

City of Marco Island Florida
Ad Hoc Hurricane Review Committee
Final Report and Recommendations
December 31, 2018

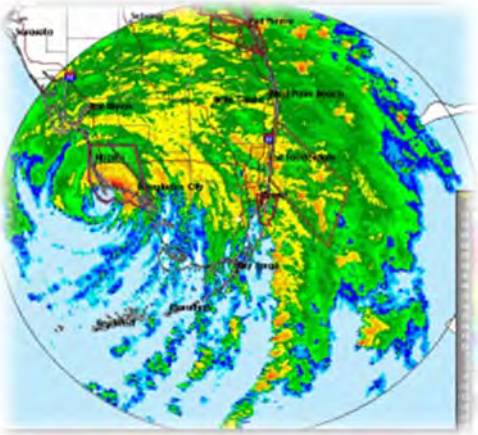


Table of Contents

Executive Summary.....	3
Introduction.....	5
Preparedness.....	7
Response.....	8
Recovery.....	13
Mitigation.....	15
Conclusions	17
References.....	18
Committee Preliminary Report (Preparedness).....	Appendix A
City of Marco Island Declaration of Emergency (Irma).....	Appendix B
City of Marco Island Response Time-line.....	Appendix C
City of Marco Island Resolution 18-08 creating the Ad-Hoc Committee...	Appendix D
Emergency Support Function (ESF) Listing.....	Appendix E
City of Marco Island After Action Report.....	Appendix F
MICA Hurricane Irma Survey.....	Appendix G
City of Marco Island Comprehensive Plan Extract, December 2009.....	Appendix H
MICA Hurricane Preparedness Guide 2015.....	Appendix I
Marco Island Mitigation Briefing, September 2018.....	Appendix J
City of Marco Island CEMP.....	Appendix K
Collier County Hurricane Irma After Action Report.....	Appendix L
City of Marco Island NFIP Community Rating System (CRS).....	Appendix M
Committee Member Bios.....	Appendix N
FY19 Emergency Management Budget Presentation.....	Appendix O

EXECUTIVE SUMMARY

In December 2017 the Marco Island City Council requested the establishment of an Ad Hoc Citizen Committee for the purpose of examining the city's response and recovery efforts relating to Hurricane Irma. The committee was tasked to review how the city government's emergency preparedness program functioned and to make actionable recommendations to the City Council in both a Preliminary Report within 90 days of the committee's formation, and a Final Report to be provided at the sunset of the committee, which was established as the end of 2018.

The Preliminary Report was produced and presented to the City Council at its regular meeting June 4, 2018, and is included in this Final Report at [Appendix A](#).

The Hurricane Irma Ad Hoc Review Committee was made up of five residents of the City of Marco Island who were considered by the City Council to have relevant experience in managing hurricane emergencies, and who were residing in the city during and after the hurricane and its recovery efforts. The committee members bios are provided at [Appendix N](#).

The committee has met more than fifteen times and spent many hours interviewing key personnel, city officials and volunteers, and doing independent research to prepare this report. The nature of the council's request for the committee and the committee's actions were to determine how the City of Marco Island could organizationally improve prior to the next disaster. What is contained in this report is not meant to take away from the sacrifices and outstanding work done during and following Hurricane Irma by city staff, residents and volunteers.

Findings:

- City leadership consisting of council, interim city manager and many new directors, were not as familiar with the city's emergency preparedness program and their roles as they should have been, however preparedness began ahead of the storm and was led by the interim city manager and directors.
- Lack of leadership consistency due to high turnover in the city manager role since 2007 led to a deterioration of the emergency preparedness program.
- Essential preparedness and response supplies and activities had not been procured or coordinated for.
- Key functions such as public information, volunteer resources and coordination with county, state and federal agencies were coordinated, but due to above may not have been to the optimum level.
- There has been insufficient training and planning being conducted for non-first responder staff and volunteer assets; however, the interim city manager conducted several emergency planning meetings to review with staff how to prepare and respond.
- The city's budget does not adequately address disaster preparedness.

Recommendation:

- With a renewed sense of urgency hire a permanent city manager prior to the 2019 hurricane season, who has as one of their priorities the re-establishment of a comprehensive emergency preparedness program for Marco Island.
- Reestablish a full-time public information officer position on the city staff to coordinate all facets of the communications/public information/education and outreach issues.
- Establish a full-time emergency management position to direct and coordinate all emergency preparedness, response, recovery, and mitigation efforts.
- Establish an annual pre-hurricane season workshop for the city councilors that reviews their roles and responsibilities and the city's preparedness status with the city manager.
- Include both short-term and long-term emergency preparedness needs as an identifiable part of the budget.
- Update the city's Comprehensive Emergency Management Plan to include the After-Action Report findings as a result of Hurricane Irma (last partially updated in 2013).
- Improve the coordination of needs and partnerships with the county, state and federal agencies that the city is reliant on for support.
- Plan and provide a resource framework and comprehensive training for the community's volunteers.

Conclusions:

While city government can be thankful that there were no deaths, serious injuries or major human-related environmental impacts due to Hurricane Irma, the city's preparedness was less coordinated and effective due to the 13 years that had passed since the last major storm. Our observation as a committee was that the adjustments made after Hurricane Wilma were allowed to lose priority due to the passage of time. City staff and the community at large can be proud of the outstanding effort and team-work displayed during the emergency and throughout the recovery. However, overall response and recovery efforts were hampered throughout due to a lack of equipment to handle a Category 3 Hurricane. Clear direction by the city council for an atmosphere and philosophy of year-round disaster preparedness and ownership of this responsibility by a permanent city manager is imperative to improving the city's disaster resiliency.

INTRODUCTION

Hurricane Irma struck the City of Marco Island on Sunday September 10, 2017, as a Category 3 hurricane, with peak sustained winds of 112 - 115 mph (gusts up to 130 - 150 mph) and a storm surge measured at 2 – 7 feet above normal tide height at certain points on the island. Imbedded within the storm as it passed over the Island were suspected tornadoes and micro burst wind events, which caused additional damage. As early as Monday, September 4, Hurricane Irma was measured as a stronger Category 5 hurricane with a potential for much greater wind speeds and storm surge, which threatened not only South Florida, but a large portion of the state of Florida as well. Appropriately, on Wednesday, September 6, the Marco Island City Council met and declared a Local State of Emergency (See [Appendix B](#)), directed staff to prepare the city for the landfall of a major hurricane and to coordinate with local, state and federal partners. From then to approximately Friday, September 8, the city government worked around the clock to prepare for and manage the resulting emergency and to restore a basic level of normalcy for residents and businesses following the storm. Recovery and mitigation actions continue as of the date of this report – a timeline of the critical events is attached at [Appendix C](#).

As a result of a desire by city officials and residents for a thorough understanding of how a future disaster event might be better prepared for and managed, in December 2017 the city council proposed the creation of an ad hoc citizen committee to review the city's actions relating to Hurricane Irma by Resolution (See [Appendix D](#)). In March 2018 the composition of the committee was finalized and approved with the requirements to produce a Preliminary Report within 90 days and a final report prior to the committee sunset date of December 31, 2018.

The committee met for the first time on April 2, 2018, and jointly decided to proceed with the review using the four standard phases of emergency management (Preparedness, Response, Recovery and Mitigation) as its framework for review and further looking at each phase by Emergency Support Function (ESF) (see [Appendix E](#)). Further, it was decided by the committee not to supplant the city staff's Hurricane Irma After Action Report, which was prepared directly after the major response and recovery activities and completed in fall 2017 (see [Appendix F](#)). The report was reviewed by the committee as a starting point to its review and considered to be valid and immediately actionable.

To provide feedback to the city council prior to the onset of the 2018 hurricane season, and in accordance with its direction, a Preliminary Report that covered the city's preparedness activities leading up to Irma's impact on the community was provided at City Council's June 4, 2018, meeting (see [Appendix A](#)).

The majority of what is contained in this report is a discussion of problems discovered, or improvements needed to what was in-place before and during Hurricane Irma. This report is not meant to detract or ignore the herculean effort, outstanding performance and personal sacrifices made by the overwhelming majority of the city's staff and leadership. The very nature of a review

committee charged with “recommending improvements” lends itself to a critical eye and a focus on what could have been done better. Simply said, the government and residents of Marco Island did the best they could with what was in-place and what they had to work with in September 2017; this report presents improvements both necessary, and to be considered.

This Final Report along with the Preliminary Report previously submitted is our best assessment of what happened and recommendations for how city government can improve its disaster preparedness program prior to the next emergency.



PREPAREDNESS

(Prior to September 6, 2017)

The ad hoc committee's Preliminary Report, which was delivered in June 2018 ([Appendix A](#)), covered the Preparedness review of the City of Marco Island's Hurricane Irma response. Since its presentation, the following additional comments are provided:

The 2018 hurricane season spared the island additional damage and allowed the recovery phase of Hurricane Irma to continue. However, many of the city's disaster preparedness and response issues have not been resolved and would manifest themselves again during a future disaster event.

The process for updating the city's Comprehensive Emergency Management Plan (CEMP), ([Appendix K](#), which was last updated in 2013), began immediately following Hurricane Irma and an After-Action Report with recommendations and changes to the current CEMP was created, but the city has not completed updating the CEMP. Normal protocol has a five-year update cycle on an emergency plan without an event, and an update encouraged after every major event. The update/re-write process normally takes six to 12 months and includes public input, departmental coordination and vetting as part of the process prior to final approval and incorporation.

The review committee was advised by staff that Collier County's CEMP had been adopted by the city prior to Hurricane Irma. In October 2018, the committee discovered the Collier County's CEMP had not been formally adopted by the city (it subsequently has been). While seemingly a formality in adoption as the city follows this CEMP in response to wildfires, mass casualty and hazardous materials incidents, the adoption is and was important because non-adoption could cause potential issues with the county, state and federal agencies that require the adoption to provided services, reimbursements and grant opportunities. Further, it highlights the need for communication improvements within the city and the level of current coordination with Collier County. Some resources were delayed according to Collier County's Emergency Management Director due to the impact of two other major hurricanes, Harvey and Maria and even the county had difficulty obtaining some resources ([Appendix L](#)).

The following enhancements or improvements have been made by the city government:

- Additional communications equipment has been added to the city, inclusive of an emergency low-power AM radio station (1690 AM) September 10, 2018
- An annual Preparedness Seminar was held June 22, 2018
- Additional emphasis has been placed on employees participating in preparedness training, such as *Crisis Track* (damage assessment training)
- Additional vehicles and equipment have been purchased or are slated for purchase by individual departments

RESPONSE

(From September 6 to September 23, 2017)

The response by the City of Marco Island to Hurricane Irma began in earnest with the city council's declaration of a Local State of Emergency September 6, 2017 ([Appendix B](#)). This declaration gave authority to the city manager to act in accordance with the plans and procedures outlined in the city and Collier County's CEMP, as well as waving some purchasing constraints and allowing use of some city properties for emergency use. [Appendix C](#) provides a time-line of the major city response milestones.

The city leadership and staff provided an outstanding effort in its response to Hurricane Irma. The community was fortunate to not suffer any fatalities, major injuries or serious response related environmental issues as a result of some of the challenges faced. The city did suffer serious damage to both private and public property, as well as a number of near-misses with regard to citizens who remained on the island in the face of a life-threatening situation. The committee's review found a number of areas which should be considered for review, updating or improvement prior to the next event.

While the city called for an evacuation prior to the county issuing the order, overall preparedness and staff turn-over seemed to hamper the city's response from the onset of the emergency in addition to the other two fast following major hurricanes impacting resources. Further coordination and communication with Collier County, the state and federal partner agencies was stale or incomplete resulting in resource short-falls, delays and some confusion regarding evacuation. Lastly, the majority of the city councilors were not familiar with their role and were not familiar with the city's CEMP, which had the result of injecting additional challenges and issues into the response. The city's After-Action Report ([Appendix F](#)) recommended that the city improve its self-sufficiency so as not to be as dependent on the county or state as the resource provider.

The number one concern mentioned by the community relating to the Irma response was a lack of official information (See [Appendix G](#).) This issue has two components; individual responsibility (participating in preparedness and knowing where to look for information), and a governmental responsibility (providing multiple relevant conduits of accurate and coordinated information). Both groups need to work on this to get this important issue to the level desired.

Every city resident, business and visitor has a responsibility to be familiar with the information and procedures that have been established and are available prior to a disaster, particularly a hurricane. The City of Marco Island had a comprehensive hurricane preparedness guide ([Appendix I](#)) available both in hard-copy and on its website, which among other important information explained how to get information during an emergency. Additionally, the city's website provided other specific emergency information, which would have been helpful to

persons who availed themselves to it, although some of its content was outdated or irrelevant before and after the event.

However, the city government did less than what it is required to by its own CEMP and Comp Plan regarding promotion of this information prior to the storm and assuring that it would be available after the effect of the storm had taken place. Our review noted the following:

- The city held no hurricane preparedness seminar in 2017 as is required by its Comprehensive Plan (Extract at [Appendix H](#)).
- It had not updated the hurricane preparedness information on its website, having information more than 10 years old and not relevant in some cases. Additionally, this important conduit failed during the storm when it was most needed.
- It had not accounted for the impact and use of social media conduits such as Facebook and Twitter. Facebook, as is noted in the city After-Action Report, was not operative. Social media has public retention laws that require specific software and the city hopes to launch a Facebook page for emergency use only sometime in the future. Also, many city councilors had conflicting information on their Facebook pages.
- The city had eliminated the staff Communications position, which successfully coordinated these activities in 2005 during Hurricane Wilma without fully accounting for the void.

Employee Preparedness and Care: There seemed to be some confusion amongst the city staff regarding what was expected of each of them, who was required to report for work, what their emergency job was, and what might be available to help them provide for their family's safety. The current practice however, is for all new employees, as part of their orientation process with HR, to be briefed of their responsibilities during city emergencies. They are advised to develop a family evacuation plan and to advise their director if they have a family situation that would prohibit them from working during an emergency. Most employees were ordered to report to the Marriott on September 8 where they were housed, fed, briefed and deployed following the storm. The city did provide housing for city employees who experienced severe property damage and did not have electricity.

Recommendation: The city provide written guidance that outlines employee responsibilities, training requirements, family resources and compensation during emergencies. Additionally, the city should develop procedures to keep track of and provide appropriate resources for its employees and their families during and directly after emergency events.

Sheltering/Evacuation: Hurricane Irma, because of its unpredictable path, size and strength, presented a severe sheltering challenge to all Florida communities. Providing adequate shelter of the general population, Persons with Special Needs (PSN) and pets was an undeniable challenge during this storm. Since the City of Marco Island, because of its susceptibility to storm surge, is not considered safe for a hurricane shelter it must rely on Collier County and the state

to provide shelter space for its residents' needs. Collier County, despite its best efforts, struggled to provide enough shelter spaces in all categories (general, PSN and pets) during Hurricane Irma (Appendix L). Having adequate shelter space directly affects the level of evacuation cooperation a community can expect from its residents; if they don't think that there is shelter space they are less likely to evacuate. While Marco Island is dependent on Collier County for all its sheltering needs, it currently does not provide adequate assistance and, or proper coordinate to help the county meet this need.

Recommendation:

That the city coordinates much more closely with Collier County prior to the beginning of hurricane season each year, to ensure that the city's shelter requirements are known, resourced and accounted for. This would include the City of Marco Island providing trained staff and volunteers to all shelter category locations in an emergency. Our city residents should be a part of the needed critical resources, which are largely operated by volunteers, and participate at an equivalent level. Additional transportation coordination needs to be made to ensure that persons who need transportation to a shelter can get it, including PSN.

Pet evacuation, sheltering and care in an emergency continues to be an issue needing resources and attention nationwide. The City of Marco Island needs to engage and discuss partnering with volunteer organizations to improve the current inadequate pet care system.

