
60 to 64 years	10,369	3.2
65 to 69 years	11,495	3.6
70 to 74 years	10,500	3.3
75 to 79 years	8,405	2.6
80 to 84 years	6,085	1.9
85 years and over	4,103	1.3
Median age (years)	45.3	(X)
16 years and over	130,258	40.5
18 years and over	126,410	39.3
21 years and over	121,301	37.7
62 years and over	47,135	14.7
65 years and over	40,588	12.6
Female population	163,026	50.7
Under 5 years	8,345	2.6
5 to 9 years	8,406	2.6
10 to 14 years	8,448	2.6
15 to 19 years	8,395	2.6
20 to 24 years	7,136	2.2
25 to 29 years	7,878	2.5
30 to 34 years	7,738	2.4
35 to 39 years	8,452	2.6
40 to 44 years	9,320	2.9
45 to 49 years	10,514	3.3
50 to 54 years	10,502	3.3
55 to 59 years	10,815	3.4
60 to 64 years	12,714	4.0
65 to 69 years	13,206	4.1
70 to 74 years	10,953	3.4
75 to 79 years	8,452	2.6
80 to 84 years	6,348	2.0
85 years and over	5,404	1.7
Median age (years)	48.5	(X)
16 years and over	136,022	42.3
18 years and over	132,463	41.2
21 years and over	128,094	39.8
62 years and over	52,232	16.2
65 years and over	44,363	13.8
RACE		
Total population	321,520	100.0
One Race	315,358	98.1
White	269,596	83.9
Black or African American	21,087	6.6
American Indian and Alaska Native	1,123	0.3
Asian	3,507	1.1
Asian Indian	814	0.3
Chinese	658	0.2

Filipino	566	0.2
Japanese	127	0.0
Korean	216	0.1
Vietnamese	594	0.2
Other Asian [1]	532	0.2
Native Hawaiian and Other Pacific Islander	125	0.0
Native Hawaiian	15	0.0
Guamanian or Chamorro	64	0.0
Samoan	3	0.0
Other Pacific Islander [2]	43	0.0
Some Other Race	19,920	6.2
Two or More Races	6,162	1.9
White; American Indian and Alaska Native [3]	537	0.2
White; Asian [3]	704	0.2
White; Black or African American [3]	959	0.3
White; Some Other Race [3]	2,419	0.8
Race alone or in combination with one or more other races: [4]		
White	274,566	85.4
Black or African American	22,976	7.1
American Indian and Alaska Native	1,944	0.6
Asian	4,711	1.5
Native Hawaiian and Other Pacific Islander	736	0.2
Some Other Race	23,055	7.2
HISPANIC OR LATINO		
Total population	321,520	100.0
Hispanic or Latino (of any race)	83,177	25.9
Mexican	38,773	12.1
Puerto Rican	5,573	1.7
Cuban	17,179	5.3
Other Hispanic or Latino [5]	21,652	6.7
Not Hispanic or Latino	238,343	74.1
HISPANIC OR LATINO AND RACE		
Total population	321,520	100.0
Hispanic or Latino	83,177	25.9
White alone	58,440	18.2
Black or African American alone	1,189	0.4
American Indian and Alaska Native alone	514	0.2
Asian alone	117	0.0
Native Hawaiian and Other Pacific Islander alone	53	0.0
Some Other Race alone	19,489	6.1
Two or More Races	3,375	1.0
Not Hispanic or Latino	238,343	74.1
White alone	211,156	65.7
Black or African American alone	19,898	6.2
American Indian and Alaska Native alone	609	0.2
Asian alone	3,390	1.1
Native Hawaiian and Other Pacific Islander alone	72	0.0
Some Other Race alone	431	0.1
Two or More Races	2,787	0.9
RELATIONSHIP		

Total population	321,520	100.0
In households	316,974	98.6
Householder	133,179	41.4
Spouse [6]	72,152	22.4
Child	72,423	22.5
Own child under 18 years	54,460	16.9
Other relatives	19,808	6.2
Under 18 years	6,504	2.0
65 years and over	3,306	1.0
Nonrelatives	19,412	6.0
Under 18 years	1,207	0.4
65 years and over	1,732	0.5
Unmarried partner	8,233	2.6
In group quarters	4,546	1.4
Institutionalized population	1,980	0.6
Male	1,221	0.4
Female	759	0.2
Noninstitutionalized population	2,566	0.8
Male	1,698	0.5
Female	868	0.3
HOUSEHOLDS BY TYPE		
Total households	133,179	100.0
Family households (families) [7]	89,276	67.0
With own children under 18 years	29,439	22.1
Husband-wife family	72,152	54.2
With own children under 18 years	20,160	15.1
Male householder, no wife present	5,692	4.3
With own children under 18 years	2,793	2.1
Female householder, no husband present	11,432	8.6
With own children under 18 years	6,486	4.9
Nonfamily households [7]	43,903	33.0
Householder living alone	35,608	26.7
Male	14,244	10.7
65 years and over	5,851	4.4
Female	21,364	16.0
65 years and over	12,769	9.6
Households with individuals under 18 years	32,882	24.7
Households with individuals 65 years and over	57,241	43.0
Average household size	2.38	(X)
Average family size [7]	2.84	(X)
HOUSING OCCUPANCY		
Total housing units	197,298	100.0
Occupied housing units	133,179	67.5
Vacant housing units	64,119	32.5
For rent	7,511	3.8
Rented, not occupied	499	0.3
For sale only	5,533	2.8
Sold, not occupied	788	0.4
For seasonal, recreational, or occasional use	44,500	22.6
All other vacants	5,288	2.7
Homeowner vacancy rate (percent) [8]	5.4	(X)

Rental vacancy rate (percent) [9]	16.7	(X)
HOUSING TENURE		
Occupied housing units	133,179	100.0
Owner-occupied housing units	96,159	72.2
Population in owner-occupied housing units	218,002	(X)
Average household size of owner-occupied units	2.27	(X)
Renter-occupied housing units	37,020	27.8
Population in renter-occupied housing units	98,972	(X)
Average household size of renter-occupied units	2.67	(X)

Figure 4 – Population & Economic InformationSource: <http://quickfacts.census.gov/qfd/states/12/12021.html>

Population, 2010	321,520
Population, percent change, 2000 to 2010	27.9%
Population, 2000	251,377
Median value of owner-occupied housing units, 2005-2009	\$374,200
Per capita money income in past 12 months (2009 dollars) 2005-2009	\$36,942
Median household income, 2009	\$53,934
Persons below poverty level, percent, 2009	12.6%
Business QuickFacts	Collier County
Private nonfarm establishments, 2009	9,860
Private nonfarm employment, 2009	101,535
Private nonfarm employment, percent change 2000-2009	10.1%
Nonemployer establishments, 2009	29,718
Total number of firms, 2007	38,309
Black-owned firms, percent, 2007	3.3%
Asian-owned firms, percent, 2007	1.8%
Hispanic-owned firms, percent, 2007	15.5%
Women-owned firms, percent, 2007	26.8%
Manufacturers' shipments, 2007 (\$1000)	606,697
Merchant wholesaler sales, 2007 (\$1000)	1,649,037
Retail sales, 2007 (\$1000)	5,186,468
Retail sales per capita, 2007	\$16,546
Accommodation and food services sales, 2007 (\$1000)	1,037,152
Building permits, 2010	1,259
Federal spending, 2009	1,977,185
Geography QuickFacts	Collier County
Land area in square miles, 2010	1,998.32
Persons per square mile, 2010	160.9
Population Data - Additional Information	
(For additional Economic & Demographic Profiles, see: http://www.colliergov.net/Index.aspx?page=260)	

Special Needs (registered with the County)	~1500 people
Migrant Population	16,500 people during planting and harvest seasons
Tourists (typically retired without school age children)	104,928 daily during November-April peak, of which 1,000 - 1,500 are transportation dependent; secondary maximum occurs in the summer months
Seasonal Workers (Nov. – Apr.)	Farming, Hotel/restaurant jobs and building trades
Non-English (Hispanic and Creole) Speaking Population	26,969 people, located primarily in Immokalee with smaller population in East Naples
Transient/Homeless (typically during winter months)	675
Hazard Vulnerable Areas	Storm Surge Flooding: South and west of US 41 Hazmat: Immokalee
Areas of Large Tourist Population	Coastal Areas: North Naples, City of Naples, Marco Island, Everglades City and the Port of the Islands area, Trailer and RV parks, condominiums, and golf course communities in North and East Naples.
Area of Concentrated Tourist Population	Beachfront areas from Vanderbilt Beach to Marco Island, with a sizeable German speaking population that visits throughout the year.
Inmate Population	Capacity=774, Average jailed population=1,000

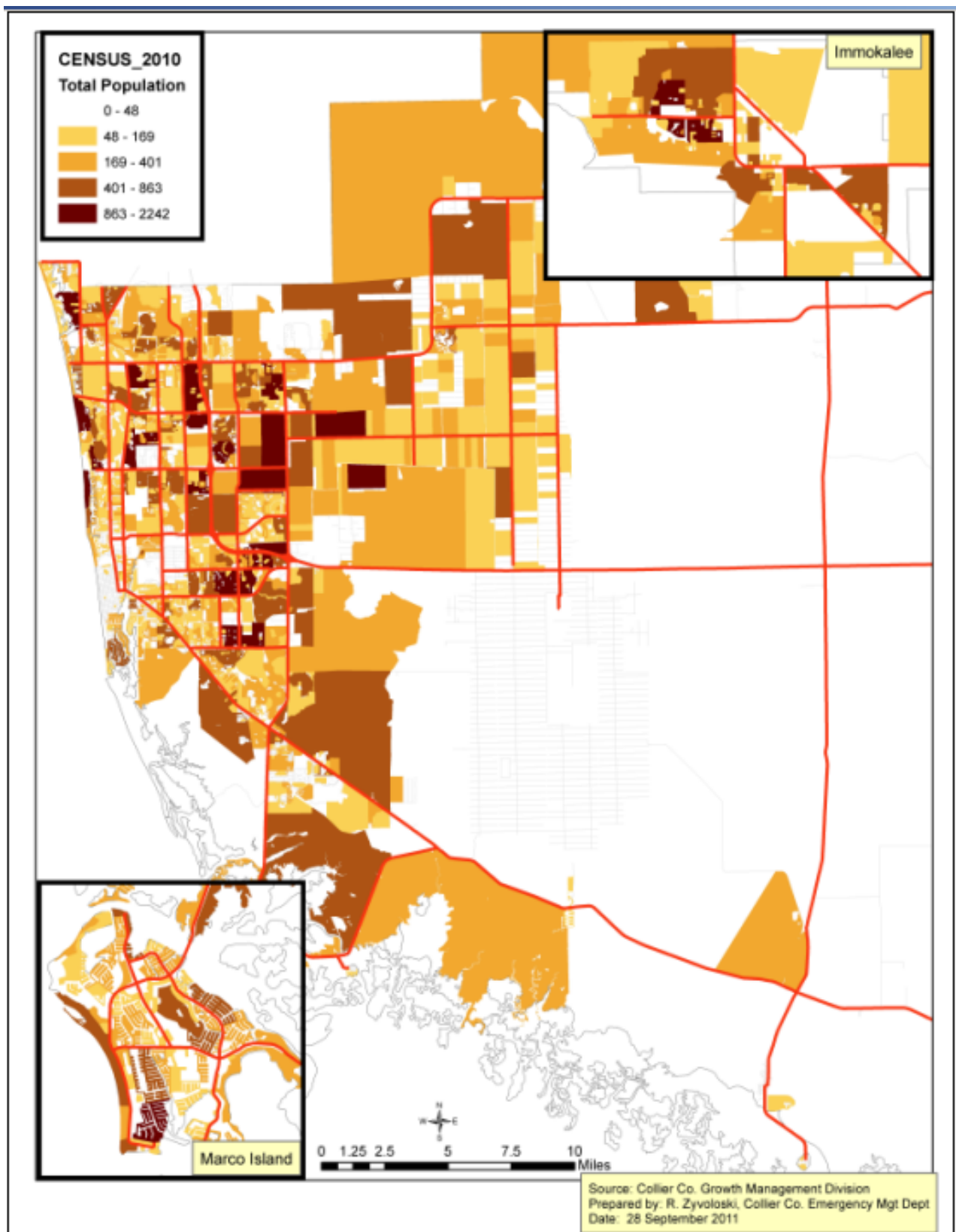
D. Economic Profile

Major industrial sectors within Collier County include services, retail trade, finance, insurance, real estate, agriculture and construction. 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 2006 Economic, Demographic & Community Profile). With regard to the economic impact due to a disaster, since most of the Collier's industry is west and south of Interstate-75, a major land-falling hurricane has the potential to cripple Collier's economy while undergoing rebuilding. Prolonged extreme weather events, such as drought, freezing conditions, wet conditions, create conditions that may have catastrophic impacts of Collier's agriculture industries and the community around Immokalee.

Figure 5, Economic Data

ECONOMIC PROFILE (TOP TEN EMPLOYERS) - 2006		
*PREPARED BY THE COLLIER COUNTY ECONOMIC DEVELOPMENT COUNCIL, SEE HTTP://WWW.COLLIERGOV.NET/INDEX.ASPX?PAGE=260		
EMPLOYMENT BY MAJOR SECTOR	QUANTITY	PER CENT
Collier County Public Schools	5,000	4.62
NCH Healthcare System	3,500	3.24
Employee Professionals	3,394	3.14
Collier County Government	2,364	2.19
Publix Supermarkets	2,221	2.05
Ritz-Carlton Hotels	1,500	1.39
Collier County Sheriff's Office	1,100	1.02
Marriott	843	0.78
Naples Grand Resort & Club	830	0.77
Physicians Regional Medical Centers	790	0.73

OTHER EMPLOYERS	86,577	80.08
TOTAL EMPLOYMENT	110,241	100.0%
UNEMPLOYMENT RATE		3.0% (2006)

Figure 6 - Total Population Distribution

E. Emergency Management Support Facilities

See Figure 7, Emergency Management Support Facilities, for critical facilities, staging areas and landing zones.

Figure 7, 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, 3 rd Floor Naples, Florida 34113 17R MJ 3055 8753 USNG	23 ft elevation	111,000 sq. ft. under air.	The EOC's on the 3 rd Floor. Built to 175 mph winds. Have two 2.5 mHz generators. Redundant telephone, satellite and radio communications.
First Alternate	3851 City Gate Dr. Naples, FL 34117 17R MJ 3168 9422 USNG	10 ft. elevation & in an "X" Flood Zone	5,500 sq. ft.	2 nd 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; no back up 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				
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.	
Emergency Management Response Vehicle		4	Two Ford Expeditions, one Ford Explorer and one F250 Crew-Cab pickup truck	
Emergency Response Trailers		16	Two - 1995 18 foot trailers and thirteen – 2004 7'X 16' trailers containing cots and ancillary supplies for shelters. One –Wheeled light trailer	
Portable Radio Towers		2	The two radio tower trailers have inflatable radio masts and radio repeaters in each.	
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 Fair Grounds		17R MK 4150 0965 USNG	
County Logistics Staging Areas	Barron Collier High School		17R MK 2389 0015 USNG	
	Immokalee Airport /Racetrack		17R MK 5976 2312 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
Shadowlawn School (ALT)	17R MJ 2308 9078 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 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 will contact Collier County Emergency Management Department to register as people with special needs assistance.
10. There are two federally recognized Indian 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 provide assistance to the Tribes as requested while

respecting the governmental sovereign nation status they hold in the United States as sovereign nations. 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 Indian 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 8, 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 8, Roles & Responsibilities Overview
(P=Primary Agency Responsible/S=Support to Primary Agency)

County Government & Agencies	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household Asst.	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Full Scale Exercise Participation	Financial
Board of County Commissioners		P		P	S	S									Yes	S
Airport Authority	S							S			S	S	S	S	Yes	S
County Attorney		S		S		S									Yes	S
County Manager	S	P				S								S	Yes	S
Office of Management & Budget																P
Emergency Management	P	S	P	S	S	P	P	P	S	S	S	S	P	P	Yes	S
Growth Management Division Construction & Maintenance	S			S	S	S	S				P	S	S	S	Yes	S
Public Utilities Division	S					S		S			P	S	S	S	Yes	S
Growth Management Division/Operations and Regulatory Management Dept.					S	S	S	S	S	S	P	P	S	S	Yes	S
Public Services Division	S		S	S	S	S	S	S	P	P	S	S	S	S	Yes	S
Administrative Services Division	S	S	S	S	S	S		S		S	S	S	S	S	Yes	S
Clerk of the Courts						P						S	S	S	Yes	S
Collier Sheriff	P	S	P	P	S	S	S	S		S	S	S	S	S	Yes	S
Collier Health Department	S	S	S	S	S			S		S		S	S	S	Yes	S
Property Appraiser				S		S		S		S		S	S	S	Yes	S
Communication & Customer Relations	S	S	S	S	S		S		S	S			S	S	Yes	S

Services for Seniors	S		S	S						S			S	S	Yes	S
Collier County Public Schools	S			S	S							S		S	Yes	S
University of Florida IFAS Extension, Collier County	S		S							S		S		S	Yes	

FIRE DISTRICTS (*=dependent fire districts)	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household Asst.	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Full Scale Exercise Participation	Financial
North Collier			S	S			S	S				S	S	S	Yes	S
Greater Naples			S	S			S	S				S	S	S	Yes	S
Immokalee			S	S			S	S				S	S	S	Yes	S
*Isles of Capri			S	S			S	S				S	S	S	Yes	S
*Everglades City/ Ochopee			S	S			S	S			P	S	S	S	Yes	S
CITY OF NAPLES	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household Asst.	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Full Scale Exercise Participation	Financial
City of Naples Govt.			S	S		S	S	S			P	S	S	S	Yes	S
Police Department			S	S		S	S	S				S	S	S	Yes	S
City of Naples Fire			S	S			S	S				S	S	S	Yes	S
Naples Airport Authority								S			S	S	S	S	Yes	S
CITY OF MARCO ISLAND	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household Asst.	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Full Scale Exercise Participation	Financial
Marco Island Govt.			S	S		S	S	S			P	S	S	S	Yes	S
Fire Department			S	S		S	S	S				S	S	S	Yes	S
Police Department			S	S		S	S	S				S	S	S	Yes	S
SOCIAL SERVICES	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household Asst.	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Full Scale Exercise Participation	Financial
American Red Cross				S	P		S			S		P	S	S	Yes	S
Salvation Army					S					S			S	S	Yes	S

Collier Area Transit				S	S								S		Yes	S
Meals on Wheels															Yes	S
WGCU-FM	S		S	S						S					Yes	S
School Transportation Department				P	S										Yes	S
NON- GOVERNMENTAL RESPONSE AGENCIES	Increased Readiness	Local State of Emergency	Warning	Evacuation	Shelter	Records Preservation	Indiv. & Household Asst.	Public Assistance	Temporary & Emergency Housing	Disaster Recovery Information Center	Infrastructure	Damage, Impact and/or Habitability Assessment	Hazard Mitigation	Training & Education	Full Scale Exercise Participation	Financial
Civil Air Patrol								S				S	S	S	Yes	S
U.S. Coast Guard Auxiliary				S								S	S	S	Yes	

A. Responsibilities of Local Government

Collier County government is prepared to:

1. Direct and control response to the majority of 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 located 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 State Division of Emergency Management when local government resources are committed and found to be inadequate to respond to the situation and/or when a particular 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 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 Delineation Schedule, these actions commence during the preparation phase (Hurricane Watch).

C. Coordination with Federal Government

During the Hurricane Warning Phase of the Time Delineation 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 "bag satellite phone" available for dispatch; there is also an additional satellite phone/radios in the Multi-Agency Communication & Coordination Vehicle (MACC-V). 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 will address:

- Community recovery planning;
- 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 for events at FULL activation level will be coordinated through the lead of each Emergency Support Function. At MONITORING and PARTIAL Activation levels all taskings shall be coordinated through the Emergency Operations Center.

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 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 9, Levels of Disaster, for a description of disaster levels, event magnitude, and response and recovery actions.

Figure 9, 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, fresh water 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	Single or multiple event, with other associated incidents	Single or multiple event, with many additional separate associated incidents
POPULATION AFFECTED	Limited or small	Limited	Widespread	Widespread
GEOGRAPHIC IMPACT	Defined	Defined	Widespread	Widespread
RESPONSE				
EOC ACTIVATION LEVEL	<i>Normal Ops - Liaison</i> Immediate action within local resource capability; no mutual aid required	<i>Monitoring</i> Immediate action within local resource capability; no mutual aid required	<i>Partial – Alert Phase</i> Immediate action within local resource capability. However, mutual aid may be required. Area Command may be established.	<i>Full Activation</i> 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 coordination	One to a few emergency support functions.	Several emergency support functions, jurisdictions and levels of government are involved	Several emergency support functions, jurisdictions and levels of government are involved
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