Debris: Many residents expressed frustration regarding the length of time after the storm to remove the vast amount of debris that was generated and that needed to be professionally removed. Hurricane Irma presented unique challenges regarding debris removal. Not only did it come on the heels of Hurricane Harvey, which had absorbed much of the nationally available professional debris removal capacity in Texas, but it also generated three times as much debris as Hurricane Wilma in 2005. The committee's review found that while managing the large amount of debris on the Island was slower than previous events and a certain amount of inconvenience was experienced by everyone, it ultimately was completed reasonably well. Suggestions to contract directly for debris management (currently the city contracts through Collier County), or the use of Veterans Park for temporary debris storage is not advisable due to extreme financial and environmental considerations. It was also noted that improper sorting of debris by residents and some contractors caused delays in removal that could have been avoided with proper sorting up front.

Recommendation: That the city more closely coordinate with both Collier County Government and its debris management contractor to more thoroughly review the city's debris removal needs and expectations after a storm. Also, the city should review its information outreach to the community – by providing one unified message – regarding debris removal, especially as it relates to what to expect and how individuals can assist to speed the task.

The cost of debris removal is largely reimbursed by FEMA if its management and cost guidelines are followed. Simply paying a premium for quicker removal likely would result in a much higher cost to the city in terms of loss of FEMA reimbursement.

- Volunteers: A few groups, as well as some staff, expressed concern regarding the ability of the city to facilitate the willingness of volunteers to assist with some of the needs that arose during and after the event. These areas included securing public property, providing personnel to shelters, assisting with transportation needs for evacuees, pet issues, feeding and providing other unmet needs before and after the storm's passing. The primary observation made by the committee during its review was that there was no planning or infrastructure in place by the city prior to the storm and no bandwidth within the ranks of the staff after the onset of the emergency to incorporate the significant amount of volunteer resources available both from city residents and outside sources. The result was a seemingly uncoordinated volunteer response, which did not have the positive recovery effect that it could have. The city operated a call center that received 12,000+ calls in 12 days, sent 20 code red messages (16,000 individual) and 35,000 text messages. The city worked with the Family Church to operate a feeding center for first responders and city staff which was operated by city employees and volunteers. Many departments worked to direct volunteer organizations and deploy services and goods where needed but, again, due to the lack of consistent leadership, this area could be enhanced.

Recommendation: That the city have a dedicated emergency volunteer coordinator on the city staff whose responsibility would be to arrange a mechanism of coordination to compile, track volunteers and assure that they and their capabilities are formally integrated into the city's emergency plans. Normally, volunteer organizations have a signed Memorandum of Understanding/Agreement with the entity they are offering assistance to in order to address issues such as liability, scope of activities, monetary reimbursement and safety. None of this is currently in place. Further, there was little coordination at the county, state and federal level to coordinate with volunteer assets, such as the Red Cross, Salvation Army, Volunteer Organizations Active in Disasters (VOAD), etc. However, the police and fire departments did coordinate with Red Cross and Salvation Army for set-up points. Consideration may also be given to re-starting the Community Emergency Response Team (CERT) program, formerly run by the Marco Island Fire and Rescue Department, which is volunteer training akin to a neighborhood watch for disasters. A more formal level of planning and coordination year around is needed to take advantage of these important volunteer assets.

Conclusion: All emergencies and hurricanes are different and provide their own set of response challenges. Hurricane Irma was certainly significantly different than other storms that have affected Marco Island and the city government's response was complicated by an ongoing lack of stability in the City Manager role and turnover in the director roles. Planning and preparedness

can't replace experience, but the less experience you have the more you have to plan and prepare. In this case the city was lacking. The interim city manager performed an admirable job leading the team through this emergency as evidenced by the respect and loyalty from his staff, but we do need a full-time city manager who will continue to provide leadership and take this to a new level.

RECOVERY

(From September 24, 2017, to Present)

Regardless of how much a community prepares or how well it responds to a disaster, the recovery will take time and provide its own set of challenges. The City of Marco Island benefited through actions taken in its response activities such as hiring a recovery coordinator, augmenting its building department inspectors through the use of private provider inspection contractors, and coordinating more closely with volunteer groups to provide for unmet needs. Those actions notwithstanding, issues remained with coordinating information to the public on recovery efforts and time-lines, ensuring the reliable delivery of public utilities and services, and providing emergency building services including inspection, permitting, code enforcement, condemnation and emergency housing.

Many of the issues during this time related to private property, businesses and condominium organizations and were complicated by the early influx of seasonal residents anxious to assess and/or repair their properties. Those issues, while mostly concerning private insurance companies and contractors, added a significant workload on the city's Building and Growth Management Departments that already had been working around the clock for several weeks to address hurricane response issues.

Additionally, the state and federal agencies that maintain oversight or had a financial interest in the recovery operations provided further challenges by making numerous uncoordinated visits to inspect, view and "assist" the city during the early phases of the recovery efforts. Generally, the recovery from the damage caused to the city by Hurricane Irma has been steady, albeit, slowed by a lack of trained workforce, shortage of contract specialist and additional bureaucracy (both internal and external). The recovery phase of a disaster is always the most difficult; however, some things can be planned for which can lessen the pain.

Recommendation:

The city should spend more time and effort planning and coordinating for what happens after a disaster like a hurricane. This would include better coordination with Collier County and neighboring municipalities for resources, planning for things like emergency building/repair and inspection.

More pre-event contingency contracting should be considered for personnel, such as building inspectors, damage assessors and other required disciplines. This would potentially lock-in some key workforce augmentation ahead of the rest of the state at a reimbursable rate (FEMA generally honors pre-event contracts).

Improve the public information and outreach in this area to get the assistance of the residents and businesses, helping them know what to expect and, at the same time, managing their expectations during the recovery phase.

Consider developing a cadre of local retirees with building/contracting experience that could be utilized as volunteers, and or, temporary workers to assist with the large amount of review, inspection and permitting required during the recovery phase.

Involve the Chamber of Commerce and Building Association on how they can assist. The Marco Island Chamber of Commerce can partner and assist with the distribution of information as well as being a clearinghouse for community feedback. Likewise, the building industry can be a more valuable partner regarding the multitude of issues and challenges before, during and after a damaging disaster.

Conclusion:

A community's recovery from a disaster is often the most difficult phase with respect to time, inconvenience, bureaucracy, governmental introspection and cost. Hurricane Irma certainly has presented its challenges and the recovery effort for Marco Island is still very much in evidence as of this report. As difficult as Irma's recovery has been, major issues with respect to power, water and sewer utilities, road, bridge and transportation infrastructure and critical facilities were able to be placed back into operation for residents relatively quickly enabling government, schools, businesses and tourism to resume to an acceptable level of normalcy relatively quickly.

A more damaging storm with higher winds or more storm surge, like Hurricane Donna in 1960 or Hurricane Michael in 2018, will likely present a situation which will overwhelm the city's current recovery capacity. Large flooding disasters cause more and different damage, often requiring much more significant repairs and assistance. Planning for how the city can more quickly accept and accommodate outside help is an area that needs to be more thoroughly addressed going forward.

MITIGATION (Continuous)

Mitigation is considered activities that lessen or prevent damage or the potential loss of life or injury from emergencies or disasters. Activities like creating a greater level of preparedness, hardening or elevating structures, providing electrical redundancy and surge protection to protect critical utilities/facilities and efforts to educate and inform residents and visitors. Mitigation does not collectively have a beginning or an end, but more commonly is on-going year around, through all phases of an emergency or disaster and can be long-term projects as well as short-term quick interventions.

The City of Marco Island performed many mitigation activities at all different levels prior to, during and after Hurricane Irma. These included distributing hurricane preparedness material, issuing evacuation orders, sheltering and evacuating city equipment, and triaging the damage situation immediately following the passage of the storm. Further, the City of Marco Island has a long history of participation at the county, state and federal level with the various mitigation grant programs, such as the FEMA Hazard Mitigation Grant Program (HMGP) which has provided funding to the city in the past for such things as the hardening of critical facilities and beach re-nourishment. A summary of the city's post-Irma mitigation grant efforts is in [Appendix J](#) of this report.

A planning consideration that accompanies grant opportunities is usually some level of cost-share in the form of local funding. It is important that the city keep available sufficient budget reserves so that it can take advantage of its mitigation priorities as opportunities become available.

The city's production of an After-Action Report in direct response to Hurricane Irma was an important effort and critical to assessing which mitigation activities would be most effective going forward and has been invaluable to this committee in its review.

There can be many different levels of hazard/damage mitigation that a community can invest in. Some mitigation activities can have low cost, such as placing preparedness information on the city's web site; or even no cost, such as encouraging people to put their trash receptacles away, or make plans to evacuate. Other mitigation projects can be very expensive, such as beach re-nourishment, the purchase of large generators or elevating a roadway. As a community, the City of Marco Island needs to decide on what level of hurricane resiliency it desires and then plan and budget accordingly to reach that level.

One mitigation program that the city has embraced and funded that has provided a solid return is the National Flood Insurance Program's Community Rating System – see [Appendix M](#). This initiative, which the city has participated in since 1997, encourages many hurricane flood

mitigation and preparedness activities that contribute across the board to the community's overall emergency preparedness.

The city does not do as well incorporating mitigation into its day-to-day operations and capital improvements. Currently, there is no plan and no clear budgeting to support non-grant mitigation activities for the city.

Areas to consider for improved mitigation efforts:

- Improved educational outreach to the building/contractor community
- Hurricane resiliency incorporated into the city's Capital Improvement Plan
- A comprehensive emergency/disaster communication plan
- Disaster mitigation incorporated into the city's Comprehensive Plan
- Disaster mitigation as a consideration/goal for all city committees

CONCLUSIONS

After its creation, the City of Marco Island Ad Hoc Hurricane Review Committee met 15 times and thoroughly examined all relevant information relating to Hurricane Irma. The committee endeavored throughout to follow its charter, which was to “provide the Marco Island City Council with actionable recommendations that could improve the City’s effectiveness in the event of a future natural disaster.” We believe that what is contained in this report does provide many actionable recommendations and observations to meet that goal.

Primary Findings:

- City leadership (council, city manager and directors) need to thoroughly understand their roles and responsibilities regarding the city’s disaster preparedness program.
- The city needs to improve its disaster preparedness coordination with Collier County, the State of Florida, and applicable Federal Agencies and volunteers.
- The city’s emergency communication strategy was not adequately resourced and coordinated to meet the needs and expectations of its residents, visitors and businesses. The city needs a written disaster communication and outreach plan that needs to be kept current going forward.
- Debris removal agreement should be reviewed with Collier County to assure that it meets the expectations of the city and its residents.
- Emergency resources of people, equipment, facilities and training are insufficient to meet the expectations of the city leadership and its residents in a major disaster.
- The city’s annual budget, FY19 Emergency Management Budget Presentation, ([Appendix O](#)) does not contain specific guidance and funding for disaster preparedness (training, equipment, facilities and pre-disaster contractual resources).

It is important to keep in mind that the next natural disaster or emergency that affects the city will not be identical to Hurricane Irma and will present its own set of challenges and problems, some of which may be more severe. Our city leadership needs to improve its planning efforts and endeavor to instill a community environment and philosophy of emergency preparedness and resiliency in balance with the risk of living on an island in southwest Florida. This process has started already with the Hurricane Irma After-Action Report. In considering this reality, it needs to be kept in mind that a city can under prepare for a disaster but can never over prepare. Preparedness takes resources of time, people and money. City leadership has the challenge of determining the proper level of each. It is the opinion of this committee, that in the lead up to Hurricane Irma though today, the city needs to invest in more of these resources (refer to [Appendix O](#)) and firmly task the city manager with the responsibility and ownership of the emergency preparedness program and given our unique geography this program should be active throughout the year. It is hoped that this report and its Appendixes will provide constructive ideas, examples and recommendations toward that goal.

REFERENCES

The City of Marco Island Comprehensive Emergency Management Plan of December 2013

The City of Marco Island Comprehensive Plan dated December 9, 2009

City of Marco Island Ordinance 01-24 (Post-Disaster Redevelopment)

The Marco Island Civic Association Hurricane Irma Survey of October 2017

The City of Marco Island Hurricane Irma After Action Report of January 2018

The City of Marco Island City Council Resolution 18-08 (Ad Hoc Hurricane Review Committee)

The Collier County Comprehensive Emergency Management Plan of August 2016

The Collier County All Hazards Guide 2017

The Collier County Hurricane Irma Response After-Action Report of October 31, 2017

The MICA Marco Island Hurricane Preparedness Guide 2016

The Marco Island News Letter “Things to know about Flood Protection,” October 2017

Title 44 of the Code of Federal Regulations (44CFR), February 2014

Robert T Stafford Disaster Relief and Emergency Assistance Act, August 2016

Appendix A

Committee Preliminary Report (Preparedness)

*City of Marco Island Ad Hoc Hurricane Committee
Preliminary Report and Recommendations*

June 2018

Introduction:

In September 2017 Hurricane Irma struck the City of Marco Island and its surrounding area as a strong category 3 hurricane. The result was a maximum response and recovery effort by residents and the City government that continues today. In January 2018 the Marco Island City Council voted to appoint a Citizen Advisory Committee of qualified residents to review the City's preparation, response, recovery and mitigation efforts and make actionable recommendations to the Council which would improve the City's effectiveness during future disasters.

Committee Members:

Jim von Rintel, Chairman
Ron Myers, Vice Chairman
Allyson Richards, Member
Bill Tilton, Member
Margie Hapke, Member

Methodology:

To properly review the events and actions surrounding Hurricane Irma and its impact on Marco Island and the City's response to the threat and its subsequent impact, the Committee elected to use the Four phases of the Emergency Management Cycle Model; Preparedness, Response, Recovery and Mitigation activities, discussing each specifically as they relate to the Emergency Support Functions (ESF) outlined in the City's Comprehensive Emergency Management Plan of, December 2013 (appendix A of this report.)

This effort is not meant to supplant the City's official After-Action Report and its findings and recommendation, or other lessons learned or measures already identified as needing change or improvement. In fact, many of the issues listed as concerns in the City Council's formation Proclamation are constructively addressed in the City's After Action Report.

Committee Meetings to-date:

Wednesday, March 21, 2018
Monday, April 2, 2018
Monday, April 16, 2018
Monday, May 7, 2018
Monday, May 21, 2018

References currently being used by this Committee and in the preparation of this report:

The City of Marco Island Comprehensive Emergency Management Plan (CEMP), of December, 2013
The City of Marco Island Comprehensive Plan dated December 9, 2009
City of Marco Island Ordinance 01-24 (Post-Disaster Redevelopment)
The Marco Island Civic Association (MICA) Hurricane Irma Survey, of October 2017
The City of Marco Island Hurricane Irma After Action Report, of January 2018
The City of Marco Island City Council Resolution 18-08 (Ad Hoc Hurricane Review Committee)
The Collier County Comprehensive Emergency Management Plan, of August 2016
The Collier County All Hazards Guide, 2017
The Collier County Hurricane Irma Response After-Action Report, of October 31, 2017
The MICA Marco Island Hurricane Guide, 2016
The Marco Island News Letter “Things to know about Flood Protection,” October 2017

Discussion:

Hurricane Irma’s impact on Marco Island was a major event, causing widespread property damage, dangerous living conditions due to high winds, storm surge, power outages, flooding and wind-driven rain and debris. Despite the potential for loss of life and injury there were no reported deaths due to Irma and only minor injuries reported. This fact is both fortunate and incidental – as there was great opportunity for higher numbers of both.

Preliminary Recommendations/Findings:

Preparedness: (Response, Recovery and Mitigation will be addressed in the final report)

1. Training:

While the City’s CEMP addresses emergency training that should be conducted annually, and goals for minimum National Incident Management System (NIMS) qualifications (Appendix N of the CEMP), for both staff and elected officials, there was apparently only

minimum compliance with this guidance, with no records of who had been trained. Training should be provided for volunteers who are part of the emergency plan.