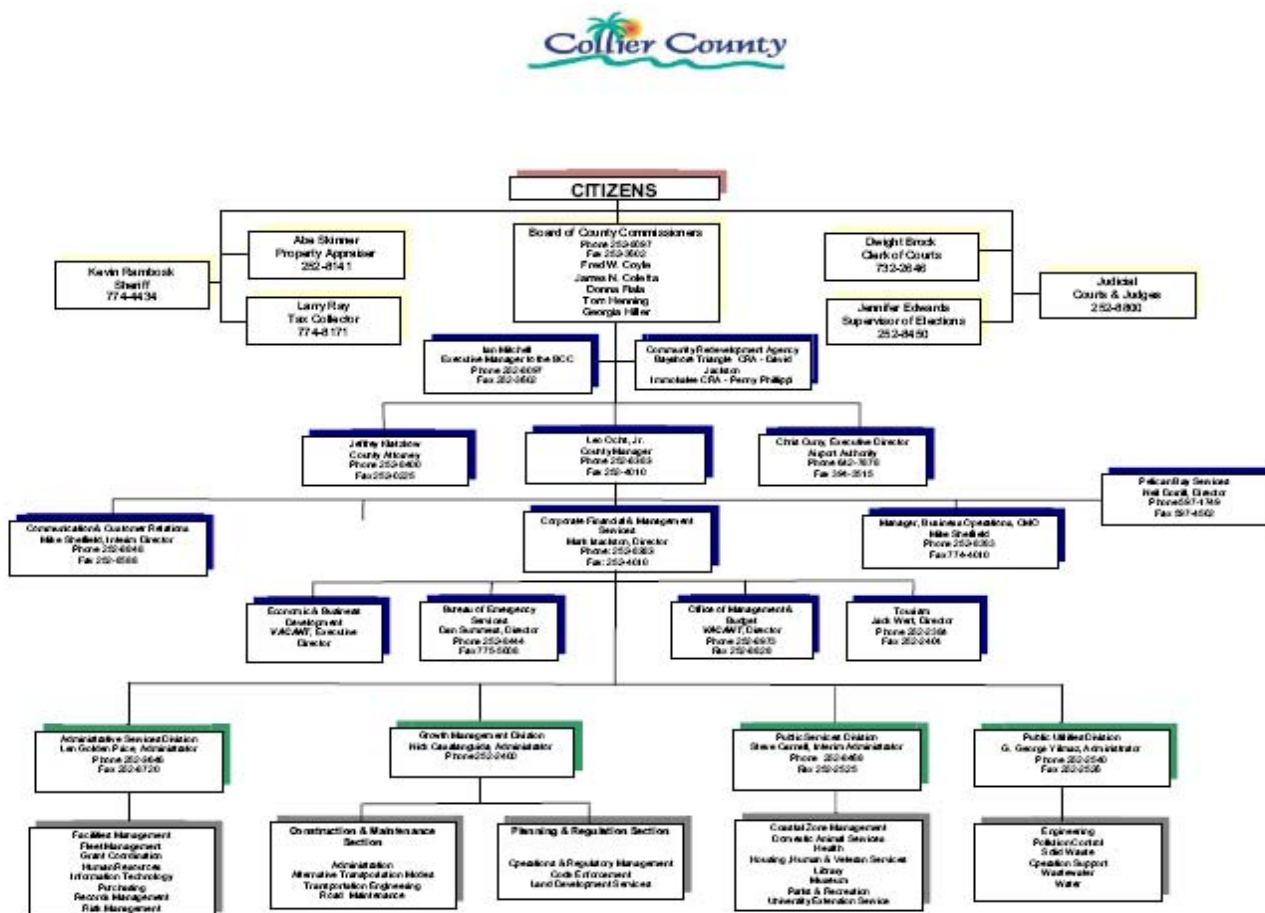
1. Non-Emergency Operations

The Board of County Commissioners, comprised of five elected officials, is the chief policy making body. Subordinate to the Board is the County Manager's Office and the office of the County Attorney. There are currently four divisions under the County Manager comprising 40 departments or sections. The Collier County Airport Authority operates independently, under the Board of County Commissioners.

The organizational structure under the Board of County Commissioners is indicated in the Organizational Flow Chart Figure 10, 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. Five Independent Fire Districts, Collier County Public Schools District, 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 Department 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 10, Collier County Organizational Chart



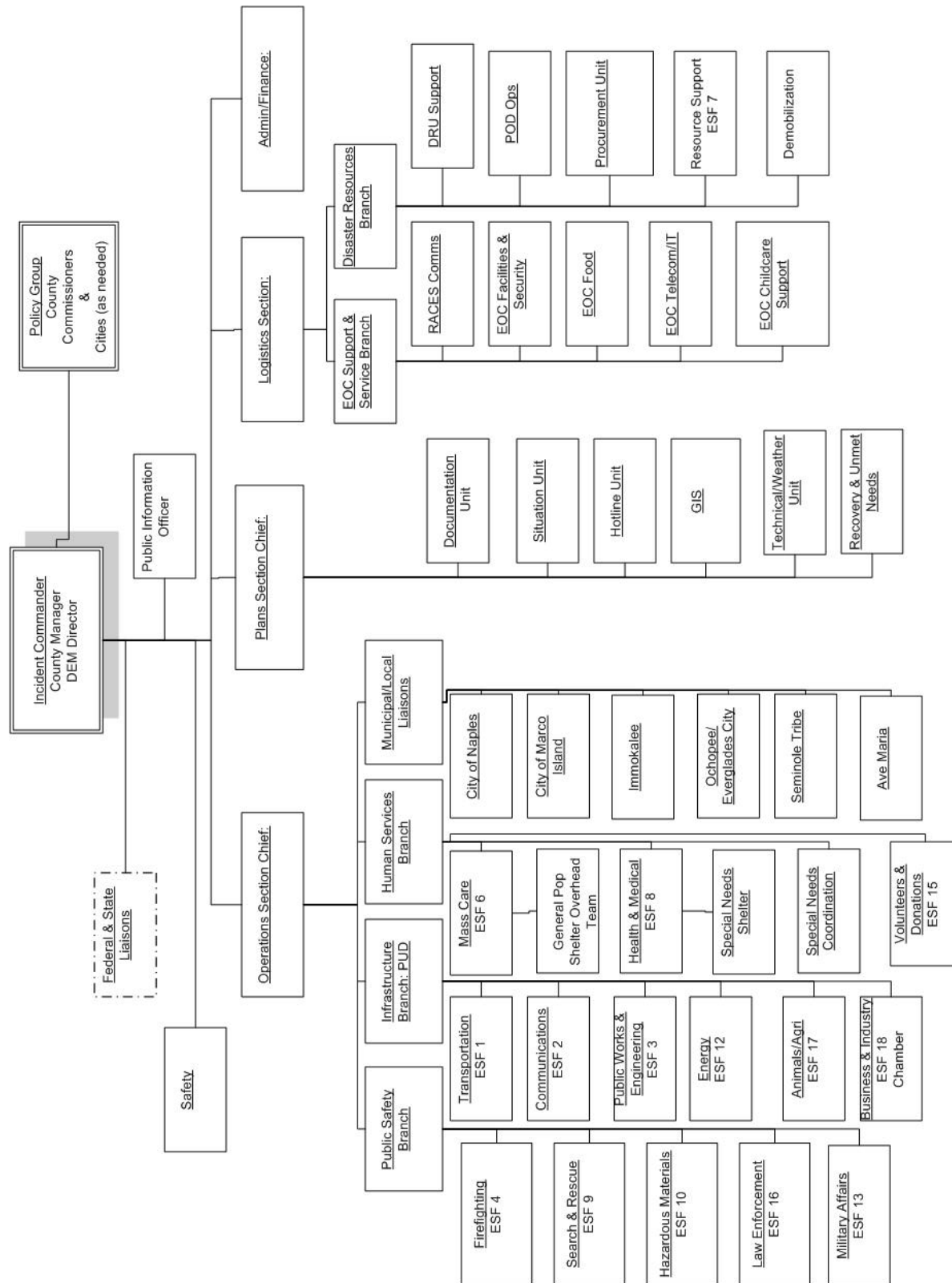
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2. Emergency Operations

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 Department 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 11-Emergency Operations Support Structure.

Figure 11-Emergency Operations Support Structure

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.

a. Board of County Commissioners

Establishes policy, promulgates emergency ordinances.

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

- When notified of an emergency situation, sends a representative to the 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 situation, 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.
- When notified by the County Manager, or when circumstances dictate, notifies all tasked organizations, informs of the situation, and directs them to take action appropriate 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 situation to assist in supporting the County's response operations. Information collection sources include but are not limited to:
 - Emergency response organizations, media,

- Neighboring jurisdictions,
- State and federal governments,
- Volunteer groups,
- Local businesses,
- Citizens, and
- Internet.

Tasks associated with information processing include:

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

- Develop and maintain Debris Management Plan.

g. Office of Management and Budget

- When notified of an emergency situation, reports to the EOC.
- Upon Emergency Management's request, obtains and disseminates a "Project Number" for the disaster from the Clerk of Courts office to be used by all Collier County agencies under the Board of County Commissioners.
- Provides the Resource Manager and the County Manager with summary briefings on the status of financial transactions.

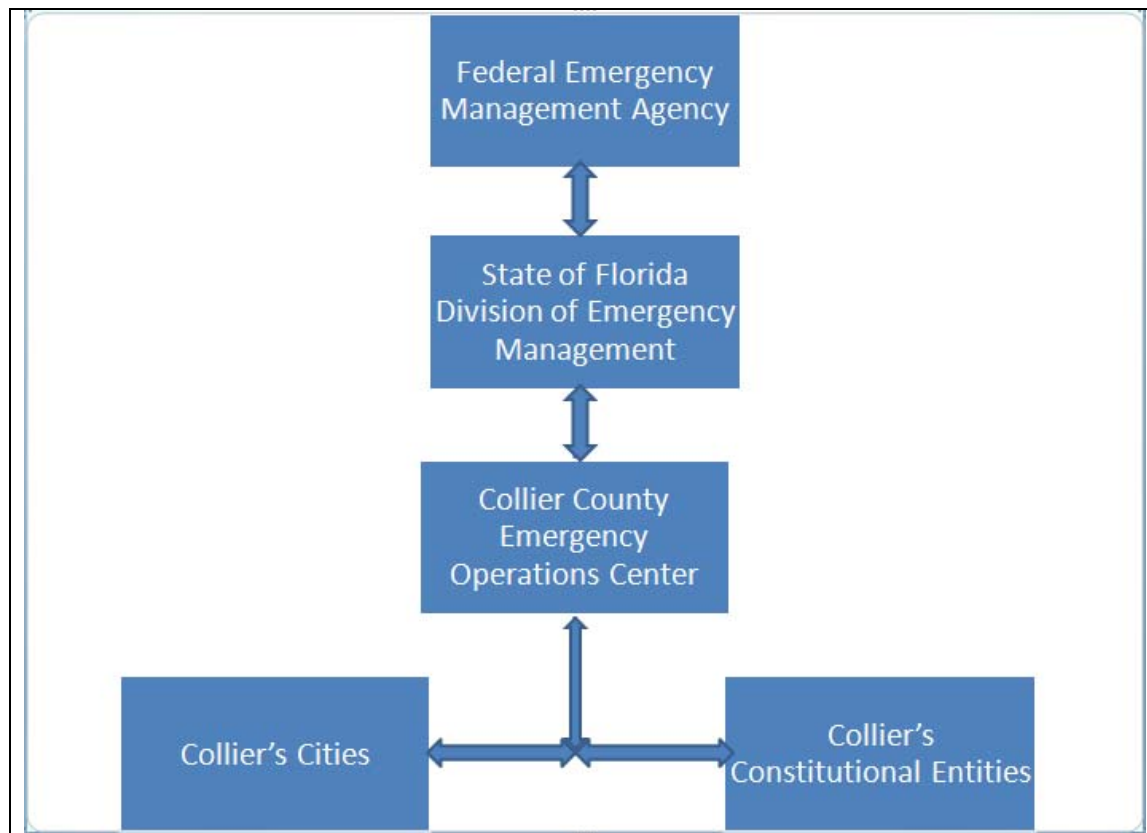
h. Administrative Services Division

- Maintains records of all financial transactions during response and recovery periods.
- Becomes familiar with the protocol and guidelines of the 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

Collier County emergency management activities are conducted using the emergency support functions approach within the incident command system structure. (See Figure 12, Emergency Management System Diagram.)

Figure 12, 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 the Deputy County Manager 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 Department 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 served by the Collier County Emergency Management Department. 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;
- 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. Primary and Support Agencies' Responsibilities (ESFs)

See Figure 13, Emergency Support Functions (ESF), & Figure 14, ESF Lead and Support Agencies, for a listing of the eighteen ESFs and their lead agencies, and an overview of County agencies and the ESFs to which they are designated lead or support. (NOTE: A "lead agency" is an agency responsible for coordinating/facilitating a function. Essentially it is a planning agent for the function. This agency is not "over" or "in charge of" support agencies.)

Figure 13, Emergency Support Functions (ESF)

ESF #	Name	Primary Agency
1	Transportation	Collier County Growth Management Division/ Construction & Maintenance
2	Communications	Collier County Administrative Services Division
3	Public Works/Engineering	Collier County's Public Utilities Division, Growth Management Division/Construction & Maintenance and Operations and Regulatory Management Dept.
4	Fire Fighting	Collier County Fire Chiefs' Association
5	Planning & Intelligence	Collier County Emergency Management
6	Mass Care/Special Needs Program	Collier County Emergency Management
7	Resource Support	Collier County Administrative Services Division
8	Health, Medical & Human Services	Collier County Public Services Division and the Department of Health
9	Urban Search and Rescue	Collier County Emergency Medical Services & Collier County Fire Chiefs' Association
10	Hazardous Materials	Collier County Public Utilities Division
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 Communication & Customer Relations
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 Division
18	Business and Industry	Collier County Emergency Management Department

Figure 14, ESF Lead and Support Agencies

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 Svcs)	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)
Administrative Services	S	P	S		S	S	P			S	S	S		S	S	S		
Airport Authority	S						S	S										
American Red Cross						S	S	S	S		S				S			
BCC Office					S		S											
Citizen Corps of Collier County															S			
Civil Air Patrol	S								S	S								
Clerk of Courts							S											
Collier Fire Chiefs' Assn.	S	S	S	P	S	S		S	P	S				S	S			
Collier Emergency Radio Assn./ARASWF		S			S	S												
Collier School Board	S				S	S					S							
Collier Sheriff	S	S		S	S	S			S	S			S	S		P		S
Communication & Customer Relations					S									P				
Growth Management Division/P & R			P		S									S	S	S		
Growth Management Division/C & M	P		P		S	S					S	S		S				
County Attorney					S													
County Manager's Office					S		S											
Court Administration					S													
Century Link		S										S						
Emergency Management		S		S	P	P	S	S	S	S	P	P	P	S	P			P
Emergency Medical Services	S			S		S		S	P	S								
Fla. Power & Light	S		S									S						
Health Department						S		P			S			S				
Lee County Electric Coop.	S		S									S						
Medical Society								S										
Mosquito Control					S													
Naples Chamber of Commerce																		S
Naples Community Hospital								S										
Office of Management & Budget							S											
Physicians Regional Med Ctr. – Collier Bl.								S		S								
Physicians Regional Med Ctr. – Pine Ridge								S		S								
Property Appraiser			S		S													
Public Services					S	S		S			S			S	S		P	
Public Utilities			P		S					P	S			S			S	
Supervisor of Elections					S													
Tax Collector					S													
The Salvation Army						S	S				S							
Tourism Bureau																		S
University of Florida IFAS Extension, Collier																	S	S
Veterinary Association																	S	

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 Delineation 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.

Change 4

Area Command: Based on our hazards analyses, Area Command will 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 will be activated and staffed depending on the level of disaster that is occurring. The need to activate the EOC will be determined by the Emergency Management Director, the County Manager or their designated representatives. The level of activation will be determined at this time. For the affected municipalities, a liaison will be requested to report to the County EOC. The Collier County Multi-Agency Coordination and Communication Vehicle (MACC-V) is available for deployment to provide on-scene support to the Incident Commander for all incidents within Collier County including municipalities.

The County Manager, or in his absence the 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 take action.

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 Division Administrator
- Growth Management Division Deputy Administrator
- Administrative Services Administrator
- Public Utilities Administrator
- Public Services Administrator
- Health Department Director
- Emergency Management Director
- Emergency Management Coordinator
- Emergency Management Secretary
- Red Cross Representative
- Public Information Officer
- Fire Services Representative
- EMS Representative
- Solid and Hazardous Waste Mgmt. Dept. Director
- Collier County Public Schools Superintendent

(Change 1)**(2) Levels of Activation**

Other than “Normal Operations”, three levels have been established as a means of activating certain operations procedures. (Figure 15, Levels of Activation).

Figure 15, Levels of Activation

LEVEL	PERSONNEL	EOC ACTIVATION	NOTIFICATIONS
Normal/Monitoring Phase	EM Staff	Normal Daily Operations	<ul style="list-style-type: none"> - EM Director - State Watch Office - County Warning Point - Selected external agencies
Partial/Alert Phase	Incident Commander and Operations, Planning, Logistics and Finance Section managers	Partial, with extended hours Collier Emergency Information Hotline (CEIH) may be activated	<ul style="list-style-type: none"> - 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 Collier Emergency Information Hotline (CEIH), PIO, Message Center, Security, Media	<ul style="list-style-type: none"> - General Public - State Watch Office - Other appropriate agencies

(3) EOC Standard Operating Guides (SOGs)

Collier County Emergency Management Department 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;
- (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.
- (k) The Messaging System SOG

(4) ESF Standard Operating Guides and Checklists

The responsibility to develop and maintain SOGs and checklists rests with the lead agency of each ESF.

(5) Transition between Response and Recovery

Initially after the disaster threat passes, first responders will be performing life saving 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 Delineation Schedules, 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

D. 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. The training calendar will be distributed to all responsible agencies. Every effort should be made to attend training in Southwest Florida.

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

Each agency tasked within this plan will be trained (and maintain training) 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 will 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: primary responders, Collier Emergency Radio Association (CERA) personnel, 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 Assessment
- Augmentation Staff (EOC, Staging Areas, etc.)

Employees/volunteers are provided with a Collier County Emergency Management identification card when they have demonstrated competency in performing certain disaster related tasks. This card permits entry into disaster areas when their services are needed.

(2) Training Requirements

Minimum and recommended training requirements for ESFs and other agencies are outlined in Figure 16, Recommended Training.

Figure 16, Recommended Training

MINIMUM EMERGENCY OPERATIONS TRAINING REQUIREMENTS & OTHER RECOMMENDED TRAINING COURSES FOR ESFS AND OTHER AGENCIES	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
R - Recommended																						
O - Optional																						
IS=Independent Study Course																						
CEMP Orientation	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R				R
EOC Orientation	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				
First Aid																						
PREPAREDNESS & RESPONSE																						
<i>NIMS REQUIRED TRAINING</i>																						
<i>IS-700 Natl Incident Mgt Sys. (NIMS)</i>	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
<i>IS-800.B Natl Response Framework</i>	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
<i>ICS-100 Intro to ICS</i>	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
<i>ICS-200 Basic ICS</i>	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R
<i>ICS-300 Intermediate ICS</i>	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	R					
MGT 347 - ICS Forms Review						R																	
L956 –Liaison Officer						R																	
L967 – Logistics Section Chief				R			R		R					R			R						
L962 – Planning Section Chief				R	R	O			R								R						
L952 – Public Information Officer															R								
L965 – Resources Unit Leader					R		R																
L954 – Safety Officer				R					R								R						
L958 – Operations Section Chief				R					R					R			R						
L964 – Situation Unit Leader				O	R				O								O						
L970 – Supply Unit Leader							R																
L969 - COM-L Comm. Unit Leader		R																					
Other Training																							
TNG 001 – US National Grid																							
G-120 Exercise Design	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R				
G-130 Exercise Evaluation	O	O	O	O	R	O	O	O	O	O	O	O	O	O	O	O	O	O	O			O	
G-202 Debris Management	R		R		O																O		
G-250.11 Continuity of Operations	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R				
G-270.4 Recovery from Disaster	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R			R	
G-276 Resource Management					R		R										R						
G-288 Local Volunteer & Donations Mgt.						R					R						R		R				
G-290 Basic Public Information Officer					R											R							
G-386 Mass Fatalities Incident Response					R	R			R	R						R			R				
FL-601Preliminary Damage Assessment	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R			
IS-5.A - An Intro to Hazardous Materials				R	R						R					R							
IS-7 - A Citizens Guide to Disaster Asst.						R			R											O	O	R	
IS-10a- Animals in Disaster – Awareness					R	O											R		R				
IS-11a- Animals in Disaster – Cmty Plng					R	O											R		R				
IS-15b - Special Events Contingency Planning for Public Safety Agencies	O	O	O	R	R	O			O	O	O							R					
IS-26 – Guide to Pts of Distro																							
IS-111 Livestock in Disasters					R	O											R		R		O	O	R
IS-120a - A Introduction to Exercises	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R				
IS-130 Exercise Eval & Improvement Pln	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R				
IS-139 Exercise Design	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R				
IS-244a - Dev & Managing. Vols.																	R						
IS-271 Anticipating Hazardous Weather & Community Risk	R	R	R		R												R						
IS-288 The Role of Vol. Agencies in EM					R	R											R	R				O	
IS-301 Radiological Emergency Resp.				R	R				R	R	R												
IS-324a - Community Hurricane Prep.	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R	R				
IS-403 – Intro to Individual Assistance					R	O			O								O				R	R	
IS-632a - Intro to Debris Ops	R	R	R								R										R		
IS-634 –Intro to FEMA’s Pub. Asst. Prog.	R	R	R	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-393 Mitigation for EM	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O				
IS-7 A Cit.'s Guide to Disaster Asst	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	O	R		R	
IS-30 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	O				
IS-279 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	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 (G-series courses listed in Figure 16, above) 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. Students, 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 Department 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 to the Florida Division of Emergency Management training section via the FDEM Region Coordinator.

2. Exercises

The Emergency Management Director schedules at least one disaster exercise each year. Exercises using Federal Funding sources must follow the Homeland Security and Exercise Evaluation Program (HSEEP). Exercises can be one of the following types, Table Top, 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 for Naples and Collier Airport Authorities are scheduled to meet Federal Aviation Authority (FAA) requirements.

Collier County School Security Consortium goal is to exercise with all first response agencies once a year.

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 is required to conduct a regional Hazardous Materials/Community Evacuation planning on a bi-annual 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. At a minimum, Collier County participates in the State's annual hurricane exercise.

c. Exercise Schedule

In the springtime of each year, an in-house technical exercise involving all Emergency Support Functions is held. This exercise is scheduled just prior to hurricane season. This entails having all communications in place for both radio and television broadcasts from the EOC. In addition, Collier County participates in the annual statewide hurricane exercise. Figure 8, Roles & Responsibilities, identifies agencies likely to participate in exercises.

d. Exercise Evaluation and Improvement Plans

Exercises are designed and evaluated using HSEEP. The exercise coordinator must have access to the HSEEP Toolkit and upload upcoming exercises which in turn advises the State Division of Emergency Management and ensures meeting the HSEEP requirements.

Representatives from Emergency Management agencies, First Response agencies and Subject Matter Experts from neighboring counties are invited to attend Collier County drills and exercises as qualified Evaluators and Controllers.

All exercises are critiqued through a Hot Wash immediately following the exercise. Following HSEEP parameters a After Action planning meeting is held within 30 days of the exercise and the After Action report will be completed within 90 of each exercise and a copy of the report provided to the Florida Division of Emergency Management grant manager if State Homeland Security Grant Program money is used to implement or support the exercise. Additionally an HSEEP compliant After Action Report (AAR) must be submitted to FEMA at hseep@dhs.gov as a password protected document within 90 of the exercise.

The HSEEP compliant AAR includes an Improvement Plan which is also developed by the exercise planning team and the Collier County Exercise Coordinator is responsible for tracking the Improvement Plan and documenting as the requested improvements are completed.

3. Public Awareness and Education

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

Figure 17, Commercial Media Outlets

RADIO NOAA WEATHER RADIO 162.525 MHz NOAA WEATHER RADIO 162.475 MHz MIAMI 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	WGPU (PBS)		Ft. Myers
	WBBH (NBC)		Ft. Myers
	WZVN (ABC)		Ft. Myers
	WFTX (FOX)		Ft. Myers
	WINK (CBS)		Ft. Myers

	Weather Channel	Atlanta
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b. Public Service Announcements (PSAs)

Collier County's Communications & Customer Relations Department maintains a distribution listing of all the local media and they approve and transmit all our announcements whether they're hurricane/disaster seminars or information pertaining to an impending hazard and/or vulnerability upon receipt. Additionally, the Emergency Management Department also maintains a web site (www.CollierEM.org) which contains information and educational material for the public. Some other useful information available of the web site for the public are:

- 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 web site 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,
- 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 during May. This magazine contains information about all the hazards that threaten Collier residents and how they can best prepare and mitigate the hazards.