Previously, City staff, elected officials and volunteers participated in national, state and local training and conference opportunities. These events included the National Hurricane Conference, National Training Center, Florida Governor's Hurricane Conference, Florida Emergency Preparedness Association Conference, State Hurricane Exercise, Florida Floodplain Managers Association, the County Hurricane Exercise and various County training opportunities.

- To this committee's knowledge, prior to Hurricane Irma, the City Staff only participated in the county hurricane exercise, the Florida Floodplain Managers Association Conference, and some select individual County training opportunities.
- There is no City tracking of what training has been conducted, or who has been trained (as required by the City's CEMP.)

2. Planning:

Planning takes many forms and should be conducted from the top of the organization (Council) down to the individual employees and residents (including businesses.) Planning mechanisms include regulations and ordinances, plans (City and County CEMP and City Comprehensive Plan, Department Emergency Plans), Standard Operating Procedures (SOPs and SOGs) and checklists.

An important part of the planning process is practice (exercise, drill and simulation), review (required by the City's Comp Plan annually) and refinement (update, coordination, correction and re-write). The purpose of these planning steps is to identify needs and deficiencies and correct them prior to an actual event.

- Staff has kept up with the planning requirements in only a haphazard manner, with no standard approach and no records of what has been done or when.
 - Only some Departments conduct an annual review of plans
 - Most City Departments don't have a departmental emergency plan
 - City CEMP was last updated in 2013
 - Only minimal and un-standardized use of SOPs and check-lists

*The best time to re-evaluate plans and procedures is directly after an event such as Irma. The Committee understands that the City is currently producing an enhanced and updated CEMP.

- Community participation
 - Volunteers organizations should be integrated into the planning, training and exercise process
 - Businesses should also be included, especially those which the community depends on for response support and recovery assistance
 - Construction companies and builders need to be an area of special focus for both the assistance they can provide, and their responsibilities regarding construction site storm hazards caused by lack of storm preparation

3. Resources:

Managing emergencies requires resources of people, time, money, facilities and equipment. Municipalities, such as the City of Marco Island must constantly attempt to strike a balance to provide resources that will meet requirements for a disaster or emergency that can be reasonably anticipated. In previous years the City's emergency resources seem to have been better planned for and available. There is consensus so far in our review that the following resources need enhancement:

- Personnel (City Staff):
 - A full-time Communications/Public Information Officer (PIO)
 - A full-time Emergency Management Position – direct report to the City Mgr.
 - A volunteer coordinator on the City staff
 - Establish formal employee emergency policies
 - Better on-call contractual arrangements
- Personnel (Volunteers):
 - Formalize volunteer groups with training Memorandums of Understandings (MOU) and planned missions/assignments
 - Include volunteer involvement in planning and exercise process
- Time:
 - Training and exercise will improve time available during an emergency
 - Greater public outreach and information will improve public readiness
- Money (Budget):
 - Realistically include emergency preparedness in all aspect of the budget
 - Need a comprehensive approach to Grants – they don't supplant budget
 - Reserves (always must be reviewed for adequacy)
- Facilities & Equipment:
 - Improved/expanded Emergency Operations Center (EOC)
 - On-Island fuel storage and distribution

- Dump truck
- Front loader
- High clearance vehicles
- Shallow draft vessels
- Continue to harden City property and facilities across the spectrum
- Create a dedicated capital plan (immediate, short and long-term) for disaster resistance and mitigation
- Other (list is not complete at this point)

4. Outreach/Public Information:

This area is always a challenge, but was singled out in almost every source, interview and discussion during the course of our review thus far as needing improvement and or updating. While some of the shortcoming can be attributed to changes in technology and how people get their information today, there were several areas that, due to neglect over the past few years, caused problems, many unnecessary and some severe.

- Public Outreach:

- Hurricane preparedness information seminars – none held, although the City’s Comprehensive Plan requires them
- The City’s website and TV; had outdated information and was not able to be updated
- County & MICA Hurricanes Guides – good, but not promoted, or readily available
- Flood Information Letter – mailed after the storm (should be distributed in May)
- Residents, volunteers and businesses need to be included in the solution

- Public Information

- Need a dedicated full-time communication/PIO position
- No comprehensive Plan for public information
- Social Media needs to be incorporated into all plans
- Code Red needs better explanation/advertising and public outreach to get the public registered
- During emergencies, scheduled a daily update plan for the public
- Coordination with county, state and federal public information
- Leadership must be more familiar with the plan and follow it (one voice)

Currently (and during Irma) the responsibility for Communications and public information seemed to primarily rest with the Police Department, with most preparedness information being provided by the Fire Department and other entities helping out (IT having responsibility for the City's web site), or in some cases freelancing. This resulted in predictable problems. The City needs to establish a year around, coordinated communication public information and media outreach with specific roles and responsibilities outlined for potential emergency events. The City needs to communicate in a coordinated manner with one accurate voice.

5. Coordination:

While the City is its own political entity, in a declared emergency it is unavoidably influenced and, in some cases, mandated by the federal, state and county to do certain things as they relate to public safety. Additionally, the City has certain agreements and contracts with the County (like Debris removal) which require coordination, review and training. Coordination ahead of time is imperative to ensure proper support during and after an event. There is a good deal of evidence that more should have been done in the months and weeks leading up to hurricane season to better coordinate expectations.

- Coordination with county (and neighboring cities):
 - Debris removal
 - Special Needs Population registration
 - Resource Support (who, what, when, where)
 - Shelter availability and status (before during and after)
 - Pet sheltering and animal issues
- Coordination with the State:
 - Resource Support (who, what, when, where)
 - Uncoordinated "help" (self-deployed) afterwards
 - Grant requirements and preparedness for grants
- Coordination with the federal government:
 - FEMA expectations and support requirements
 - Contractual requirements for federal reimbursement
 - Require staff to know which federal, state and county entity is responsible for what issues ahead of time – roles and responsibilities

*You can never do enough of this ahead of time, but there should be a list of annual minimum coordination activities to be completed prior to the hurricane season

6. Leadership:

As with most community responsibilities the level of success or failure rests with the leadership. In the case of an emergency or disaster leadership is especially important, not only at the time of need, but in the days, months and years leading up to that point. While the elected officials are responsible to their citizens for a government that provides for the needs of its constituents, disasters cannot be managed by a committee required to operate in accordance with the Sunshine laws of Florida. There needs to be a City Manager who manages and trains with his staff and the Council towards an atmosphere of disaster and emergency preparedness and thoughtfulness in all facets of day-to-day activities. The City of Marco Island without a permanent City Manager is not where it needs to be prior to hurricane season.

- City Council:

- Hire a permanent City Manager with coastal disaster management, recovery and mitigation experience
- Familiarize yourselves with the city and county CEMPs, and pertinent regulations and ordinances
- Participate in appropriate training and exercises
- Require a preparedness status update prior to hurricane season
- Support guidance with budget
- Know your role – Chair is the lead

- City Manager:

- Ensure policies and initiatives are coordinated, updated and enforced
- Check and inspect – currently there is no mechanism
- Train and encourage staff, volunteers and residents to participate
- Only prepared for a lesser event – not Irma or worse
- Keep the Council informed of the City's budget needs and status

- Department Directors:

- Update or write your department emergency plans
- Train your staff on the plans – set the example
- Enforce City preparedness requirements
- Identify needs to leadership - with specific recommendations and budget requirements
- Participate in training and encourage coordination between departments
- Be proactive with disaster preparedness

Preliminary Findings & Actionable Items (Preparedness) –

Disaster preparedness is a year around effort that should not be left to the last minute prior to hurricane season. This is especially important to a seasonal coastal community, like Marco Island. Seasonal residents and visitors require specific public information and special considerations in order to be prepared and for their properties to be prepared for a disaster in their absence or unfamiliarity with the threat.

The City Government should promote an operational environment and philosophy that incorporates and considers hurricane and disaster preparedness for Marco Island in all aspects of its day-to-day functions throughout the year – currently it is very superficial.

Areas of Preparedness focus:

- Leadership (Permanent City Manager – Council stewardship)
- Emergency Management Coordinator position – under City Manager
- Enforcement of standards and rules citywide
- Appropriate budget and resources (not just words)
- More training for everyone (employees, volunteers and residents)
- Public Information & Outreach (Hire a full-time Communications Person)
- Better Coordination (county, state & federal)
- Volunteers (formalize the City's use through training and agreements)
- Formalize preparedness expectations (train, exercise and inspect)
- Continue to implement the City's Hurricane Irma After-Action report

Path Forward:

Currently the Committee is meeting twice a month on the 1st and 3rd Monday of every month, with the goal of completing the review of the remaining three areas of Response, Recovery and Mitigation relating to the City's experience with Hurricane Irma being completed by early December of 2018, with a formal report being presented to the City Council soon afterwards.

This Preliminary Report is submitted with information and specifics which is intended to be useful in preparing for the 2018 hurricane season and the fiscal 2019 City budget.

Respectfully submitted,

The Ad Hoc Hurricane Review Committee



Appendix A

Emergency Support Functions (ESFs)

ESF 1 – Transportation (Public Works)

ESF 2 – Communications (Police/Information Technology)

ESF 3 – Public Works (Public Works)

ESF 4 – Fire (Fire Department)

ESF 5 – Information & Planning (Fire/Police/Information Technology)

ESF 6 – Mass Care (Community Affairs)

ESF 7 – Resource Support (Clerks Office)

ESF 8 – Health & Medical (Collier County Health Department/EMS)

ESF 9 – Search & Rescue (Fire/Police)

ESF 10 – Hazardous Material (Fire)

ESF 11 – Food & Water (General Services)

ESF 12 – Energy (LCEC)

ESF 13 – Military (FL National Guard)

ESF 14 – Public Information (City Manager)

ESF 15 – Volunteers & Donations (Parks & Recreation)

ESF 16 – Law Enforcement (Police)

ESF 17 – Veterinary Services (Collier County Domestic Animal Services)

ESF 18 – Business & Industry (Chamber of Commerce)

Appendix B

City of Marco Island Declaration of Emergency (Irma)



State of Florida
Collier County
City of Marco Island


**TO DECLARE A STATE OF EMERGENCY
WITHIN THE JURISDICTIONAL BOUNDARIES
OF THE CITY OF MARCO ISLAND**

- WHEREAS,** Chapter 10 of the City Code establishes the procedures for civil emergencies; and
- WHEREAS,** an emergency is an occurrence, or threat thereof, whether natural, technological, or man made, in war or peace, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property; and
- WHEREAS,** it is prudent and necessary to take action to ensure health, safety, and welfare of the community in the event of a state of emergency; and
- WHEREAS,** the Chairman of City Council is empowered to declare a local state of emergency whenever she shall determine that a natural or manmade disaster has occurred or that the occurrence or threat of one is imminent and requires immediate and expeditious action; and
- WHEREAS,** Hurricane Irma is expected to make landfall at or near Collier County and Marco Island; and
- WHEREAS,** the Collier County Board of Commissioners has declared a state of emergency due to the pending threat of Hurricane Irma.

NOW THEREFORE, be it declared by the Chairman of the City Council of Marco Island, Florida this 6th day of September 2017 that:

1. A state of emergency is declared and will continue until the threat or danger no longer exists.
2. This proclamation shall activate the Disaster Emergency Plans applicable to the City and shall be the authority for the use or distribution of any supplies, equipment, materials, and/or facilities assembled or arranged to be made available pursuant to such Plans.
3. The City Manager is authorized to take appropriate emergency measures as outlined in Chapter 10 of the City Code.

DONE AND ORDERED THIS 6th day of September 2017.



Larry Honig, Council Chairman

ATTEST



252.34 f.s.

Title XLVI

Chapter 870

[View Entire Chapter](#)

CRIMES AFFRAYS; RIOTS; ROUTS; UNLAWFUL ASSEMBLIES

870.041 Preservation of the public peace by local authority.—In the event of overt acts of violence, or the imminent threat of such violence, within a county or municipality and the Governor has not declared a state of emergency to exist, local officers shall be empowered to declare such a state of emergency exists in accordance with the provisions of ss. 870.041-870.048.

History.—s. 1, ch. 70-990.

Title XLVI

Chapter 870

[View Entire Chapter](#)

CRIMES AFFRAYS; RIOTS; ROUTS; UNLAWFUL ASSEMBLIES

870.043 Declaration of emergency.—Whenever the sheriff or designated city official determines that there has been an act of violence or a flagrant and substantial defiance of, or resistance to, a lawful exercise of public authority and that, on account thereof, there is reason to believe that there exists a clear and present danger of a riot or other general public disorder, widespread disobedience of the law, and substantial injury to persons or to property, **all of which constitute an imminent threat to public peace or order and to the general welfare of the jurisdiction affected** or a part or parts thereof, he or she **may declare that a state of emergency exists** within that jurisdiction or any part or parts thereof.

Title XLVI

Chapter 870

[View Entire Chapter](#)

CRIMES AFFRAYS; RIOTS; ROUTS; UNLAWFUL ASSEMBLIES

870.047 Duration and termination of emergency.—A state of emergency established under ss. 870.041-870.046 shall commence upon the declaration thereof by the public official and shall **terminate at the end of a period of 72 consecutive hours** thereafter unless, prior to the end of such 72-hour period, the public official, the Governor, county commission, or city council shall have terminated such state of emergency. Any extension of the 72-hour time limit must be accomplished by request from the public official and the concurrence of the county commission or city council by duly enacted ordinance or resolution in regular or special session.

History.—s. 8, ch. 70-990.

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

(9) "Political subdivision" means any **county or municipality created pursuant to law.**

252.36 Emergency management powers of the Governor.—

(2) A state of emergency shall be declared by executive order or proclamation of the Governor if she or he finds an emergency has occurred or that the occurrence or the threat thereof is imminent. The state of emergency shall continue until the Governor finds that the

threat or danger has been dealt with to the extent that the emergency conditions no longer exist and she or he terminates the state of emergency by executive order or proclamation, but no state of emergency may continue for longer than 60 days unless renewed by the Governor. The Legislature by concurrent resolution may terminate a state of emergency at any time. Thereupon, the Governor shall issue an executive order or proclamation ending the state of emergency. All executive orders or proclamations issued under this section shall indicate the nature of the emergency, the area or areas threatened, and the conditions which have brought the emergency about or which make possible its termination. An executive order or proclamation shall be promptly disseminated by means calculated to bring its contents to the attention of the general public; and, unless the circumstances attendant upon the emergency prevent or impede such filing, the order or proclamation shall be filed promptly with the Department of State and in the offices of the county commissioners in the counties to which the order or proclamation applies.

252.38 Emergency management powers of political subdivisions.—Safeguarding the life and property of its citizens is an innate responsibility of the governing body of each political subdivision of the state.

(1) COUNTIES.—

(a) In order to provide effective and orderly governmental control and coordination of emergency operations in emergencies within the scope of ss. 252.31-252.90, each county within this state shall be within the jurisdiction of, and served by, the division. Except as otherwise provided in ss. 252.31-252.90, each local emergency management agency shall have jurisdiction over and serve an entire county. Unless part of an interjurisdictional emergency management agreement entered into pursuant to paragraph (3)(b) which is recognized by the Governor by executive order or rule, each county must establish and maintain such an emergency management agency and shall develop a county emergency management plan and program that is coordinated and consistent with the state comprehensive emergency management plan and program

(c) Each county emergency management agency shall perform emergency management functions within the territorial limits of the county within which it is organized and, in addition, shall conduct such activities outside its territorial limits as are required pursuant to ss. 252.31-252.90 and in accordance with state and county emergency management plans and mutual aid agreements. **Counties shall serve as liaison for and coordinator of municipalities' requests for state and federal assistance during postdisaster emergency operations.**

(2) MUNICIPALITIES.—Legally constituted municipalities are authorized and encouraged to create municipal emergency management programs. Municipal emergency management programs shall coordinate their activities with those of the county emergency management agency. Municipalities without emergency management programs shall be served by their respective county agencies. If a municipality elects to establish an emergency management program, it must comply with all laws, rules, and requirements applicable to county emergency management agencies. **Each municipal emergency management plan must be consistent with and subject to the applicable county emergency management plan.** In addition, each municipality must coordinate requests for state or federal emergency response assistance with its county. This requirement does not apply to requests for reimbursement under federal public disaster assistance programs.