E. Response

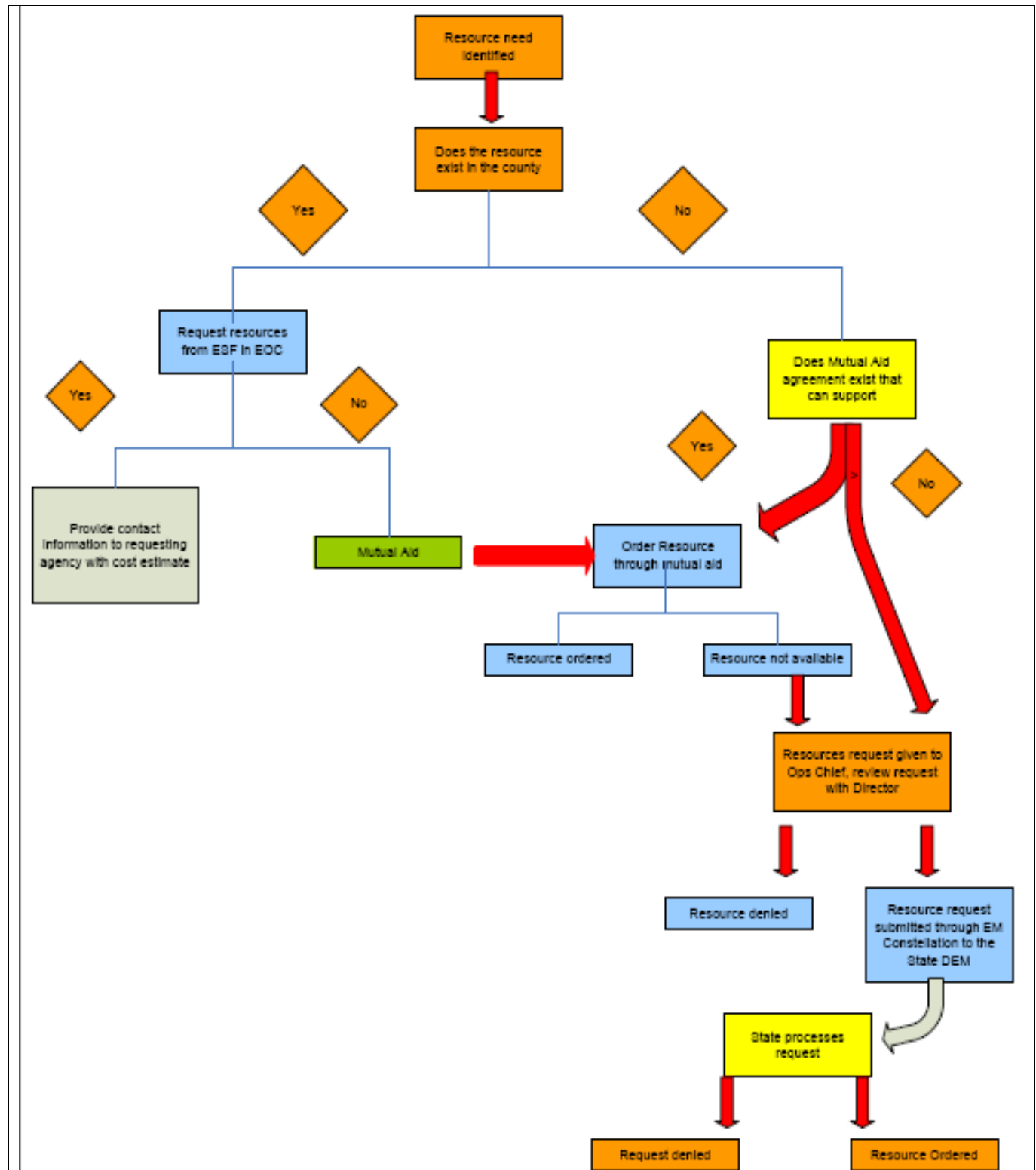
1. General

- 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 18 (Flow Chart for Resource Requests) depicts the flow process in determining how resources are obtained when requesting resources through the emergency management department.

Figure 18
Flow Chart for Resource Requests



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 12, 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 Collier Emergency Information Hotline (CEIH) dissemination to two audiences: public officials and the general public.

a. Receipt of Warnings

Twenty-four hour Warning Point: The local warning point during normal business hours (Monday - Friday, 8:00 a.m. - 5:00 p.m.) is in the primary Emergency Management Department. During non-business hours the warning point is located in the Collier County Sheriff's Communication Office (staffed around the clock) located on the third floor of the James V. Mudd Emergency Services Center. Both agencies are co-located in the same building which has: adequate communications capabilities to receive warning information from all relevant sources; back-up 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, just north of the intersection of Collier Blvd & I-75. It has adequate communications and back-up power. It has internet and is on the county's fiber network.

Warnings may be received by the following means: State's EMnet, the Internet, the commercial weather satellite receiver, NOAA weather radio,

Facsimile and/or report from the general public. (Note: Reports from the general public will be confirmed prior to dissemination.)

All computer systems in the EOC have access to the Internet.

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 Departments. See Figure 19, Notification & Warning System.

Figure 19, Notification & Warning System

DEVICE	Population Reached	Activated by	Purpose
EMnet: Emergency Satellite Communications Network	Warning Points thru-out the state, when necessary, it's the vehicle to trigger an EAS activation thru-out Collier County.	Emergency Management & Warning Points	This is the best system used to "locally" trigger activation of the Emergency Alerting System (EAS) for the county. Also, the system is good for two-way communication between the Warning Points. It uses both satellite and internet means to transmit information. The system has both voice and data associated with it. Not all warning points have the data capability, but all have the voice. There is a data terminal in each county.
NOAA Weather Radio (Emergency Alerting System, EAS)	Schools, Public /Gov't Facilities & up to 265,000 people	State Emergency Operations Center, National Weather Service & Collier Emergency Management	The best system for immediate hazardous weather warning. Provide weather warnings and disseminate Civil Emergency Messages. Additionally, system will provide hurricane local statements for the affected community.
"Right-Fax"	Over 900 subscribers, e.g., Gov'ts, marinas, hospitals, MHP, media, etc., with a fax machine	Emergency management, from anywhere through the internet or by fax machine	The quickest fax system. Disseminate regular advisories and Information Center. We have two vendors capable of providing this service.
"Phonemaster"	PSN and special designated groups.	Emergency Management	Uses many phone lines simultaneously to reach the desired audience. Feedback can be elicited and recorded.
The Emergency E-Mail Network (TEEN)	All subscribers (500+) w/Phone, Pager, E-Mail	Emergency Management & the TEEN Service	Immediate warning. EM can transmit messages instantly to the subscribed device. However, TEEN can transmit general emergency messages/Information Center too.
Emergency Mgt. Web Site	Worldwide	Emergency Management and CEIH Chief	Not a good system for immediate warning. The web site is maintained on two servers. It provides preparedness, recovery and weather information.
Satellite Radio-Phone	LP1 for LECC Operational Area 9, State Watch Office, Collier MACCV, FDEM Regional Coordinators, & 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.
E-mail	Collier Gov't & other deliberately established groups & list groups	All Collier Gov't	System is good for getting out Information Center during duty hours. Additionally, from the EM office, it can transmit immediate Information Center to other internet groups listed above.

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

- **Countywide Emergency:** Sheriff, EMS, Naples Police and Emergency Services, Naples Fire Department, Fire,

Districts, Marco Island Fire & Police departments, Florida Forest Service.

- **Hazardous Spills/Major Transportation Accident:** Fire Districts in whose area the event occurred, Sheriff/FHP, Police, EMS and Road Department (anywhere in Collier County).
- **Major Structure Fire:** Appropriate fire district, police, EMS.
- **Forest Fire:** Appropriate fire district, Florida Forest Service, police, EMS.

The Emergency Management Department will notify the following by phone or FAX 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 division administrators and department 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 Department (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 General Public

(Change 1)

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

(1) Primary and Back-Up Warning Systems -

Warnings will be transmitted to WGCU 90.1 FM, & COMCAST Cablevision, who will provide the information to customers. Television customers will see the warning as a "crawl" 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 through EMnet 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 departments will 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 General 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 Communication and Customer Relations Department have TDD equipment for providing information to the hearing impaired. As noted above, FAX notification will be made to hotels/motels in the area so they may warn the visiting public.

3. Evacuation

Evacuation zones and clearance times: Because of the unique threat posed by each tropical cyclone, there are no static evacuation zones. The storm surge map is a planning tool used to identify vulnerability to the water threat by a certain level of tropical cyclone intensity and not an evacuation zone map. 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.

a. Primary and Secondary Evacuation Routes -

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.

Using the Public Transportation System: At the time that either a voluntary or mandatory evacuation is made, Collier Area Transit (CAT) and Collier County District Schools bus fleet will be used to help facilitate the general population evacuation. The 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. Per special arrangements with the hotels and with the fire departments in Ochopee and Immokalee, additional express bus services will be provided for the service industry workers who live in Immokalee and for the communities around Immokalee and the communities near the intersection of US-41 and SR-29, including Everglades City. Evacuation bus services will cease with the arrival 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, Public Transportation & Evacuation System.

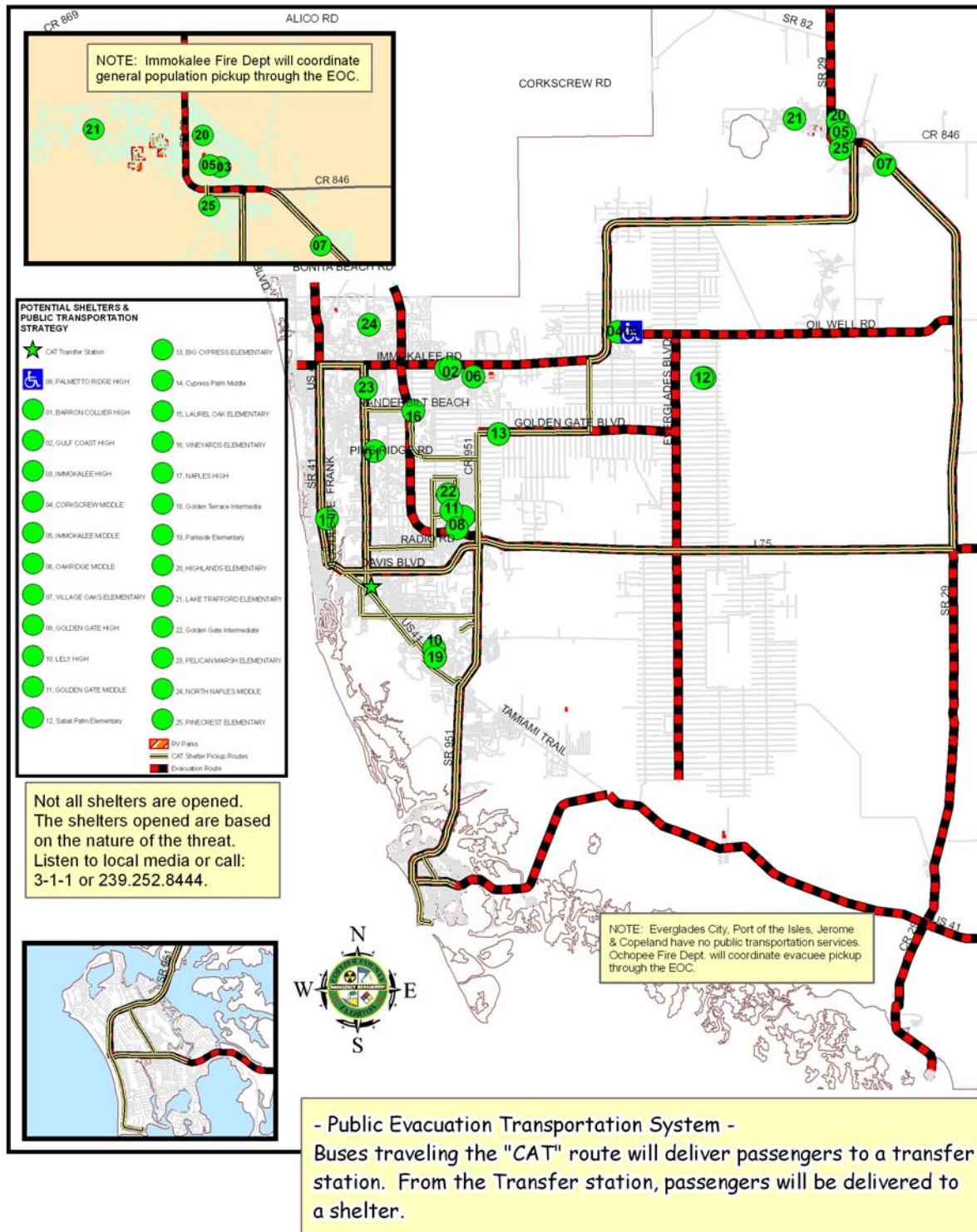
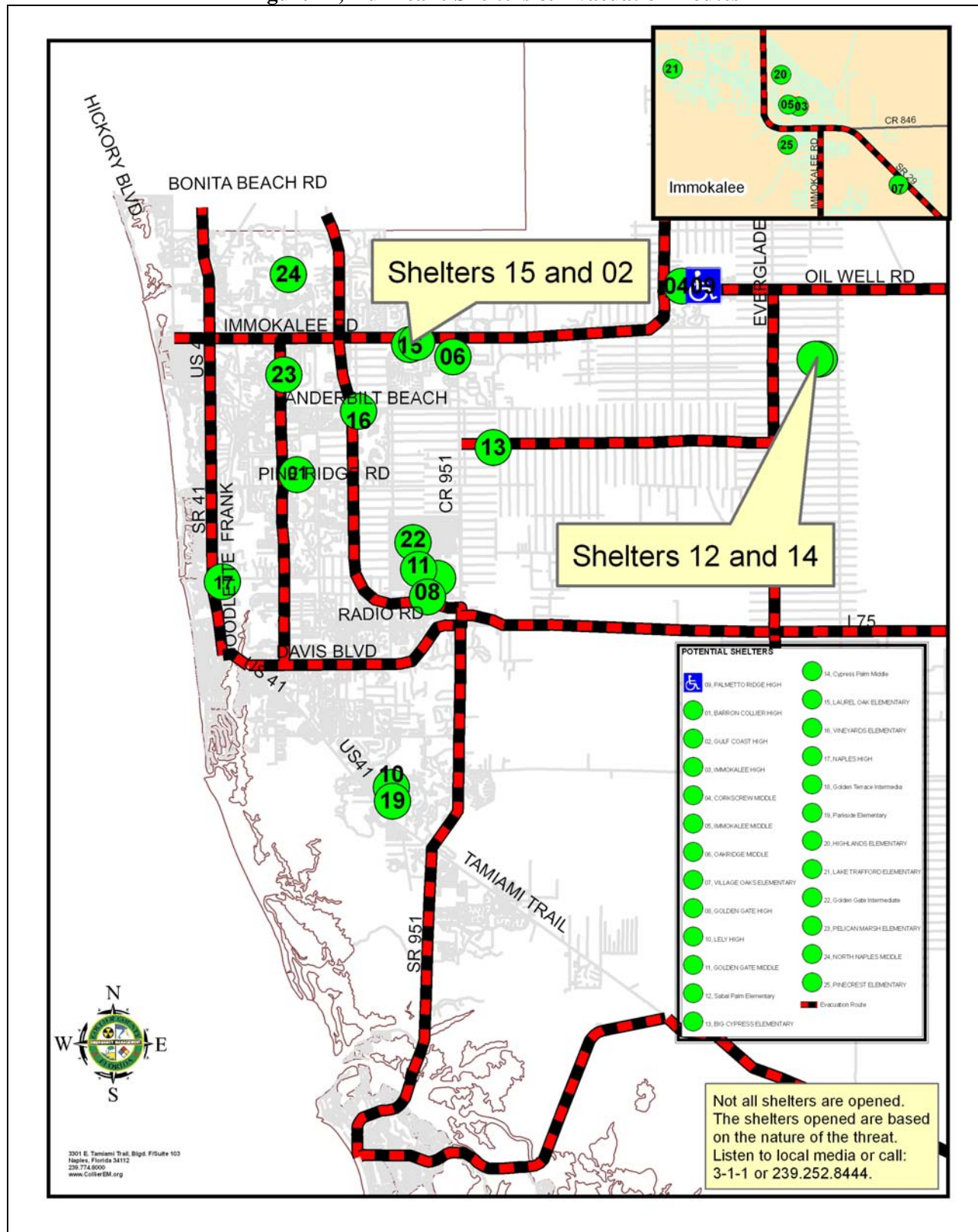
Figure 20 – Public Transportation & Evacuation System

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 County's "Special Needs Shelter SOG" serves as guidance for the transportation and sheltering of special populations. The Special Needs population evacuations get precedence using the Collier County Public School District bus fleet assets and or Collier County EMS ambulance Services.

c. The Collier County Emergency Management Department maintains a listing of mobile home parks and marinas. The most recent listings are updated in July of each year and are incorporated into this plan by reference (as are future updates). Mobile home park and marina listings are maintained in the Directors office. These listings will be reviewed and updated prior to July 1 of each year.

d. Collier County has neither draw nor swing bridges.

e. Re-entry:

The incident commander or executive group, depending on the incident, will permit 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 will 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: Clean-up 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.

- Level Four: 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 reentry sticker identification system in order to accelerate the reentry process.
- Level Five: 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 of Collier County that are subject to flood from storm surge from hurricanes based on the SLOSH depths from a storm category specific to Collier County. It shows **the worst of the worst cases**, which would be generated by a storm making landfall in the county. It does **not** show the surge from any particular track, but from all tracks. **It does show the worst possible case** for any part of the County for each category of tropical cyclone. Exiting and paralleling storms will **not** generate the surges shown in this map.

It also does not show water depths, which vary depending on the storm strength, site elevation and distance from the coast. The picture only shows the depth in relation to mean sea level. We no longer relate a particular category of storm to both wind and surge threat. For public consumption a particular storm category will only address the threat from the wind hazard. Although Hurricane Charley was a Category 4 storm, it produced only a Category 1 type surge. This is why we no longer present the surge (water hazard) by category of storm. When we're threatened by a storm our local weather service office in Miami will provide us the estimated storm surge threat expected for our community.

Figure 22, “Maximum of Maximums” Storm Surge

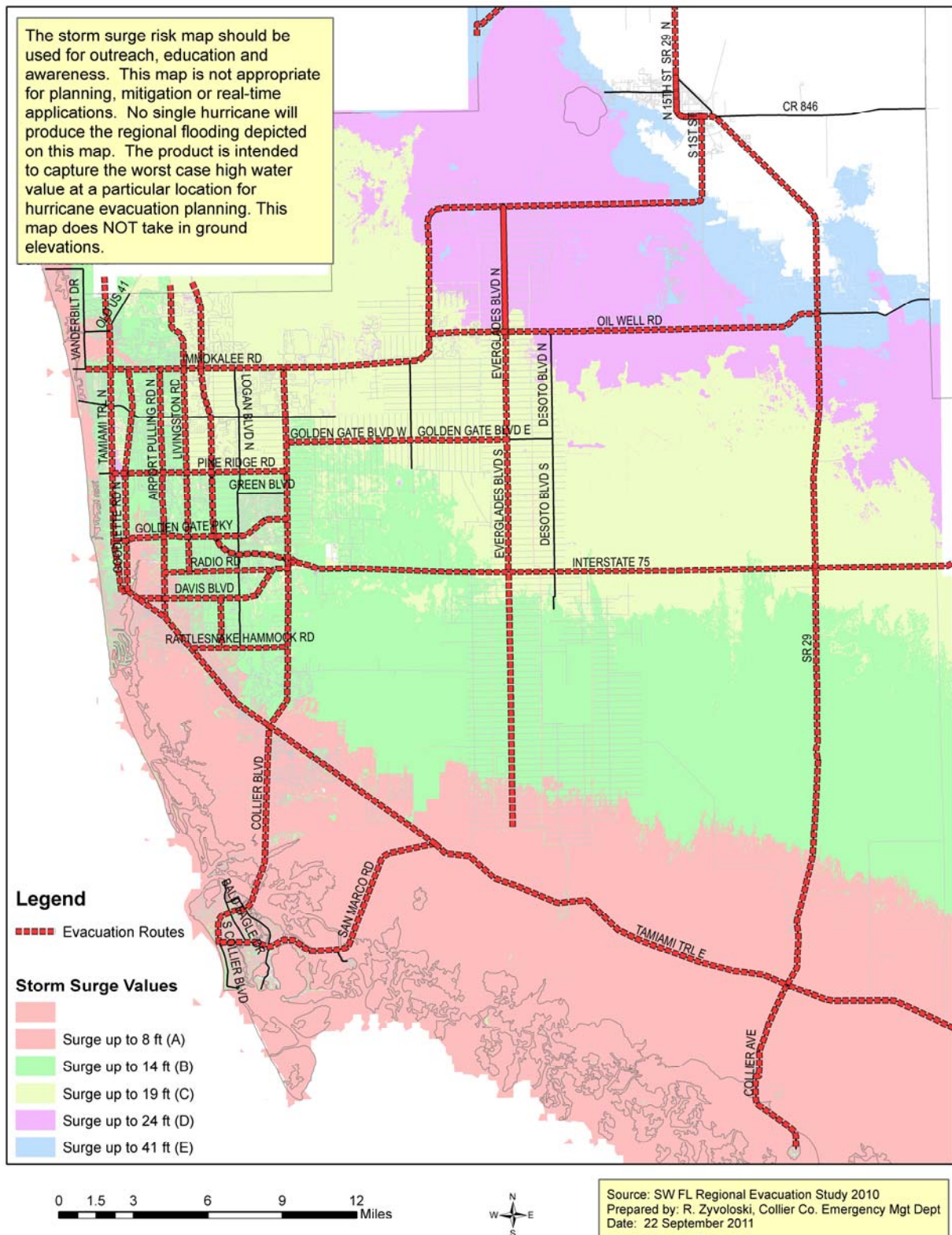
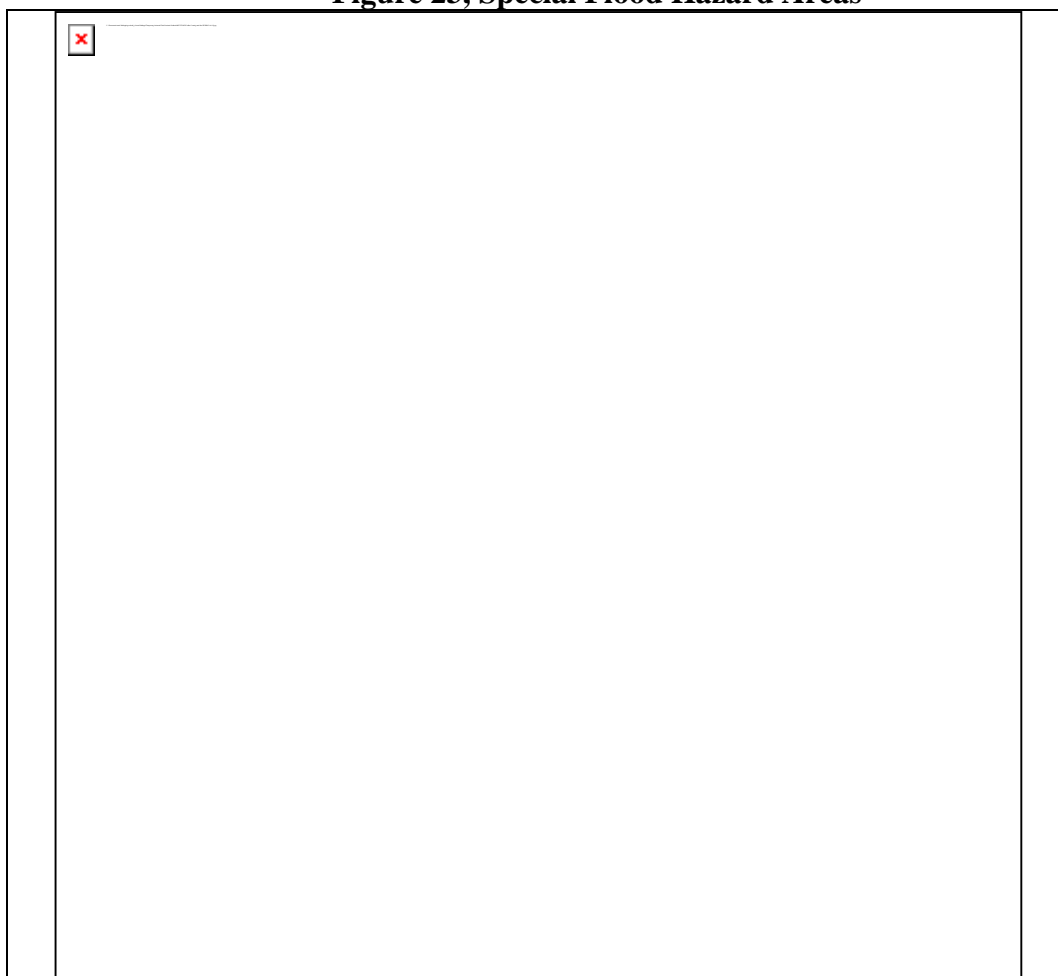