(3) EMERGENCY MANAGEMENT POWERS; **POLITICAL SUBDIVISIONS.**—

(a) In carrying out the provisions of ss. 252.31-252.90, each political subdivision shall have the power and authority:

1. To appropriate and expend funds; make contracts; obtain and distribute equipment, materials, and supplies for emergency management purposes; provide for the health and safety of persons and property, including emergency assistance to the victims of any emergency; and direct and coordinate the development of emergency management plans and programs in accordance with the policies and plans set by the federal and state emergency management agencies.
2. To appoint, employ, remove, or provide, with or without compensation, coordinators, rescue teams, fire and police personnel, and other emergency management workers.
3. To establish, as necessary, a primary and one or more secondary emergency operating centers to provide continuity of government and direction and control of emergency operations.
4. To assign and make available for duty the offices and agencies of the political subdivision, including the employees, property, or equipment thereof relating to firefighting, engineering, rescue, health, medical and related services, police, transportation, construction, and similar items or services for emergency operation purposes, as the primary emergency management forces of the political subdivision for employment within or outside the political limits of the subdivision.
5. To request state assistance or invoke emergency-related mutual-aid assistance by declaring a state of local emergency in the event of an emergency affecting only one political subdivision. The duration of each state of emergency declared locally is limited to 7 days; it may be extended, as necessary, in 7-day increments. Further, the political subdivision has the power and authority to waive the procedures and formalities otherwise required of the political subdivision by law pertaining to:
 - a. Performance of public work and taking whatever prudent action is necessary to ensure the health, safety, and welfare of the community.
 - b. Entering into contracts.
 - c. Incurring obligations.
 - d. Employment of permanent and temporary workers.
 - e. Utilization of volunteer workers.
 - f. Rental of equipment.
 - g. Acquisition and distribution, with or without compensation, of supplies, materials, and facilities.
 - h. Appropriation and expenditure of public funds

Appendix C

City of Marco Island Response Time-line

Wednesday September 6, 2017	Thursday September 7, 2017	Friday September 8, 2017	Saturday September 9, 2017	Sunday September 10, 2017
<p>Hurricane Irma is shifting to the East and is expected to be a Cat 3 or 4 when it makes landfall.</p> <p>Collier County and the City of Marco Island Declared a State of Emergency</p> <p>Marco is under a voluntary evacuation</p> <p>We are at a Level 2 in our Comprehensive Plan</p> <p>Communication to go out to all City Employees. Essential employees to prepare themselves for work</p> <p>City Hall to be closed on Friday</p> <p>EOC to be prepared and phone bank set up</p> <p>Secure all necessary resources ahead of storm (water, food, fuel)</p> <p>Finish securing all City facilities</p> <p>Update all City Employee family contact numbers</p>	<p>Storm models continue to show the storm headed to the east, but there are some that show it coming up the center of Florida.</p> <p>Storm surge models reviewed based upon landfall in Miami and Marco Island is in good condition.</p> <p>Collier County is preparing to be a host community for evacuees from the east coast. Shelters not open</p> <p>Collier County EOC and City EOC will go to full activation at 8am on Friday and we will be staffing the City of Marco Island position</p> <p>Over 1,800 people county wide signed up for special needs and have requested to be picked up and taken to shelters. Marco Fire will assign a unit to the Special Needs bus on Marco Island</p> <p>Fuel is a major crisis in the State and local</p> <p>Code Red Messages begin</p> <p>Review of FEMA forms/post storm vendor list</p> <p>Complete the securing of all City Facilities/Assets</p>	<p>Storm models now indicate that the storm is wobbling and has shifted 40 miles west of Miami which indicates a direct hit on Marco Island</p> <p>Our biggest issue will be storm surge. Updated surge models are pending</p> <p>Marco Island is under a Mandatory Evacuation by the City. New shelters open</p> <p>It is expected that the storm will take 10 hours to pass over us. We will evaluate conditions hourly at minimum</p> <p>No employees should be working by themselves for safety reasons.</p> <p>No one is to be outside Saturday night without EOC approval.</p> <p>Collier County Shelters will be open at 1pm, but they are limited</p> <p>All personnel will work in shifts to be determined with an A/B group (0800-2000, 2000-0800)</p> <p>Marriott to shelter Essential City Employees.</p> <p>Gasoline and Diesel continue to be in short supply</p> <p>Any requests go to Incident Commander for Web EOC</p>	<p>Irma continues to be headed to Marco Island, but has slowed to 9 mph forward speed</p> <p>Landfall is expected to be a Cat 4</p> <p>We continue to be at a Level 1 in our Comprehensive Plan. Our EOC is fully activated and staffed 24 hours</p> <p>Peak storm surge is expected to be on Monday with high tide putting it a 9 ft above the road on Marco</p> <p>City vehicles have been deployed to higher ground so they will be dry post-storm</p> <p>Hurricane force winds are expected to begin on Sunday at 7pm with 100mph sustained.</p> <p>We will pull staff off roads when the winds reach 45mph</p> <p>Police and Fire will be in rescue mode as soon as safe</p> <p>EMS units are being pulled off the Island</p> <p>Overwhelming support from community-water donations, jet skis, gas, equipment</p> <p>All Collier County Shelters are full</p> <p>Regular communication with the media to provide status updates</p> <p>Communication to the public in the form of Code Red, Email, and phone</p>	<p>We are expecting 8-16 inches of rain tonight and tomorrow. Estimated storm surge is 10-15 feet between 5-9 pm</p> <p>Eye wall is expected to have winds between 120-140 mph</p> <p>A Conference Call was held with the Collier County Sheriff</p> <p>Emphasis on Post-Storm plan and pushing plan out to assist the public as soon as possible</p> <p>The City will be closed to the public on Monday, but essential staff will continue on storm related assignments</p> <p>Encourage personnel to rest during storm, hydrate, and maintain good nutrition so they are prepared post-storm</p> <p>Complete list of citizens who have requested post-storm checks of property and personal well being at EOC along with reverse 911 requests.</p> <p>Ensure all heavy equipment, generators, and portable stop signs are ready post-storm</p> <p>Marco EOC continues to operate fully-staffed 24 hours</p> <p>Northern Eye Wall hits us at 3pm</p> <p>Emergency calls logged and crews were dispatched as soon as it was safe to do so</p> <p>Push Teams cleared the roads from Crystal Shores where City vehicles were stored to the Marco EOC and then continued on the pre-planned Primary and Secondary Routes</p> <p>Utility team was deployed to restore water production and maintain sewage treatment plant along with damage assessment</p> <p>Rescue operations began post-eye for surge and damage</p>

Hurricane Irma Timeline

Monday September 11, 2017	Tuesday September 12, 2017	Wednesday September 13, 2017	Thursday September 14, 2017	Friday September 15, 2017	Saturday September 16, 2017	Sunday September 17, 2017
<p>We are at a Level 1 on our Comprehensive Plan</p> <p>The City will be closed on Monday. Essential staff will be on site for storm related assignments.</p> <p>Fuel continues to be in short supply but staff is working on procurement</p> <p>Portable stop signs and generators have been requested</p> <p>Coordinate clearing efforts with the County along with securing heavy equipment and operators</p> <p>Damage assessment teams deployed when safe to do so</p> <p>Peperare for out of area contractors and emergency permitting</p> <p>Develop a post-storm vendor list</p> <p>Continue to document all storm related activities on form 214</p> <p>No power or water on the Island. Cell service is down or intermittent</p> <p>Communication Assistance requested- 800MHz is down</p>	<p>Recovery Phase begins</p> <p>Power is still out to most of the Island. LCEC energized several streets</p> <p>Power restored to S Water Plant.</p> <p>Raw water is still down.</p> <p>Windshield assessments are being completed and once assessments are done a secondary evaluation will take place</p> <p>FHP and Jupiter Police working to relieve crews and prevent potential burnout.</p> <p>Traffic signals are down at most intersections and temporary stop signs have been put in place</p> <p>Internet and wireless data is down due to the cell tower being damaged.</p> <p>Grocery stores have opened with limited food supplies. We have a 3 day supply of MRE</p> <p>Public Works clearing roads, sidewalks and access points</p> <p>Early Alert to be set up to review our FEMA paperwork</p>	<p>Code Red communications continue to go out to public regarding water and electricity restoration</p> <p>City on boil water alert</p> <p>The plants are up and running. Waste water plant is on a generator back up and the reason is being investigated</p> <p>Utility department addressing multiple water main breaks</p> <p>Traffic light and street light repair is underway</p> <p>All public right of ways are being cleared</p> <p>Major tree loss is being reported with limited ability to salvage</p> <p>Increased night patrols due to inability to see due to street light damage</p> <p>Health and safety of employees continues to be a focus</p> <p>Streamlined permitting process is being developed for pool cages and roofs</p> <p>Canal assessment is underway</p> <p>Fuel for City vehicles and City essential staff is being arranged</p>	<p>9 traffic signals repaired with request for materials placed with County</p> <p>All traffic signals are functioning with the exception of Cushing School crossing</p> <p>41 street lights replaced or repaired. 68 poles removed</p> <p>Debris removal is continuing along Collier. Early Alert contacted for additional debris removal teams</p> <p>T3 arrived and was configured. Comcast internet is back online</p> <p>LCEC restored power to 60% of the Island</p> <p>All City parks are currently closed due to damage. Parks working to correct starting with Mackle.</p> <p>Growth management preparing permitting process beginning on Monday September 18</p> <p>Urgent care open between 10am-5pm</p> <p>Fire Department assessing Life Safety systems in condos</p>	<p>LCEC has restored power to 70% of the Island</p> <p>No reported sewage spills on Marco</p> <p>There were a large number of community groups and neighbors helping neighbors reported</p> <p>Fire Department conducting generator checks and met with Goodland regarding community needs</p> <p>Notification to contractors regarding building permitting process</p>	<p>Continue to push out safety messages to citizens regarding cleanup</p> <p>Collier County curfew in effect, enforced on Marco using common sense</p> <p>Boil water notice is still in effect</p> <p>City continues to have cooling stations and cell phone charging stations at five locations</p> <p>Marco Island PD is conducting basic waterway inspection and for sunken boats</p>	<p>Boil water notice lifted with the exception of 2 areas</p> <p>Beginning on Monday, September 18th the Marco Island Post office will be staffed outside for residents to pick up their mail or for those who have a PO Box only</p> <p>The US Army Corp of Engineers will be at the Collier County Government Center in Naples passing out blue tarps starting on Monday, September 18.</p>

Hurricane Irma Timeline

Monday September 18, 2017	Tuesday September 19, 2017	Wednesday September 20, 2017	Thursday September 21, 2017	Friday September 22, 2017	Saturday September 23, 2017	Sunday September 24, 2017
<p>US Army Corp of Engineers handing out tarps at the Collier County Government Center on Horseshoe Drive</p> <p>Precautionary boil water notice was removed for all areas of the Island with the exception of two</p> <p>City Hall is open for business</p> <p>Notified that the post office would be open part-time hours</p> <p>EOC being staffed from 0800-2000 hours</p> <p>Fire and Police Departments still on emergency response</p> <p>Police continue to receive assistance from for patrolling by outside agency inclusive of FHP and Jupiter PD.</p> <p>Curfew is still in effect for Collier County. City working with businesses and using common sense for workers and Citizens</p>	<p>Curfew is lifted for Collier County and Marco Island</p> <p>To facilitate emergency repairs and mitigate further damage construction on Sundays is permitted from 8-5pm</p> <p>Information put out concerning protecting home owners by using licensed contractors</p> <p>City parks remain closed</p> <p>92% of the Island has power restored</p> <p>All areas of Island are removed from boil water notice</p>	<p>The racquet center has limited open courts</p> <p>Marco Island Police continue to do water way evaluation</p> <p>City departments attempting to return to normal operations</p> <p>City is continuing to deal with Collier County debris removal</p> <p>Police and Fire continuing messaging campaign regarding safety, heat and generator usage</p> <p>Emergency fuel operations have been demobilized. Thank you to Paradise Fuel, Rose Marina, and state fueling assets</p> <p>Major traffic issues concerning 951 due to power line restoration efforts off Island to State Road 41</p>	<p>City working with Ashbritt on debris removal</p> <p>Florida Department of Health lifts precautionary swim advisory for all Collier County Beaches</p>	<p>Fire Department continues to work with condominiums regarding life safety issues</p> <p>City building department collecting damage assessment reports and working with property owners</p> <p>City working with the public and Collier County regarding false reports of pollution on beaches</p> <p>The City is continuing to get information from FEMA out to the public</p> <p>30 of 120 sunken or damaged vessels have been removed from the waterway</p>		

Appendix D

City of Marco Island Resolution 18-08 creating the Ad-Hoc Committee

RESOLUTION 18-08

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MARCO ISLAND, FLORIDA, CREATING THE AD HOC HURRICANE REVIEW COMMITTEE, PROVIDING A SUNSET DATE, AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City of Marco Island provides for continuous citizen input and advice through a wide variety of boards and committees; and

WHEREAS, the City Council believes it is in the best interest of the community to create an Ad Hoc Hurricane Review Committee; and

WHEREAS, the City Council will appoint members to the committee that include a cross-section of representatives from the community at-large who are interested in working to review the hurricane response and provide recommendations for improvement.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Marco Island, Florida that:

Section 1. The above recitals are true and correct and incorporated herein.

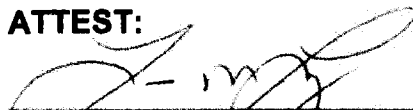
Section 2. The Marco Island City Council hereby creates the Ad Hoc Hurricane Review Committee consisting of five (5) members and one (1) alternate chosen by City Council.

Section 3. The Ad Hoc Hurricane Review Committee will sunset no later than December 31, 2018.

Section 4. This resolution shall take effect immediately upon its adoption.

Passed in open and regular session of the City Council of the City of Marco Island, Florida, this 22nd day of January 2018.


ATTEST:



Laura M. Litzan, City Clerk

CITY OF MARCO ISLAND, FLORIDA

By:



Jared Grifoni, Chairman

FORMATION OF AN AD HOC HURRICANE REVIEW COMMITTEE - UPDATED

Jared Grifoni
Chairman
Marco Island City Council

Original Date 11/8/17
Updated 12/11/17

I. Requested Action

That the City Council of the City of Marco Island forms an Ad Hoc Hurricane Review Committee. Relative to other areas within southwest Florida, the City of Marco Island was unique with its response and recovery implementation and overall timeframe from Hurricane Irma. The Council should set up a short-term committee for the purposes of Hurricane Irma-related review and to provide actionable recommendations that could improve the City's effectiveness in the event of a future natural disaster.

II. Identified Need

- A. Hurricane Irma was the first major hurricane to directly hit the City of Marco Island in the "social media age." Hurricane Wilma in 2006 is not an adequate comparison, the connectivity of our citizens through various social media outlets, smartphones, and desire for "instant" information twelve (12) years ago pales in comparison to today. We can only assume that this trend will continue and if/when the City experiences another direct hit or significant impact from a strong storm, our communication strategy should reflect this reality.
- B. The City's website contains out-of-date information that likely led to confusion among the citizens who were able to access it. A more effective outreach plan to encourage citizens to sign up for "Code Red" may have reduced confusion. Loss of power, phone, and internet created an "information gap" that didn't need to exist. Other modes of communication should be explored.
- C. Are Hurricane-related debris cleanup agreements through Collier County the most effective option for the City? The City may want to explore its own contract and/or seek to pursue secondary agreements with identified private island contractors with access to the necessary equipment to begin cleanup sooner even if it's limited in scope.