Figure 23, Special Flood Hazard Areas

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 Department, in consultation with the American Red Cross and Collier County District Schools, will decide which shelters to open based on the characteristics of the storm and the community at risk.

c. Pet Friendly Sheltering

Pet owners anticipating using the pet-friendly shelters must have their pets pre-registered, meeting requirements stipulated in Appendix 1, ESF-17 (Animal Issues). Owners of registered pets in areas threatened by storm surge flooding will receive direct notification of the pet shelter’s opening.

(Change 1)

F. Recovery

1. General Recovery Functions and Responsibilities

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)

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. As a minimum, the following agencies will be invited to participate in the FEMA Kick-Off meeting: Board of County Commissioners, Sheriff, Clerk of Courts, Property Appraiser, Tax Collector, City of Naples, City of Marco Island, Everglades City, United Way agencies, Collier Schools, and Naples Community Hospital. There will be media announcements of the meeting to invite any potential, but omitted, eligible applicants to the meeting.

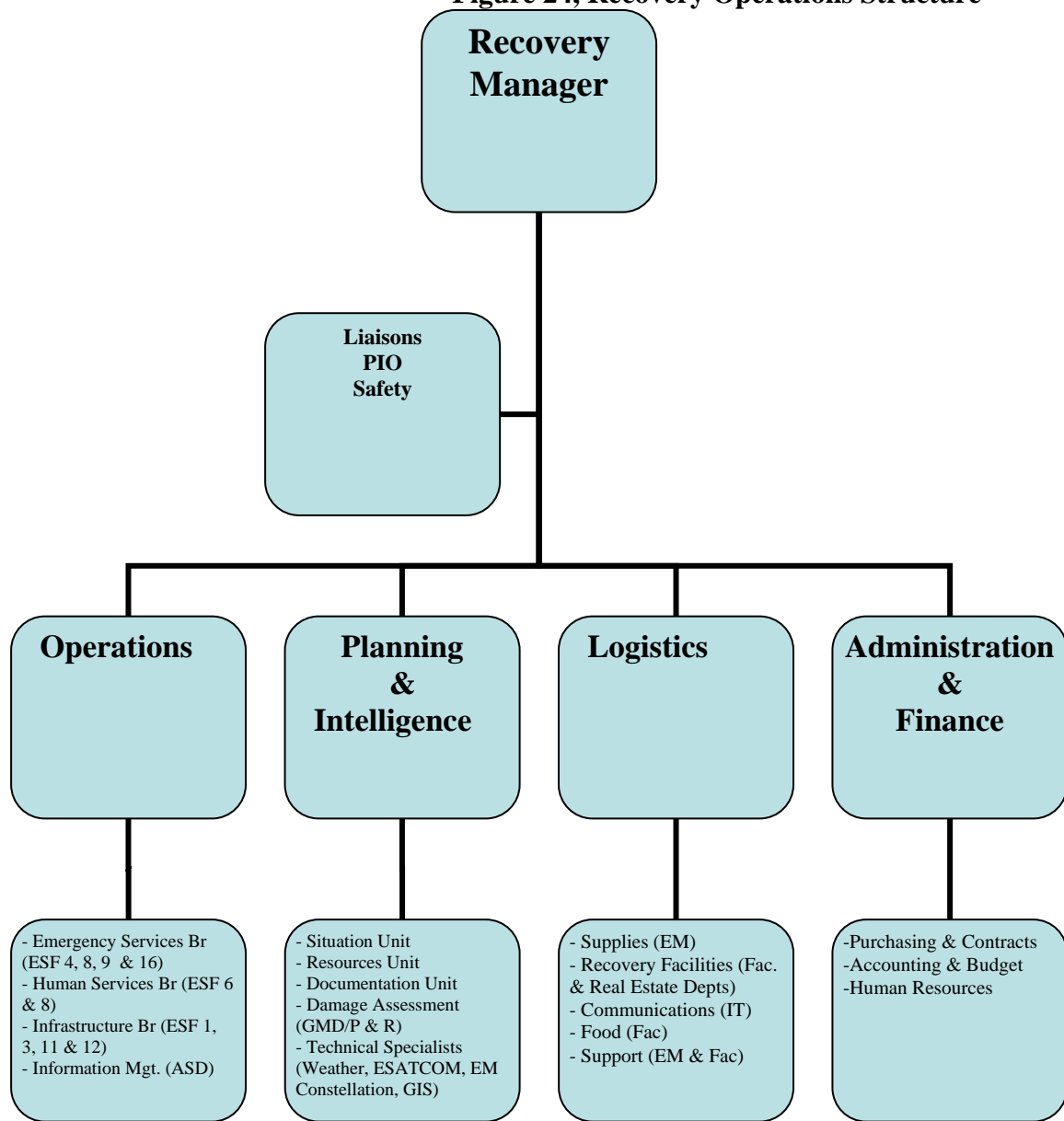
Recovery Task Force: A group composed of individuals that reflect broad-based representation of community interests. Chapter 38 of the Code of Laws [Civil Emergencies] specifies who is a member of this task force. The purpose of this group is to advise the BCC on a wide range of post-disaster recovery, 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 Division Administrator
- Public Utilities Administrator
- Public Services Administrator
- Communications & Customer Relations Director
- Sheriff
- Growth Management Division 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

Recovery Manager: The Recovery Manager is that individual charged by the Deputy County Manager to oversee the recovery efforts by insuring consistency with the policies of the Recovery Task Force. This individual is responsible for establishing the management system & structure (even facility) outside 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



(Change 6)

The Collier County Time Delineation Schedule (TDS) for hurricanes & 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 6, Roles & Responsibilities Overview, for the ESF's 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.

Article I (Post-Disaster Recovery) of Chapter 38 of the Code of Laws & 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 Buildback, 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.

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 to the State Emergency Operations Center via the Collier County EOC, a joint local/State preliminary damage assessment may be 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.

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 (personnel)

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 Growth Management Division, Operations and Regulatory Management Dept., has the primary responsibility to field the initial impact teams and report results to ESF-5, Planning & Intel. Unless otherwise coordinated, each Municipality will conduct their own assessment and report results to the Emergency Operations Center, ESF-5. Usually the assessments are of two types: Windshield/aerial and post-disaster habitability inspections. Windshield/vehicle assessments are just as the name implies, teams rapidly determine the scope and severity of the damage area without leaving their vehicles. Post-disaster habitability inspections are those in which trained or 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 Needs 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. Such 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 Needs Coordinator to prioritize for Community Relations teams to follow, for example: 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, ensuring that accurate and timely information is provided. Additionally, the Human Needs 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. 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 responsibility for operating the DRC is FEMA's and the EssSC is the Florida Division of Emergency Management's. The Centers are usually sited at community park buildings that have been identified throughout the county and municipalities. Collier County's Emergency Management and Facility Management Departments will work with the requesting organization to make the designated facility functional and operational to serve the public. Some of the services that a DRC/EssSC may provide:

- Guidance regarding disaster recovery
- 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 one-stop information and permitting point for coordination, technical assistance, and reconstruction expertise assistance in recovery and mitigation activities. These centers will be staffed by agencies with reconstruction and/or permitting responsibilities. The primary RIC will be established at Collier County Growth Management Division Building, 2800 North Horseshoe Drive, if undamaged and serviceable. The Growth Management Division, in coordination with the Building Department 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 these centers.

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

3. Public Assistance Activities

- a. 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 county emergency management director in accordance with 44 CFR-206 Subpart G & H. The Administrative Services Division is responsible for administering the Public Assistance Program for the agencies under the Board of County Commissioners. All municipalities, not-for-profit agencies, Indian tribes, Community Development Districts (CDDs) and other quasi-governmental agencies will be notified of application opportunities by the Emergency Management Department. Some of the potentially FEMA Public Assistance eligible entities are:

Agencies under the Board of County Commissioners

Constitutional Offices
Collier County School Board
Mosquito Control District
Collier County Fair
Each Independent Fire/Rescue District
City of Naples
City of Marco Island
City of Everglades
Immokalee Water-Sewer District
Redlands Christian Migrant Assn (RCMA), Inc.
RCMA Immokalee Community School
Naples Community Hospital Healthcare System
Collier County Children's Advocacy Council
David Lawrence Center
Fun Time Early Childhood Academy, Inc.
St. Matthew's House
Moorings Park, Inc.
Hideaway Beach District Board
Ave Maria Stewardship District
CDD – Cedar Hammock

CDD – City Gate
CDD – Fiddler's Creek
CDD – Fiddler's Creek #2
CDD – Flow Way
CDD – Heritage Bay
CDD – Heritage Greens
CDD – Key Marco
CDD – Lely
CDD – Mediterra South
CDD – Naples Heritage
CDD – Naples Reserve
CDD – Parklands Collier
CDD – Pelican Marsh
CDD – Pine Air Lakes
CDD – Port of the Islands
CDD – The Quarry
CDD – Tuscany Reserve
CDD – Verona Walk
CDD – Wentworth Estates
Chateau at Moorings Park
Premier Place at the Glenview

- b. Project worksheets are prepared for eligible emergency costs and eligible costs for restoration of damaged facilities.
 - c. 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.
 - d. The State serves as the Grantee and eligible applicants are Sub-grantees under the federal disaster assistance program. Contractual agreements with the State 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, for those agencies which draw their monies from General Revenue; each Fire District, each City, the Collier School District, each taxing district, etc.
 - e. Documentation, record keeping, 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.
 - f. 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, para. 5 a. below, will be formed to see if any direct assistance agencies can address the victim needs with their resources.
 - g. 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 & 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 & Household Programs will be made through a National Tele-registration toll-free number.
 - c. Disasters that do not support the criteria for requesting Individuals & Household Programs as part of a Presidential Disaster Declaration may meet the criteria for other federal assistance.