III. Specific Requested Action

- Create a five (5) member committee made up of interested Marco Island citizens who shall apply through the City's online application process, be interviewed by individual Councilors, and nominated to the committee. Each Councilor shall submit

their top choice for each category and the individual who has received the most support for each category shall be appointed.

- Solicitation of applications should begin following either the January 5 or January 22, 2018 meeting of Council (depending on approval to move forward) and continue for a minimum of three weeks. Applications should be provided to Council no later than February 12, 2018 and the process should conclude with a target date of February 20, 2018 for Council approval of members.
- A diverse committee membership consisting of a business/Chamber representative, charitable organization representative, tourism industry representative, and two citizen volunteers would be optimal but would be dependent on the pool of interested applicants. The online city application would be similar to the Ad Hoc Parking Solutions committee which allowed members of the community to apply under different categories.
- The committee shall commence its first meeting no later than March 2018 and the term of the committee should run through December 2018. The committee shall provide the Council a preliminary set of recommendations within three months of its first meeting. This would roughly coincide with the traditional start of the Atlantic hurricane season. Final recommendations shall be provided to Council at the conclusion of the committee's lifespan.
- The preliminary recommendations should include items that could be implemented quickly (e.g. removing the "Hurricane sticker" portion of the City's website) or of vital importance for the 2018 hurricane season. Final recommendations would be longer-term in nature.
- ★ - *Committee defined mission* – The HRC's mission shall be to review the City's response to Hurricane Irma and investigate potential improvements by determining best practices. The committee shall provide appropriate recommendations (both short and long term) that can be implemented by Council to improve any identified deficiencies and plan for future needs. The Committee serves in an advisory capacity. To that end, the Committee shall work with members of the staff, public, and Council in order to address policy and procedural concerns.

IV. Conclusion

Hurricane Irma had a direct, significant impact on our community but Marco Island is strong and open for business. While the City staff, first responders, Council, and community have much to be proud of, we should not be complacent. The City should take the opportunity to learn from that event by soliciting information and recommendation from citizens and community leaders to help identify "blind spots" and other potential improvements. The goal for the City of Marco Island would be to demonstrate even more effective hurricane response and serve as an example to others in the future.

Appendix E

Emergency Support Function (ESF) Listing

Emergency Support Functions (ESFs)

ESF 1 – Transportation (Public Works)

ESF 2 – Communications (Police/Information Technology)

ESF 3 – Public Works (Public Works)

ESF 4 – Fire (Fire Department)

ESF 5 – Information & Planning (Fire/Police/Information Technology)

ESF 6 – Mass Care (Community Affairs)

ESF 7 – Resource Support (Clerks Office)

ESF 8 – Health & Medical (Collier County Health Department/EMS)

ESF 9 – Search & Rescue (Fire/Police)

ESF 10 – Hazardous Material (Fire)

ESF 11 – Food & Water (General Services)

ESF 12 – Energy (LCEC)

ESF 13 – Military (FL National Guard)

ESF 14 – Public Information (City Manager)

ESF 15 – Volunteers & Donations (Parks & Recreation)

ESF 16 – Law Enforcement (Police)

ESF 17 – Veterinary Services (Collier County Domestic Animal Services)

ESF 18 – Business & Industry (Chamber of Commerce)

Appendix F

City of Marco Island After Action Report



HURRICANE IRMA

After Action Report

City Staff
January 2018

City of Marco Island

HURRICANE IRMA *After Action Report*

AFTER ACTION REVIEW

An after-action review (AAR) is a structured evaluation or debriefing process for analyzing what happened, why it happened, and how it can be done better by the participants and those responsible for the project or event. After-action reviews were originally developed by the U.S. Army and are routinely utilized by emergency responders to consistently evaluate and improve performance competency.

Under the direction of the Interim City Manager, the City Department Directors and EOC staff prepared and participated in several after-action review sessions. The review was structured to evaluate the City's actions during pre-storm preparation, hurricane impact and post-storm recovery. Within each storm phase, staff provided their input concerning *what went well, what didn't go well* and *what needs to be done better in the future*.



The issues/areas of improvement recommendations contained in this After-Action Report are intended to improve the City's ability to prepare, respond and recover from future disaster events. The recommendations are aimed to improve the City's Comprehensive Emergency Management Plan and emergency management operations. Conducting an after-action review following a major incident provides City staff the opportunity to collectively identify the organization's strengths and weakness to determine specific areas of improvement to enhance overall performance.

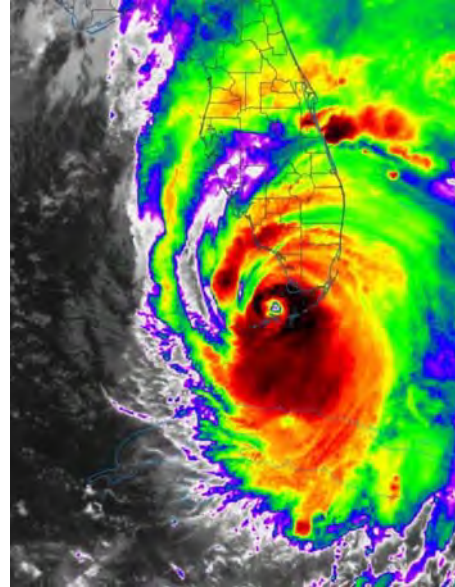
This report is respectfully submitted to the City Manager and the City Council for review to determine administrative, legislative and budgetary priorities for implementation.

City of Marco Island

HURRICANE IRMA *After Action Report*

HURRICANE IRMA

Hurricane Irma, the largest Atlantic storm on record, intensified to a category 5 storm on September 4, 2017. The hurricane was forecasted to strike Florida including a potential direct impact to the City of Marco Island. City Staff activated the Comprehensive Emergency Management Plan (CEMP) and initiated preparedness actions. As the storm progressed, the forecast narrowed confirming a Florida west coast landfall. Recognizing this threat, the City of Marco Island City Council received a Hurricane Irma briefing during the September 5th City Council meeting from the Interim City Manager, Fire Chief and Police Chief stressing the storm's severe threat risk, voluntary and mandatory evacuation notifications, the various methods to access emergency public information and the City evacuation and re-entry procedures. City Council Chairman Larry Honig signed a declaration of State of Emergency on September 6, 2017.



Hurricane Irma tested the City of Marco Island's response capability to a natural disaster concerning five main objectives: *life safety, incident stabilization, environmental concerns, property conservation, and recovery efforts*. The Hurricane Irma team consisted of City staff assigned in accordance with the City's Comprehensive Emergency Management Plan. Department Directors provided specific work assignments to their personnel for pre-and post-storm activities. Many of the employees involved had little experience working major natural disaster incidents but eagerly assumed additional responsibilities and performed exceptionally. City Staff worked closely with local community partners, Collier County Emergency Management and the State of Florida to plan, prepare, respond and recover from Hurricane Irma. On Friday, September 8th, the City activated the Emergency Operations Center and informed the EOC Staff of their duties and responsibilities.

The City placed emphasis on the safety of citizens, visitors, employees and their family members and coordinated a public information campaign utilizing multiple media systems including Code Red, Twitter, the City website, radio and television to keep the citizens and businesses of Marco Island informed. The City Emergency Call Center was established and operated throughout all storm phases. Staff recognized that a large majority of individuals heeded the voluntary and mandatory evacuation notifications given by the City.

As the storm progressed closer to Florida, evacuation became problematic because of the intensity of the storm and the quick closure of evacuation routes and fuel shortages. In the final days leading up to landfall, Collier County inland shelters became the last resort for Special Needs and Island residents who did not evacuate. On September 9th at 7:00pm, Collier County EMS abruptly relocated the ambulance stationed on Marco Island to a staging location 13 miles off the Island.

City of Marco Island

HURRICANE IRMA *After Action Report*



On September 10th at 3:35pm, Hurricane Irma made its second continental U.S. landfall over Marco Island with maximum sustained winds of 115 MPH (category 3) and wind gusts exceeding 140 mph. The slow movement of Hurricane Irma resulted in more than ten hours of tropical and hurricane force winds which resulted in damage to residential and commercial properties and widespread tree and power line damage across the Island. Downed power lines and uprooted trees and tree limbs blocked main artery roadways for emergency vehicle access. High winds contributed to an estimated three to six feet of storm surge together with ten to fifteen inches of rain resulting in flooding throughout the Island.

During the storm impact, the City, through the Emergency Call Center and 911, began to receive calls from concerned residents who stayed on the Island or were trapped due to storm surge and damaged structures. Command staff developed response plans for emergency personnel to immediately respond post-storm to conduct rescues and welfare checks. The planned response of emergency vehicles would be led by heavy equipment staffed by Public Works personnel to rapidly push debris off roadways to open emergency routes.

Throughout Hurricane Irma, the City responded to numerous critical infrastructure failures impacting health, safety, and welfare including: Island wide loss of electricity, loss of cellular and internet service, failure of the County 800 MHz emergency services radio system, failure of remote communications to the Water & Sewer Utility facilities, failure of Water & Sewer Utility backup generators and loss of City water pressure and supply due to line breaks.

Immediately after the storm passing, City emergency crews responded to emergency calls in priority order. Requests were made to the County for high clearance vehicles due to road flooding and road clearing from the Jolley Bridge along CR 951 to US 41. Both requests could not be met. The City was self-reliant in clearing roadways and responding to calls for service throughout Sunday night and Monday morning September 11th. Tidal surge and flooding was an issue in multiple areas of the Island and response capabilities were limited due to the lack of high clearance vehicles in the City fleet.

During the morning of Monday, September 11th staff was encountering significant safety issues. There were major road blockages of downed trees, snapped power poles and power lines on the ground which limited emergency vehicle movement throughout the Island. The City's Public Works crews and LCEC worked tirelessly to clear roadways of debris obstructions.



City of Marco Island

HURRICANE IRMA *After Action Report*

In addition, lack of water supply and power loss on the Island posed extreme danger to citizens and responders.

The Island was opened to traffic at 10:29 am, Monday, September 11th after all major roads had been cleared. Water & Sewer Utility personnel initiated emergency procedures to maintain operation of sewer lift stations through the rotational use of portable generators and vacuum trucks to maintain normal lift station levels, successfully preventing a sewage spill. Water & Sewer Utility crews



worked to repair and restore treatment and production operations and restored minimal water pressure.

Due to the extent of power loss and residential / commercial property damage, the Police Department, recognizing security challenges and increased calls for service volume, requested mutual aid assistance from Florida Highway Patrol, Collier County Sheriff's Department and the Town of Jupiter Police Department. Police Marine Units initiated waterway damage assessment.

Out of concern of heat stress, the Fire Rescue Department and Code Enforcement officers conducted door-to-door welfare checks throughout neighborhoods that experienced prolonged power loss. Fire Rescue also conducted generator safety discussions with residents to prevent carbon monoxide poisoning. City Hall and the Community Room were opened as cooling centers offering residents cold drinking water and relief from the heat.



The Public Works Department received aid from the Florida Forest Service who deployed a chainsaw team to Marco Island for 14-days. Their efforts were significant in removing debris from blocked roadways and city facilities.

Damage Assessment Teams, made up of personnel from the Growth Management / Building Department, Code Enforcement and Fire Rescue, were activated on the morning of September 11th rapidly performing the initial windshield damage assessment. In the following days, the Damage Assessment Teams finalized the detailed

damage assessment. The City of Naples provided Building Inspectors to assist the City with the detailed damage assessment.

City of Marco Island

HURRICANE IRMA *After Action Report*

The Parks & Rec Department opened and operated “Hurricane Café” at the Family Church of Marco Island feeding City employees and mutual-aid responders three meals a day during the first week of recovery.

The City initiated recovery operations on September 13th which continues to this day. City buildings, water & sewer utility plants, parks, vehicles, streets and the storm water drainage system all suffered significant-to-severe damage throughout all facility locations. City staff and contractors continue to conduct temporary and permanent repairs to the

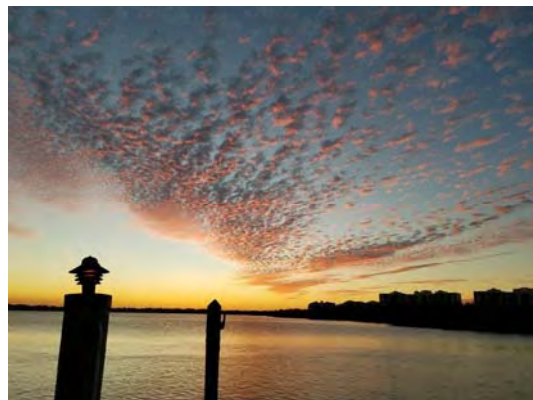


City’s infrastructure. The Growth Management Department initiated the post-storm building permitting process and are receiving permit applications at a rate three times the normal level. Public Works crews are overwhelmed with storm water system repairs, debris removal management, the replacement of street signs, traffic signal repair, sidewalk repairs and right-of-way tree stump removal. The City has initiated the FEMA Public Assistance process to apply for reimbursement for damages and expenses incurred by the City.



There has been a positive response from citizens and businesses regarding the City’s preparation, response and recovery following Hurricane Irma. Much of the success the City experienced is due to the outstanding dedication of the City employees to their community and the City’s strong and supportive leadership team, which was led by Interim City Manager Guillermo Polanco supported by City Council.

It is incumbent on the City and its staff to conduct this after-action review. The purpose is to evaluate strengths, weakness, and identify areas of concern. This focus on the continuous improvement of the City’s planning, preparedness, response and recovery will enhance the City’s response to future disaster incidents.



City of Marco Island

HURRICANE IRMA *After Action Report*

ISSUES / AREAS OF IMPROVEMENT

Issue: Improve the Policies & Procedures of providing Public Information

Recommendations:

- ❖ Develop a Public Information Policy within the CEMP which details the procedures to provide public information. The Policy will provide communication protocols including the structure of a review procedure prior to information release, information release schedule, pre-scripted messages and the use of standard documentation procedures to record the public information releases. The policy will also address the operations of the City Emergency Call Center.
- ❖ Expand and improve the use of the City's Website, Code Red and social media platforms for effective public information to be disseminated to the public prior to the hurricane landfall. Staff has identified the need to increase the use of social media platforms and applications to provide the public the choice of a platform they prefer. The use of additional Social Media platforms, such as Facebook Live, will allow City staff to broadcast press releases in video format.
- ❖ Identify dedicated individuals to disseminate information and provide additional staff support. This position must be dedicated to public information duties only.
- ❖ Develop contingency plans to maintain the dissemination of information to the public during situations in which infrastructure is damaged to the point that traditional means of communication is not possible.
- ❖ Routinely conduct public education events to educate citizens about Code Red and assist them through the registration process.
- ❖ Develop a City Social Media Policy.
- ❖ Increase inventory of mobile message boards.