- d. Individuals & 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 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 a Disaster”, the Collier County community would solely need to deal with the housing issue whereby it would greatly assist the victims for Government to direct the public to available housing; and, possibly local sources to assist the victims.
5. Emergency/Disaster Support Activities other than 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 Center and Disaster Assistance Centers may be established in the county to help support unmet needs coordination operations (See Appendix 1, ESFs 6 & 15).

 - (1) **Lead Person for Coordinating Volunteer Agencies Locally:** The Housing & Human Services Program Manager 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 Coordinator:** The Housing & Human Services Program Manager is responsible for the oversight and coordination of Human needs agencies and their points of contact in the event of an emergency.
 - (4) **The Criteria for Coordination with Municipalities:** Either a declared or undeclared emergency that requires a response to the community's needs that have not been met through either individual or municipal planning.
 - (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. Community Foundation
2. Catholic Charities
3. Goodlette Arms
4. CC Domestic Animal Services
5. CC Parks & Recreation
6. American Red Cross
7. Moorings Presbyterian Church
8. Pace Center
9. Harry Chapin Food Bank
10. CC Sheriff's Office
11. The Salvation Army
12. Naples Community Hospital Blood Bank
13. CC Housing, Human and Veteran Services
14. The United Way
15. Emmanuel Lutheran Church
16. North Collier Fire District
17. St. Paul's Episcopal Church
18. CC Health Department
19. Retired Senior Volunteer Program

- (6) ***Process for Identifying Local Unmet Needs and the Process to Address Them:*** Generally, agencies (both non profit and profit) will notify the CCEM of the needs of the communities which they canvas. CCEM 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 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 16, Recommended Training, training and seminars are available through several resources. Local businesses that specialize in home-care offer classes; seminars are given CCEM staff; training is offered through CCEM for weather emergencies; appropriate agencies provide clear directives on home-care and debris removal. When appropriate training opportunities are known to the Emergency Management Department, the Unmet Needs/COAD 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:

- Development 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
- 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,
- Address restoration issues,
- Identify mitigation opportunities,
- Hazard mitigation projects,

(Change 6)

7. National Flood Insurance Program (NFIP)

The 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 its Recovery Operations closely to insure 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 Local Mitigation Strategy Working Group (Pre-Disaster)

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. The purpose of the Working Group is to identify new mitigation opportunities, techniques and, if necessary, reprioritize existing mitigation projects. This group meets at least annually and after every disaster event that causes significant damages to infrastructure. Go to the following URL to get information about the next meeting: <http://www.colliergov.net/Index.aspx?page=1544>. This group is responsible for maintaining the Collier County Local Mitigation Strategy (<http://www.colliergov.net/Index.aspx?page=2810>).

2. Interagency Hazard Mitigation Team (Post-Disaster)

Mitigation Planning Assumption: *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 address within the Collier County Local Mitigation Strategy.*

The Collier County Emergency Management Director will serve as the Post-Disaster Hazard Mitigation Coordinator. ESF 5 is required to provide assistance 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 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 Officer will task the EOC staff. Staffs who participate in the mitigation assessment opportunities should complete mitigation training identified in Figure 16, above.

The vast majority of unincorporated Collier County residential structures are at or above the 100-year flood plain; repetitive losses from flooding are virtually nonexistent.

(CHANGE 6)

Potential applicants for Public Assistance and Hazard Mitigation Programs will be notified via e-mail and facsimile. Agencies from County, Municipal, Community Development Districts, Special Taxing Districts, Indian tribes and Not-for-Profit organizations with a public safety role are included on the notification list.

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 flood plain 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.

a. 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 Presidential 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.

b. 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.

c. 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. All requests for assistance should be coordinated through the Collier County Emergency Management Department/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.
 - 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.;
- 44 CFR;
- 29 CFR;
- OMB A-87;
- "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 USC 42 (307) 5150).

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, 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 Basic Plan 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 and,
- 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.

The Emergency Management Department shall be the central collection agency for logs and reporting information from all county agencies, as well as the Everglades City and Cities of Marco Island and Naples, associated with any given emergency.

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 ESATCOM message traffic;
- Historical records of declarations, newly created ordinances and any special actions taken to deal with the emergency.
- Copy of the State's "Tracker Message", and 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 disaster emergency and to request a Presidential emergency or disaster declaration.

Updates giving new developments and more complete Information Center will be forwarded as new information becomes available in the most expeditious manner available, i.e., facsimile, ESATCOM, INTERNET, "EM Constellation".

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 State 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 up within each of the following scenario timeframes: 24-hours, seven days and 30-days.

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 the civil 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, sufficient numbers of people needed to deliver a service may be deficient, supplies to meet the needs of the victims and residents may be lacking. Yet, disaster-affected and unaffected residents expect services to be delivered in an efficient and effective way.

1. Each agency/activity governed by this CEMP will 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 Divisional standard operating procedure (SOG). 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 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 absence, or the Deputy County Manager in his 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 Office ultimately possesses redundant and robust internal and external communications capability. Additionally, during a major

emergency this office can supply emergency amateur radio operators with their equipment.

2. Administrative Services Division Administrator 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 land falling 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. Departments within the Administrative Services Division will assist activities in identifying way 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 State Division of Emergency Management or the Collier County Emergency Management Department.
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. Insure you address timing for employees to take care of personal matters while assuring the operation maintains a minimal acceptable level of performance.

I. Logistics & Administration

Because your plans are developed to continue operations to deliver services to the public, etc., your planning effort should be detailed enough to determine what needs to be packed and moved to who will move the assets. The range of contingency planning should go from identifying what needs to be moved and set up at the alternate location to having to accomplish all the labor with only those resources your department possesses.

J. Security

Depending on the emergency that warrants implementation of the COOP/COG plans, various levels of security should be factored in the planning process: from physical security of the facility for the activities you plan to accomplish to cyber security of the vital records you deal with.

K. Test, Training & 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 Office.

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

D. Applicable CEMP References

FEMA's 9500 Series Policies (<http://www.fema.gov/government/grant/pa/9500toc.shtm>)

Federal Disaster Assistance Program - Title 44, Code of Federal Regulations, Part 206 (<http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&tpl=%2Findex.tpl>)

Florida Comprehensive Emergency Management Plan
(<http://floridadisaster.org/documents/CEMP/2010/BASE%20PLAN.pdf>)

Florida Executive Order 80-29

Florida Handbook for Disaster Assistance
(<http://www.floridadisaster.org/documents/disasterhandbook.pdf>)

20## Statewide Emergency Shelter Plan – go to URL below for the current year's plan.
(<http://www.floridadisaster.org/Response/engineers/library.htm>)

National Response Framework (<http://www.fab.org/EASPlan.html>)

NOAA - Sea, Lake, Overland Surge from Hurricanes (SLOSH)

2010 Southwest Florida Regional Planning Council's Regional Hurricane Evacuation Study (http://www.swfrpc.org/evac_study.html)

"State of Florida Resource and Financial Management Policy and Procedures"
(<http://www.floridadisaster.org/documents/RFMP.pdf>)

USCG Sector St. Petersburg Area Contingency Plan
(<http://ocean.floridamarine.org/ACP/STPACP/DOCUMENTS.html>)

LEPC District 9 Emergency Management Plan for Hazardous Materials
(<http://www.swfrpc.org/lepc.html>)

State of Florida Emergency Alert System (EAS) Plan (<http://www.fab.org/EASPlan.html>)

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
Emergency Satellite Communications.....	SOG # 6
Fuel Spill Procedures.....	SOG # 7
Initial Recovery Process.....	SOG # 8
Emergency Operations Center Activation.....	SOG# 9
Satellite Radio & Telephone Operations Communications.....	SOG # 10
Fire and EMS Accountability.....	SOG # 11
Emergency Management Conference Call Instructions.....	SOG # 13
EMnet Communications.....	SOG # 14
Emergency SatComm.....	SOG # 15
Special Needs Registry Program.....	SOG # 16
Impact/Damage Assessment Procedures.....	SOG # 20
RACES Communications Plan.....	SOG # 21
Special Needs Phone Bank.....	SOG # 22
Immokalee Recovery and Coordination Center (IRCC).....	SOG # 23
HazMat Emergency Response.....	SOG# 24
Satellite Mutual Aid Radio Talkgroup.....	SOG# 25
Hotline Phone Bank Equipment Activation	SOG# 27
Marine Emergency Response Team (MERT)	SOG# 28
Essential Personnel Family Assistance	SOG# 29
Emergency Refueling.....	SOG# 30
Limited Capacity Pet Friendly Adjacency Shelter Activation	SOG# 32

Collier County Local Mitigation Strategy

Collier County Fuel Spill Policy

Collier County Marinas

Collier County Mobile Home Park Listing

Collier County Disaster Housing Strategy

Florida Regional Domestic Security Task Force Standard Operations Template

Homeland Security Presidential Directives

Inclement Weather Sheltering Policy

- F. Public Service Announcements (Tropical Depression, Tropical Storm, Hurricane)
Mutual Aid Agreements, Memoranda of Understanding, and Other Agreements
(incorporated by reference)

AGREEMENT - Disaster
Preparedness. BCC of Collier
County and Collier County
School Board: sheltering,
transportation, and school
dismissal.

FDEM Support Trailer

First Baptist Church of Naples

First Church of Christ Scientist

Statewide Mutual Aid
Agreement

Florida Alert Response Team
Goodwill Industries of SW
Florida

American Red Cross of Collier
County

Guadalupe Center

Career and Service Center of
Immokalee

Guadalupe Social Services

Catholic Charities of Collier
County

Habitat for Humanity of Collier
County

Collier County Public and
Private Schools

Harry Chapin Food Bank

Hodges University

David Lawrence Center & EMS
& Collier County Health
Department

Immokalee Friendship House

Immokalee Helping Our People
in Emergencies (I HOPE)

Greater Naples Fire District

Immokalee Technical School
(ITECH)

Emmanuel Lutheran Church

Farm Workers Village

Isles of Capri Fire District

Living Word Family Church

Marco Island YMCA

Marco Presbyterian Church

Mayflower Congregational
Church

Moorings Presbyterian Church

Naples Civil Air Patrol
Squadron FL023

Naples United Church of Christ

Ochopee Fire District

Shepherd of the Glades
Lutheran Church

The Salvation Army

United Way of Collier County

Veterans of Foreign Wars Post
7721