City of Marco Island

HURRICANE IRMA *After Action Report*

Issue: Improve the City's Comprehensive Emergency Management Plan and Emergency Operations Center (EOC) capabilities

Recommendations:

- ❖ Update the CEMP to include an Emergency Operations Plan (EOP) that consists of operational checklists that explain how Department personnel should operate during the five phases of a hurricane: preparation, hurricane watch, hurricane warning, hurricane landfall and hurricane recovery. The Plan should include, but not limited to, EOC command structure, contingency plans, personnel / resource tracking system, an assigned / completed daily objectives measurement procedure, financial tracking & filing procedures and the EOC staffing plan including relief personnel. The plan should also include procedures detailing the use of ICS forms throughout all incident phases.
- ❖ Provide All-Hazards position specific training to City EOC staff. Determine required depth of positions and include those employees in the training. The City should support this training by providing relief to employees from their normal job duties while in attendance.
- ❖ Review the Damage Assessment Team documentation procedures including a common City zone map and expand the number of employees who are trained and proficient with Crisis Track Software.
- ❖ Improve knowledge of storm surge forecast and impact risk specific to Marco Island. Seek assistance from the National Hurricane Center.
- ❖ Improve the City EOC's ability to maintain site specific constant weather monitoring not dependent on internet or cellular service.
- ❖ Consider the activation of an Incident Management Support Team (IMST) prior to landfall.
- ❖ Conduct an annual exercise of the Comprehensive Emergency Management Plan. The exercise shall include City personnel beyond the EOC staff. During this annual exercise field personnel will receive ICS form training to maintain competency.
- ❖ Conduct annual VHF radio training across all Departments. Encourage routine use by Departments during normal work duties.
- ❖ Improve pre-storm and post-storm documentation procedures of City facilities and equipment.
- ❖ Provide for EOC Command Staff training at seminars, conferences, the Florida Governors Hurricane Conference and the National Hurricane Conference.

City of Marco Island

HURRICANE IRMA *After Action Report*

Issue: Identify factors which had a direct impact on life safety

Recommendations:

- ❖ Seek to gain local control of EMS ambulance transport service to ensure the resource remains on the island to provide service to staff and residents.
- ❖ Develop a post-storm access plan with MIHCC and Physicians Regional Clinic.
- ❖ Develop formal procedures for pre-storm door-to door and post-storm welfare checks inclusive of geo-mapping.
- ❖ Conduct safety checks for home generator operations.
- ❖ Improve/formalize the evaluation procedures required to safely open the two main bridges to traffic.
- ❖ Improve the City's oversight of our Special Needs population.
- ❖ Develop a deployment plan and obtain inventory of portable medical oxygen tanks to support oxygen dependent patients during power loss.
- ❖ Develop biological sampling schedule.
- ❖ Develop relief & rest periods for all City staff including Directors and EOC Staff.
- ❖ Prepare safety messages to be provided to the Community during pre-storm preparations warning of the effects of heat stress and carbon monoxide poisoning.
- ❖ Improve awareness of identifying and providing support to employees suffering from physical and emotional stress.
- ❖ Develop plan for 100% loss of traffic signalization/traffic signage (long and short term).

City of Marco Island

HURRICANE IRMA *After Action Report*

Issue: Many Resource Requests submitted to Collier County Emergency Management were denied, not filled or went unanswered for days.

Recommendations:

- ❖ Develop self-sustainability plan to provide logistics, supplies and equipment to maintain operations for 96-hours prior to the arrival of County, State or Federal assistance.
 - ❖ Research and recommend equipment acquisition to improve the City's gasoline and diesel fuel supply and dispensing capabilities to fuel City vehicles, generators and portable equipment.
 - ❖ Review all existing vendor contracts, and confirm the vendor's ability to provide resources.
 - ❖ Develop a meal plan and identify a lead staff member to manage. Additionally, provide staff to support this logistical need for a minimum of 96-hours.
 - ❖ Evaluate and improve drinking water and ice inventory.
 - ❖ Research funding opportunities to acquire the number of generators required to maintain lift station operations.
 - ❖ Develop contingency plan for vehicle mechanic support and tire inventory.
 - ❖ Through vendor contracts, acquire a portable bathroom and shower facility in the event of water supply loss.
 - ❖ Research opportunities for agreements with local business partners.
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Issue: Debris removal agreements and procedures

Recommendations:

- ❖ Conduct an evaluation of the debris removal procedures in place during Hurricane Irma.
- ❖ Evaluate the debris removal agreements with Collier County.
- ❖ Determine community expectations.
- ❖ Research debris removal options with an emphasis on early post-storm mobilization.
- ❖ Improve the instructions provided to the public concerning debris removal.

City of Marco Island

HURRICANE IRMA *After Action Report*

Issue: Improve Policies & Procedures which direct the duties and responsibilities of City employees during emergency activation.

Recommendations:

- ❖ Eliminate the essential/non-essential employee terminology.
- ❖ Conduct a staffing needs evaluation and develop Department specific staffing plans for each storm phase.
- ❖ Reinforce to employees the need to have an evacuation plan for family members prior to hurricane season.
- ❖ Improve the employee lodging plan for employees called-back for storm landfall / recovery.
- ❖ Develop an off-Island lodging plan for employees assigned to non-emergency duties following landfall.
- ❖ Develop a contingency plan for off-Island lodging of employee family members.
- ❖ Develop an employee vehicle parking plan.
- ❖ Contract with a Property Restoration Service to respond to employee's homes to conduct emergency repairs while the employee is committed to recovery operations at the City.
- ❖ Prepare a temporary housing plan for employees whose residence is not tenable following a storm.

City of Marco Island

HURRICANE IRMA *After Action Report*

Issue: Improve the functionality and storm protection systems of City facilities to limit damage and ensure operational capability through all storm phases.

Recommendations:

- ❖ Plan for the design and construction of a dedicated fully-functional Emergency Operations Center rated for a Category 5 hurricane necessary for the effective management of emergency incidents impacting the City. The EOC shall be designed in accordance with NIMS/ICS standards of incident management; Operations, Planning, Logistics, Finance and Administration sections and ICS/ESF Support Functions; Law Enforcement, Fire Rescue, Utilities, Public Works, Damage Assessment.
- ❖ Develop a checklist which details the procedures required at each City facility to safeguard City assets.
- ❖ Develop a City vehicle parking plan to protect assets and identify high ground level locations.
- ❖ Propose a capital improvement plan to eliminate the use of trailers as City facilities. Damage to these facilities significantly limits the ability of a department to effectively respond to community needs during the recovery phase. Currently, Public Works and the Water & Sewer Utility have employees operating in manufactured office trailers.
- ❖ Improve City storm water management system's resistance to storm damage.
- ❖ Propose a capital improvement plan to acquire generator power capability at all City facilities. Capability should include an external transfer switch to facilitate back-up power in case of main generator failure.
- ❖ Identify a City facility to serve as a post-storm rehab center to provide meals and water to City employees.
- ❖ Secure a contract with a vendor to immediately, upon the storm passing, conduct debris removal from City facilities to expedite the opening/operation of the facility.
- ❖ Enter into an agreement with a community facility to serve as a post-storm temporary shelter to provide cooling and drinking water to residents in need of a respite.
- ❖ Improve hurricane protection of equipment and systems at the City Water & Sewer Utility.
- ❖ Secure a vendor contract for the immediate response post-storm of a Property Restoration Service to conduct damage assessment of City facilities and initiate mitigation efforts to limit additional property damage.
- ❖ Identify and aggressively pursue FEMA Mitigation Grant opportunities to improve the protection of City facilities from storm damage.

City of Marco Island

HURRICANE IRMA *After Action Report*

Issue: Acquire equipment to improve preparedness and to provide for safe and efficient emergency and recovery operations.

Recommendations:

- ❖ Increase inventory of high-clearance vehicles / 4x4.
- ❖ Acquire an inventory of shallow draft vessels.
- ❖ Identify safety equipment needs of employees specific to job duties.
- ❖ Acquire a Front-end Loader and Dump Truck for initial push and debris clearing.
- ❖ Increase inventory of generators for lift station operations.
- ❖ Evaluate and acquire or improve stationary generator operations at Water & Sewer facilities.
- ❖ Acquire equipment and systems necessary to maintain SCADA communication with Water & Sewer facilities.
- ❖ Acquire GPS units for damage assessment teams.
- ❖ Increase inventory of portable light towers.
- ❖ Evaluate satellite phone and internet equipment needs.
- ❖ Develop a process to pre-position a Verizon COW (cell on wheels).
- ❖ Plan or acquire a vehicle capable of mass transportation of city employees.
- ❖ Identify and acquire a backup IT server site. Develop Technology “Go-Bags”.
- ❖ Increase CCTV camera sites to provide EOC viewing of real-time conditions.
- ❖ Evaluate and improve spare tire / wheel inventory.
- ❖ Acquire Asset Management and Fleet Tracking software.
- ❖ Increase traffic light parts inventory.
- ❖ Acquire additional generators / battery back-ups for controlled intersections.
- ❖ Improve laundry facilities for employee clothes / work uniforms.
- ❖ Increase inventory of safety fencing.
- ❖ Acquire weather monitoring station.
- ❖ Acquire Smart Board technology for the EOC and Operations Centers to provide live GIS tracking of field operations and maintain a personnel accountability system.
- ❖ Create a cellular phone cache and add analog copper phone line to EOC call center.

City of Marco Island

HURRICANE IRMA *After Action Report*

Issue: Items recommended for City Council and City Administration consideration

Recommendations:

- ❖ Determine role and responsibilities of City Council during all storm phases. Include in the CEMP.
- ❖ Consider changes to the City Ordinance to provide pre-storm job site enforcement at time of declaration rather than the current 48 hours prior to landfall.
- ❖ Evaluate the City Policy defining the post-storm permitting process, fee structure and inspection procedures.
- ❖ Review the policy for employee compensation during declared emergencies.
- ❖ Adhere to local and federal purchasing policies.
- ❖ All city capital purchases should be evaluated for resiliency to wind/storm surge damage, long-term maintenance and how the item will be replaced or repaired during recovery. In addition, consider including a return on investment (ROI) statement for all significant capital expenditures. Examples: vehicles, street sign poles, trees in right-of-way, street lights etc.
- ❖ Consider City Ordinance development to require critical facilities be equipped with emergency generators or generator hook-ups.
- ❖ Discussion of the merits or problems with a local ordinance enforcing gas rationing during a declared disaster incident.
- ❖ Employee turnover of experienced and trained employees impacts the City's preparedness, response and recovery during a disaster incident. Address methods to reduce employee turnover.
- ❖ Develop disciplinary procedures to address personnel who decline to report to work during a declared disaster incident.
- ❖ Consider a position responsible for the management of the City's Fleet and Facilities.
- ❖ Consider an increase of Public Works field personnel.

City of Marco Island

HURRICANE IRMA *After Action Report*

Issue: Recommended Operational improvements

Recommendations:

- ❖ Improve presence and understanding of EOC Command Structure among City Staff.
- ❖ Develop plan to provide oversight at public fueling locations.
- ❖ Develop standardized procedures to issue badge cards and IT on-boarding of arriving temporary employees. Single point of contact.
- ❖ Improve communications process from the Incident Commander to staff.
- ❖ Identify TECO Gas emergency contact for EOC.
- ❖ Research a check-in procedure for citizens who do not evacuate.
- ❖ Evaluate mutual-aid assistance request procedures for Police & Fire Rescue.
- ❖ Improve information provided to call bank personnel from the EOC to ensure consistency of information provided to the public.
- ❖ Develop daily meeting schedule. EOC briefings, Director briefings, Policy meetings, Safety briefings.
- ❖ Establish a Volunteer Coordinator (POC) upon declaration.
- ❖ Establish a Donation Center / Coordinator (POC) upon declaration.
- ❖ Improve communication with LCEC by identifying one City POC to serve as liaison.
- ❖ Reinforce the documentation process of temporary repairs completed by in-house personnel.
- ❖ Develop operations plan to include conditions, staffing and resources necessary to close main bridges due to life safety concerns.

City of Marco Island

HURRICANE IRMA *After Action Report*

CONTRIBUTORS

Guillermo Polanco, Interim City Manager

Laura Litzan, City Clerk

Al Schettino, Police Chief

Jeff Poteet, Water & Sewer General Manager

Dr. Jordan Turek, Information Technology Director

Lina Upham, Purchasing & Risk Manager

David Batiato, Deputy Fire Chief

Samantha Malloy, Parks Manager

Leslie Sanford, Human Resources Manager

Anthony Chiaradonna, IT Support Specialist

Sherry Hoyos, Planning & Zoning Technician

Angela Johanning, Administrative Assistant

Mike Murphy, Fire Rescue Chief

Tim Pinter, Public Works Director

Dan Smith, Growth Management Director

Debi Mueller, Interim Finance Director

Dave Baer, Police Captain / PIO

Raul Perez, Building Official

Justin Martin, W&S Operations Manager

Mike Daniel, Public Works Manager

Martha Montgomery, Parks Facilities Supervisor

Eric Dial, Utilities Maintenance Manager

Chris Byrne, Emergency Management

Appendix G

MICA Hurricane Irma Survey



MARCO ISLAND CIVIC ASSOCIATION'S

HURRICANE IRMA SURVEY – OCTOBER 2017

Hurricane Irma hit Marco Island on September 10, 2017. In the weeks following the hurricane, the City of Marco Island requested that the Marco Island Civic Association send a survey to its members, asking questions related to evacuation of the island. 5033 surveys were emailed to members who are property owners or annual renters. 2008 responses were received. Below are the responses.

1. Do you live in a single-family home or a multi-family home structure?

Single-Family Home	1386	69.0%
Multi-Family Home	606	30.1%
No Response	16	<1%
2. Do you have hurricane shutters and/or hurricane wind resistant windows at your home?

Yes	1606	79.9%
No	390	19.4%
No Response	12	<1%
3. Were you living or staying on Marco Island leading up to Hurricane Irma?

Yes	1016	50.5%
No	988	49.2%
No Response	4	<1%
4. Were you on the island when the Governor of Florida issued a state of emergency?

Yes	830	41.3%
No	1172	58.3%
No Response	6	<1%
5. Were you aware of the voluntary evacuation order issued by the City of Marco Island?

Yes	1856	92.4%
No	136	6.7%
No Response	16	<1%
6. Did you evacuate due to the voluntary evacuation order issued by the City of Marco Island?

Yes	630	31.3%
No	1284	63.9%
No Response	94	4.6%
7. How did you find out about the voluntary evacuation order issued by the City of Marco Island?

Code Red Notification	744	37.0%
Radio/Television	680	33.8%
Social Media	256	12.7%
Friend/Neighbor	170	8.4%
Did not know about the order	120	5.9%
No Response	38	1.8%
8. Were you aware of the mandatory evacuation order issued by the City of Marco Island?

Yes	1742	86.7%
No	228	11.3%
No Response	38	1.8%

9. Did you evacuate Marco Island due to the mandatory evacuation order issued by the City of Marco Island?

Yes	340	16.9%
No	502	25.0%
Had already evacuated	964	48.0%
No Response	202	10.0%

10. How did you find out about the mandatory evacuation order?

Code Red Notification	750	37.3%
Radio/Television	638	31.7%
Social Media	218	10.8%
Friend/Neighbor	162	8.0%
Did not know about the order	154	7.6%
No Response	86	4.2%

11. Did you evacuate to a location within Collier County?

Yes	188	9.3%
No	1348	67.1%
Did not evacuate	236	11.7%
No Response	236	11.7%

12. If you evacuated to a location within Collier County, did you stay at a shelter?

If you did not evacuate, please proceed to question 16.

Yes	16	<1%
No	788	39.2%
No Response	1204	59.9%

13. If you evacuated to a location within Collier County, did you stay at a special needs shelter?

Yes	8	<1%
No	688	34.2%
No Response	1312	65.3%

14. Did you evacuate to a location within Florida but outside of Collier County?

Yes	268	13.3%
No	670	33.3%
No Response	1070	53.2%

15. Did you evacuate to a location outside the State of Florida?

Yes	508	25.2%
No	498	24.8%
No Response	1002	49.9%

16. Are you signed up for the City of Marco Island's Code Red Emergency Notification System?

Yes	1040	51.7%
No	828	41.2%
No Response	140	6.9%

17. If there are comments you would like to pass along to the City of Marco Island, please enter them here.

There are 17 pages of comments attached.



Oct 2017 HURRICANE IRMA SURVEY

[Survey Details](#)

[Overall Results](#)

[Individual Results](#)

[Back](#)

Text answer(s) for:

- 17 **If there are comments you would like to pass along to the City of Marco Island, please enter them here.**

351 Responses

50 per page

Answer

Great text messaging. Phone call not necessary for me. Awareness/progress alerts should be sent as well. WHEN WILL GARAGE IN THE STREETS BE PICKED UP? WHAT TO DO WITH THINGS? ETC. ETC. Most people with properties on Marco were off Island--keep them informed so when they get down, they know what's going on. Communicate on the side of overdone

Having experienced Hurricane Sandy in NJ, I would like to commend the city of Marco for the way we have negotiated many of the pitfalls NJ brought upon its affected citizens.

The expediency of the permit process in building department. The all-out effort to restore power to the island (7 days compared to 5 months in NJ, etc., etc. Thank you.

City of Marco did a fantastic job on communication and getting back in shape

I was off the island, but I was aware of the recommendations.

What are plans to remove vegetation debris from the island?. To where? Will vegetation be ground up/chipped before final deposit in fill area?

Well done Marco Island for keeping your citizens informed.

we will love to be notified via Email or text with any information from the city.

Job well done!

I was up north the whole summer.

Marco emergency services are the best. God bless them all

The communication from City before, during and after the hurricane was exemplary. Thank you

Horticulture removal is proceeding at an unusually slow pace. This is not acceptable.

I truly believe the City did a fantastic job with keeping us in the loop before and after the storm. The nightly phone calls were also very helpful in keeping things organized for us. Overall, I am very pleased with how everything was handled.

i feel i cant help your statistics, as i live in marco seasonally, and was still up north at the time of the hurricane.

I would like to commend the City staff, the Police Department, and all First Responders for their amazing response to this storm and for their quick and efficient recovery efforts. I am a Collier County native and an Islander for 30 years, never seen things handled better.

City Government was unprepared for a hurricane, particularly a major one

Not aware of boil water notice until 3 days after our return to marco. Residents should have been made aware of notice at time of reentry, two large signs at entrances would have done it.

Marco Island did a great job of keeping us informed about the hurricane (Before, During and After). The Marco Patriots also did a good job



Oct 2017 HURRICANE IRMA SURVEY

[Survey Details](#)[Overall Results](#)[Individual Results](#)[Back](#)

Text answer(s) for:

17 **If there are comments you would like to pass along to the City of Marco here.**

351 Responses

Answer

We were kept in the loop very well by texts and phone calls from mifd. We also had family who were county and city employees who kept us informed. I do use code red and it was a very useful tool.

Code Red did an excellent job of keeping us informed of the status of the danger. We live in KY and were not in our Marco home at the time of the hurricane.

Marco Patriots kept us aware of events right up to and through the hurricane, and afterward.

The City of Marco and its employees and volunteers have done a stellar job getting the island back up and running

You have a survey that is not applying to the 70 percent of FL. residents that live six months on Marco and are gone during most of hurricane season. Ruth the survey is of little value as written. Vic Rinke

Tried to sign up for Code Red, but unable to connect.

Not present on MI during that period.....

Excellent job getting information to the residents of Marco Island before and after the storm!

Thank you!

We were told the debris clean-up response would be very quick like it was after Wilma. We made every effort to get our downed trees, limbs, roof tiles out on the swale. We were told a machine would come through and grab and chip the large trunks and logs and to get it ready quickly. 30 days later - no action yet. Sod underneath is dead.

Really appreciated all the updates pre, during and post Hurricane Irma. Code red notification works just as it should. Bravo!

There was a lot of unwarranted criticism! I think city of Marco Island did an admirable job getting things up and running and tending to safety of returning residents. Appreciated it!

Thanks for a great job & keeping us all safe.

Would like to be on Code Red. How do you do that?

We will sign up for code red emergency notification. Thank you to all the first responders, police, fire, neighbors and God for keeping us safe. Love our Island. Love our neighbors, friends and services here. Need to now remove debris.

I was not in the state at the time of the hurricane. I received information via marco patriots, weather channel. I also followed police department and city of marco via twitter.

Great job by the City of Marco and Larry Honig, City Council Chairman in assisting the citizens of the city post Irma. The city also did a very good job informing the citizens of evacuation notices.

Also, thank you for being lenient on access to Residents' Beach for those of us who had not renewed in Sept.

many Island residents that live in condominiums are not there in the fall, so some of the questions do not have a choice of an answer for this type of resident.....I do think there needs to be inspections of condo property by the city inspection to confirm that the hurricane shutters are in compliance with the newest code and must be updated....

Even though we were in Illinois when Irma hit the updates from the city were very helpful.

The updates let us know when it was safe to return and check our properties.

I came down after the storm had passed to check my property and was amazed and thrilled at how well Marco officials responded to the emergency. My hat is off to you all

i was living up north at the time.

I think the city did a great job before and after. thank you!

Mica is doing a great Job.

I was amazed that it appears the city was not more prepared to handle and remove the debris that are every where on the island. I would expect that the city should have had debris removal contracts in place that would have expired the removal process. Now a month after the storm it appears that less than 10% of the debris has been removed.!

I Love Marco Island

Information on City of Marco website was inadequate after the storm. Posted photos would have been helpful. Info on the site before the storm was better.

When they send code red announcements they should state the date and time of the announcement

The Irma recovery has been handled very well...thanks to all first responders for a great job...

I could not get gas on the island starting Wednesday night. The storm didn't hit until Sunday. I felt it may be safer to stay, then to risk be stranded somewhere. Went to City of Marco Island Website to look for the updates.

City's website was never updated . Mae message was ther for more than one week. Got more information on what was going on on the island, from the Marco Patriots post on social media .

In my opinion the city flunked the communication test.

The code red worked well and was a big asset.

please expedite the collection of debris.

We have only been living on the island for 1 year. We were thankful for the code red information. We think the city did an outstanding job before, during, and after Irma. Thank you!!

I was in Wisconsin at the time of the hurricane and followed MIPD on Twitter along with getting the Code Red notifications. However, I found the Marco patriots page on Facebook to be the most informative and full of invaluable information. I also appreciated Jared Griffoni's and Larry Honig's Facebook posts/updates to the Marco patriots page

Please get the trees ndplants picks up as soon as possible,

I did not qualify for a special needs shelter even though I had surgery on 9/6. I had no place to go because I could not see to drive. At the last minute a worker/friend offered me a ride to the Orlando area with his parents. Thank my higher power for them. I would have been alone thru the storm with impaired vision. Marco City did a great job.

The hurricane clean up effort is an absolute disgrace. Debris cleanup delays took weeks, island stinks of rotting debris. No non plant debris cleanup in place as of 10/11/17. Why?

We live in S. West Florida. Hurricanes are a part of our lives whether we like it or not It is our governments fiduciary responsibility to executable plan.

Good job Marco Island in keeping us safe

Good work by City of Marco Island

CAN SOMEONE ADVISE AS TO HOW TO SIGN UP FOR THE CODE RED EMERGENCY EVAC SYSTEM.. MY NUMBER IS 305-778-0353..THANK U NELSON ROMERO

This survey doesn't pertain to those of us who are temporary residents of MI. I was not there, my husband was there for a short time (one week) and left when the storm was approaching (Tues. before the Sunday).

The Code Red system has our home number, so we did not hear phone calls after we left. We did follow on Twitter and Facebook as well as the news on television. We looked at the Wink and NBC 2 news on my iPad.

I think the City does a good job in providing updated information throughout emergency situations.

Communication through Code Red, auto generated phone messages, and social media was excellent. Because we were not on the island at the time, the information we received was extremely valuable. Also, because of our city officials the speed in which place our Island is returning to "normal" is also very much appreciated. Thanks!

I think the city did very well keeping folks informed before and after the storm.

Re #6 -- we would have evacuated had we been on the island. See #4.

Were immensely impressed by and grateful for the City's notificaitons. They were substantive, timely, and clear. Helped me know when to go down for the clean-up, which I did after roads were clear and some food stores open.

I would like to sign up for the Code Red notification

We are not there currently and would like to know how the clean up along the streets are coming along. I was there the beginning of October and it didn't seem like it has even started. Please let me know

Thanks

Cathy

We were not on the Island at the time of the storm. We are seasonal owners

The city did a great job of bringing the island back to as normal as possible quite rapidly. We're very pleased with the efforts of the city.

Questionnaire does not apply to people who go north for the summer

Wondering if the natural debris can be placed into the Gulf to create fishing reserves?

I was out of town when evacuation occurred so stayed there. However my brother stayed in his condo on Marco (even after we begged him to go). We couldn't get thru to him for two days. He is 76 and has Parkinson's. I called the Marco Island Police and they checked on him and called me after they located him. We are very grateful for that!!

Our Marco Island home is a vacation home and we were in Canada at the time of hurricane Irma.

Hard to answer some of the questions as condo is a 2nd home and was not on Marco at the time. Did receive all of the notifications

We returned to Marco Island a couple days after Irma to check on our home. I was impressed with the phone/text messages we received throughout the storm and the aftermath. I was also impressed to see the additional Florida Police agency and National Guard on the island assisting.

Thanks to all who worked so hard before, during, and after the storm.

We were very impressed with the Marco notification system ..we did evacuate to Tallahassee because we have family there . Would not do that again - too far away Next time we will make reservations closer to Marco as soon as we realize a storm may hit our area..

This survey is repetitive - does not apply to residents who were not there at time of storm. #6 - could not evacuate as was not there to evacuate!

Keep up the good work!

we had already planned on leaving on Wednesday, Sept 6, before the storm.

Did not evacuate at all, but only because we were not in Florida at the time of the storm. All of the questions about evacuation should have had a N/A option.

Please allow the Code Red system to send messages out of the (239) area code, the majority of homeowners do not live on the island.

How do I sign up for the code red emergency notification?

I returned to Marco post Irma and met with adjuster, contractor, and various business people to initiate recovery measures for my home. I am in touch daily with said people and I have to register my extreme disappointment with the clean up effort. It has been one month and debris remains untouched. A poor effort in my opinion.

i was in Michigan during the hurricane.

I'm an absentee owner of a condo. Most of your questions didn't relate to me.

I like to thank all involved for the fabulous job done, before, during and after hurricane Irma!

Communication was excellent during the event and immediately following. Thank you. All city employees and city councilors should be congratulated!

We have been very impressed with the responsiveness of the city of Marco Island to the oncoming storm, as well as to their response to residents afterwards.

The Marco Patriot postings on Facebook were also very much appreciated. Through them we were able to connect to a neighbor and obtain reassurance of the status of our home.

We are snowbirds so most of survey did not apply. I did not know about the emergency notification system but will definitely investigate.

we need to pick up the yard waste /downed trees

Thank you to everyone that helped others!!! We were not on the island; it is a winter home.

How do I sign up for Code Red Emergency Notifications?

Good job keeping the public notified

Great initial communications but as cleanup proceeded we stop getting updates. For example, after cleanup I left significant debris in swail. Told to do that by phone after I called. Should have been notified by messages. Would like updates now on cleanup process.

I believe the cleanup should be done by the City, not the County. The County does not, in my opinion, have the best interests of Marco Island at heart. We need to have a plan in place to clean up after a storm like this quickly. It will take over a month for the County to clean up the island. When the City has control of things they get done.

Great job of communicating information about Marco and the storm's aftermath.

Thanks for the good job of keeping us informed.

How do we sign up?

The survey should be altered for better accuracy. If you were not living in your home at the time of the storm, many of the following questions you should have a N/A option.

I would like to know how I sign up for the Code Red Emergency Red Notification System

debris cleanup delays were troublesome

We evacuated because of the predicted 12' to 15' storm surge.

The City did a great job dealing with this disaster. I think a mandatory evacuation should have been issued earlier. I know the track of the storm was very unpredictable but I found that a mandatory evacuation friday was too late for people to leave. Our population of elderly people were truly in a tough spot at that point.

I have registered for code red due to this event. However, I have not been able to properly access with my telephone app

If I answered No to question 3, then question 6 should not be a required question, and now has an inaccurate answer.

no comment.

Was in CT..heard about evacuation from TV..pls put me on code red..did hear from those there good job done by all..thanks

City did good with notices to the public.

Excellent communication !!

Great communications!

I did NOT leave because I was worried that city of marco would not let me back on island in a timely manner and i would be stuck living in shelter or my car

Marco Island did a superb job of communicating to the public

Need more prompt pickup of trash and debris after hurricane

I was desappointed at the lack of communication from the city after the storm. The marco patriots were able to communicate but the city was silent, at one point posting a messaging stating lack of electric was Hampering communication, debris is an ongoing problem, more should be done to at least communicate when debris will be removed.

The street clean up process is moving forward at a very slow pace. My family is concerned about the debris because it could attract pests.

We greatly appreciate all the help the the first responders and police officers have provided.

We were at our Spring/Summer home in Cols. OHIO but we have heard Marco doing a super job of picking up Debris etc and putting Marco back to normal.

good job

We evacuated early. I am signed up for all notices from the City of Marco now but not before Irma.

I was not in the United States when the Hurricane hit Marco Island.

The City of Marco Island did an excellent job of getting the island up and running and keeping residents informed.

City did an outstanding job of keeping residents informed.

Get busy on the debris piles clean up!

The Emergency notifications were wonderful--kept us up to the minute on what was happening, even though we were away from the state. It allowed us to make appropriate arrangements for return and property care.

Kudos to all the first responders! We arrived after the storm and very impressed with the fast recovery of the City of Marco.

I was in New Jersey before, during and after Irma. I had no idea what was truly happening here. I am very impressed with the almost daily updates coming via phone from Marco red code. Great job!!!

How do you sign up for the code red emergency notification system ?

The new hurricane windows should help the cause.

We live in CT and heard about the MI evacuations through the internet and tv and we kept in contact with a realtor from MI.

I don't know if we are signed up for the Code Red Emergency Notification System. We would like to be.

Congrats to the firemen and those who were notifying us of what was going on with Irma and our island.

Hope this survey helps MICA, it seemed rather stupid to me

We had plans months in advance to fly to CT on the Thursday before the storm - just lucky. However, we would have evacuated had we been here, and probably would have driven out of state.

The City did a great job keeping us informed.

The city of Marco should be more aggressive with the cleanup program. Have contractors to process the vegetation debris and remove other type of debris. It is middle of the October and piles of debris ruining the grass and blocking the rain water to go to sewer system and be properly drained. the city of Marco did properly used the disaster assistanc

Arrived 3 weeks after Irma. Little damage to our condo and moderate damage to building & grounds. Impressed with speed of clean-up & repairs on Marco, be it private- &/or government-lead. Island looks much better than expected.

We were in NJ during the hurricane, but we were very pleased with the up to date information given to us by the City of Marco through the Code Red calls.

Appreciate Code Red system.

I believe you did the best possible job of preparing residents for a disaster of that magnitude.

Brush pickup coming to a island near you ?

I believe that the City should have released more information and kept the residents abreast of information. I had to find out all the information through the Marco Patriots.

We were in Michigan at the time.

This is a second home and no one was at our residence at the time.

I WAS NOT IN FLORIDA DURING IRMA
HOW DO I SIGN UP FOR CODE RED

I was not on the island during hurricane Irma. Just from social media it appeared the City of Marco did there best in a bad situation.

good job in Notifications and emergency response and clean-up

How do I sign up?

Thank you,
Virginia L. Vacio

Big thank you to MIPD, MIFD and the Marco Patriots and other first responders.

I am a seasonal resident and was not in Florida at the time of the hurricane.

Was not on the island for the hurricane. Permanently live elsewhere

Job well done. We came from NJ and lived thru Hurricane Sandy. We didn't have electricity for a month. The contractors were faster but Marco did a remarkable job.
Thank you

Good communication from the reverse 911 code red system.

The city did a great job. Collier did a superior job in prepping and the state was absolutely outstanding

Was well informed via the Code Red Emergency Notification System

We have not signed up for code red but intend to do just that.
Thanks

Our condo is a second home and we were not on the Island at the time.

The city did a very good job of keeping it's citizens updated about the condition of the island before and after the storm.

Bill McMullan, editor of Eye on Marco deserves special recognition by City Council for his tireless communications before, during, and after the Hurricane.

We grew up on the Texas Gulf coast, before evacuations were invented. We live in a house of far better construction than our houses in Texas 50 years ago. I say the safest place to stay was in our house. The only reason you issue a mandatory evacuate notice, is to let us know there is no one here to help us if things go wrong. If it was a 5,

The phoned red alerts were very informative & appreciate all the warnings & topics.
We are also pleased with LCEC for their work

Rookery court needs all the storm trash cleaned up from the swale. NOW!!

Web site for city was very much lacking. Eye on Marco and Facebook were more up to date

We think Marco Island did a great job before during and after hurricane Irma. Thank you

Fix the sewer system. The whole island still stinks like poop

City Staff did a terrific job keeping everyone informed and managing the aftermath.

Thanks!!!!

Al

Good job with using code red I was in NJ prior to storm and felt as if I knew what was happening

I learned about the status of my building from the Marco Patriots and the Zello App that they used to stay in touch. Otherwise there was no news coming out of Marco which was understandable with the internet, TV, and power out.

I felt well informed in New York. Kudos to all of you.

Have not been to condo since April and was not there during or after Irma.
Management is taking care of property destroyed.

After the storm, getting information was not organized. It was who you knew on social media.

The City did a great job of keeping us informed and also with post storm clearing of the roads.

Very impressed with the City's efforts and LCEC for how quickly power was returned.

The police department did an fantastic job. Thank you to everyone for their efforts during a very stressful period!

I don't think that the City did enough to inform residents after the hurricane.

i.e. Water restrictions

When it was safe to drink water.

Restaurants that were open after the hurricane (important to people whose homes were damaged).

Marco did an excellent job keeping us informed before during and after the storm. Tip of the hat to all marco first responders.

We got back to Marco a week after the hurricane and were pleased what we found elec. was up, water up but had to boil, tv came up a few days later. The city did a good job.

Was not on the Island during the storm. Still at northern address.

the text and phone calls have been extremely helpful to know what is going on! Thank you!!!

Marco is our permanent home, but we were on vacation so already off the Island for the storm. We greatly appreciated the City's regular messages before and after IRMA- a great service from our small Island home. Thank you

the red code emergency notification system worked great.

gasoline availability a serious problem

They did excellent job before, during and after the storm

Extremely slow clean up efforts

Deborah and I, James Eby would like to give thanks and praise to the MIPD for managing the long lines at the pumps before IRMA and after providing security and support to the Island people, the fire dept and chief did an excellence job, extremely professional and calm in this disaster situation, the board members support, timely info by Baer, tksALL

question 6 requires an answer. I was not there so I answered NO idid not evacuate BUT this seems to provide falso data

Just got phone message regarding the notifications., so will be signing up for code red notifications.

Nice job in a very difficult situation

i would like to be signed up on the islands code red notification, 989-600-0431 tdbaak1@gmail.com

I was happy to receive the red code alerts however, after the storm they became too frequent so we had to cancel them. They need to stick to truly emergency messages or combine them. We signed up for them on our cell phones but somehow they also came to our house phone without our permission. So we were having twice as many alerts as necessary.

I have since signed up for notifications. Thanks for all you did to keep our lovely island and itâs people as safe as possible during Irma.

The Council meeting before the storm, the Fire Chief requested a voluntary evacuation and we complied.

Cleanup should've commenced a couple days after they got all the debris out to the road. That took way too long for the team to respond

Entire event handled well in our opinion.

I was in Europe just prior to the storm, so no evacuation required. You did not mention the phone calls from Capt Baer, that was how I learned about the evacuations. Code Red does not work if you are not on island it gives you the conditions where you are located. I was in NJ prior to going to Europe and when I checked code red it gave me NJ info

I live in NJ and was not in Florida during the time of Irma. All info I received was via TV.

The city needs to get a facebook account because most people have it and not many have Twitter. It would have helped to get information out faster since most people's code red numbers were down

We were in Michigan during Irma, we were very thankful that it did not have a major impact on Marco and that no one was hurt. Our condo manager at the Sands kept us informed of conditions and any damage to the property, thank God we only had tree damage. Marco Island residents are wonderful and ready to jump in to help.

Do not know how to sign up for Code Red Emergency Notification System

We were off the island and our unit is used only when we come down. Neighbors in our condos kept us informed and the Marco Patriots Facebook page provided pretty good post hurricane passing info.

Excellent job preparing and informing residents!

Plan to signup for Code Red ENS. We were not here when before or during hurricane and arrived recently/

We are snowbirds. Not on island at time of Irma. We watched TV news and listened to Marco Patriots through Zello.

Excellent code red communications

We own a home and I appreciate the Surrey prior to the hurricane but one should be done after the hurricane as well. We flew from Canada to clean up our property and the city/state of Florida did not even clean up our debris for the 3 weeks that my husband was there cleaning up. I think quicker action could have taken place or even communication

We were out of FL prior to Irma. Biggest issues so far are the Mon AM nat. TV inter. with City Off. indicating power was back to substat. and coming on area by area - WAY too opt. and caused us to return to no power for days. Pickup of tree debris pathetic. Need more clamp trucks but use dump trucks to haul - don't stop picking. Like road crews

Need a better debris cleanup plan next time. City website or a Facebook account should be used for more and better communication, information, pictures etc. A lot of good info was shared by a few councilors on the Marco patriot's Facebook group, but you had to know to go there to get it.

I did get notifications but on my home phone which we did not have during the storm or for awhile afterwards. I need to give the city my cell number for these notifications.

I am a Missouri resident, however, my husband and I own a condo at Smokehouse Bay Club. Unlike many snowbirds, we come down many times a year and I spend most of the season here. I was on the island and evacuated on September 5th. Please advise me how I can sign up for the Code Red notification system. Thank you.
Kelli Miller.

Thank you for code-red...and all up dates.

Was disappointed in the lack of communication from local MI leaders after Irma hit. We had to rely on home grown social media groups to share information and guess at what the leaders were doing to restore services on the island, pick up debris, etc.

Overall, I feel the City did an excellent job with every aspect of the storm.
K. Pagach

Thank you for the updates using the Code Red system.

We were out of town when the storm hit. We were well informed by emails and phone messages. We were very pleased with the regular communications and came back when the power came on.

Since we were not in Marco before or during the storm, the Red Code Alerts were very helpful in keeping us informed. We also watched WINK news on-line and kept in touch with our Marco friends.

Great job in clean up efforts and resident support

I understand the difficulty of filling residence in on developments on the island after Irma, but that's what was missing. Daily updates as to when can residents return, curfews, etc. otherwise great job guys!

City Web site and mica website were short of information. Facebook residents had much better up to date info.

Family members living on Marco told me that they received telephone messages concerning conditions on Marco before/after the storm (evacuation, power, etc.).

We were not aware of Code Red.

Also, there was talk of having to have a "sticker" to re-enter the Island after the storm. We knew nothing about acquiring a sticker.

Residents were not notified early enough not to co-mingle landscape debris with non-landscape debris (i.e., roofing, pool screen, soffits, etc.). Some piles were already co-mingled by the time residents got the word not to.

The city is without leadership! The city council plays at being a leader but fails. No one is clearly in charge. Using phone and cable to communicate is ridiculous, neither worked till long after the crisis.

Excellent communications before, during and after the storm! Excellent emergency preparedness, i.e., gasoline trucks on standby, extra electrical repairmen on standby, etc.

First time in a long time I've had respect for the city government...

The police, fire fighters and all first responders who stayed behind in the island were incredible and amazing, I believe that they should be compensated with a bonus and/or additional days off for their immense bravery. That goes above and beyond the call of duty and should be appreciated, honored and compensated.

More to say but no space,

I did not know about the code red alert. The whole episode has left me feeling very nervous. I live alone and this has caused me to re-evaluate my preparedness for a hurricane. I went to atlanta. Returning was traumatic having to deal with aftermath and the despicable people trying to gouge prices for repairs!!!!

Not sure if I am signed up for emergency notification but if not, I would appreciate you adding me to your list.

The survey seems to be designed for people who were on Marco immediately prior to the hurricane regardless of question 3, and should have some N/A options for answers.

We were not on the island during Irma, but did hear about the evacuation order.

I left Marco before it was mandatory but I did appreciate all the information that they put out by phone advising us what Was happening. I think they did a great job!

We did not evacuate as we were living in New Hampshire. We are in our Marco home Jan-April.

No questions

We were not there during the hurricane but I think Governor Scott did an excellent job of alerting and telling people to evacuate.

Only part time resident

This city and everyone else needs to have more supplies available. Not having gas water ice etc is not acceptable

City is doing a great job on the clean up..thank you

How does a homeowner on Marco sign up for the Code Red Emergency Notification?

We were on a planned vacation at the time of the Hurricane Irma and only returned September 14th.

Hello, This home we have on Marco Island is a winter place and we were not there when this happened. We watched from our cameras until they went out, and then by TV. Our gardener and his extended family (26 people in all) drove to our Lake House in B.R. GA after putting up our Hurricane cover over one curved window, and secured our boat! A blessing

I did not really know how to answer some of these questions since I do not live on the island, but own property there. I did not require evacuation, but did know of the orders through social media.

There seem to be a lot of chatter on social media about all the poor people who were "unable" to Evacuate And remained where they were. It seems as though there should be more education to the general public as to , if you need assistance evacuating, who to call or who to notify to ask for help leaving.

The City of Marco did a Great Job of providing information and instruction.

We appreciated the messages and texts because we had no other way of knowing what was going on on the island.

Stop with the phone calls regarding unlicensed contractors it is not our job to report unlicensed contractors

No

Impressive job communicating

I think it is terrible that over a month later there is still debris waiting to be picked up. I understand that there are so many hoops to jump through but I have also heard on the local news that the company that was hired to pick up debris is a New Jersey company that is already under investigation. This debris needs to be picked up.

Would have like much more information on the City of Marco Island website. I did receive much more information from the Marco Patriots Facebook group.

Thanks to city councilors Honig and Grifoni for keeping us informed. The city completely dropped the ball. You wouldn't let us back into Marco to check on our homes even though before the hurricane you said you would. Naples didn't have armed cops stopping citizens.

City officials need to do a better job of communicating to the media on their intentions as a resident who summers outside of the state of Florida where in the dark as to what was going on pre-and post storm.

I would like to see speedier clean up of debris along the streets. It has been to long of a process.

Code red is a great communication system Thank you for code red

Advise as to schedule , if any, for hauling away lawn, shrub and tree debris.

Stayed on Marco Island throughout hurricane on Indian Hill. Have stayed for last 3.

Code enforcement has done a very poor job post storm in may areas. Also it is a joke that the City puts their hands up and states the County handles unlicensed contractors and does nothing.

The city council is doing a great job!

Also on all other aspects to the hurricane

Keep up the good work

we love it here.

Where were too many messages from the city. Some were not very important. Suggest city send fewer, critical, alerts. Who cares that city is now operating from its emergency center?

Marco patriots Zello app was a GEM. Kept us up to date with the "boots on the ground" immediate constant updates

Great job with communication.

How about a survey on post-Irma response

You guys are awesome!

Everyone did an amazing job! We came to Marco after Irma and witnessed all the assistance the City of Marco gave. This included the Marco Patriots.

I was in Michigan at that time

Great job keeping us informed.

I thought that the city did an excellent job of keeping me informed through both voicemail and email from D. Baer, whom I understood to be the police chief

The Code red system was fantastic. The alerts were informative and frequent. Great job.

The Cleanup of the debris in the swales is a joke. The debris should be taken to the parking area by veterans park and piled up. From there it should be transported off the island. Secondly, there are traffic safety issues with the current way it's being done.

marco island was very helpful with messages.

We evacuated, but finding gas and lodging was problematic due to the path of Irma aimed at everywhere we were headed.

How do you sign up for Emergency Notifications? We don't live on island - own a condo and visit right now and do rent it out seasonally

We're snowbirds but are usually back on the Island by mid-September. Because of the forecast we stayed 'up north' longer than usual and returned to Marco on 9/17. Code Red is a blessing and wonderful form of communication.

We were on vacation out of the country.

We were at our summer home in Iowa. Our grounds keeper and our brother installed our storm shutters. Thanks to them, all the damage we experienced was outside of our house. My husband, Ken, and our son drove to Florida as soon as they could to start the cleanup. We are returning to Marco tomorrow.

I was at my summer home in NC, but in contact with my neighbor who stayed home because he has a 270 lb Mastiff dog. It seems that shelters have a rule that pets must arrive in cages. Both neighbor and dog are fine

Your notification system was/is excellent. Kept us abreast of status every step of the way.

The hurricane shutters on my home saved a lot of damage to my home. One Accordion Shutter the hurricane made a door out of it... Lucky no surge.. Neighbors are so helpful and very thankful for them.....

Evacuated on Saturday at 6 AM to a location outside of Collier county due to potential for 12 foot tide surge. Very little traffic on route 75 all the way to Tampa.

Follow-up radio information from Councilman Grifoni was inadequate. The only real information was that Publix was open.

Our Thanks to all the workers of the city, county, and state and all volunteers who's efforts made the before during and after the storm a bit more tolerable
Thank you one and all

Thank you for keeping us informed. A list of reliable roofers, tree cutters, pool cage builders, etc. would be helpful. More so a list of those to avoid!

Some questions were repetitive. we were not in our condo yet for the season, so many of these questions did not apply. Should have had that option on the survey.

Not in Florida when Irma hit would have left Island as directed.

Need to get the clean up going faster. at current rate will not be cleared until next year

I would like to see damaged trees etc, picked up

Had not returned from Summer Home yet

We live in our home on Marco from Oct. 30 to May 6. We were at our home in New York State during the hurricane. We do get the code red emergency calls and find them helpful.

There has got to be a better way to predict storm surge. They were wrong in Wilma and Irma. Many people including myself won't pay attention to storm surge warnings if they are not corrected. these warnings just cause panic, gasoline shortages and traffic jams.

Marco Island is my second home. I was in Broward County during the storm. I do have the code red notification and I followed the Marco Island Patriots on FB and Next door chat for Marco island,

Angela Burrafato, MD



Oct 2017 HURRICANE IRMA SURVEY

[Survey Details](#)[Overall Results](#)[Individual Results](#)[Back](#)

Text answer(s) for:

- 17 **If there are comments you would like to pass along to the City of Marco Island here.**

351 Responses

Answer

Storm preparation was handled well..Many Thanks to all !!

Code red worked for me but I had been watching National Hurricane web site and had made all of our decisions ahead of the curve.

Social media Patriots was very informative. Coastal Breeze and Eagle were worthless.

J

Great job keeping us informed

We really appreciated all the phone messages. It kept us informed

As you know there is a lot of debris on the island. We have seen very few trucks addressing this matter. I know there has been meetings on this but the problem of removal is not being taken care of. Why can't the refuse trucks, which we pay for, start picking it up? Every little bit would help. None of the side streets are being cleared!

I believe the City of Marco must be commended for the excellent communication during the hurricane. We were far away and so appreciated the frequent updates. Our neighbors were wonderful in assessing our damages and sending pictures. Our realtor of four years ago, Lisa Bushnell, was willing to enter our home and reassure us on many concerns.

We were in Pennsylvania during IRMA

Although I own a condo at Anglers Cove I was not at Marco Island at the same time of Irma's presence. From what I read and heard the community Police, Fire and public workers Departments did an amazing job in maintaining safety for human beings and low destruction rates to properties and the entire Island itself. BRAVO!

Very thankful to police, fire fighters, 1st responders and volunteers. They are all our Heros!! The communication was excellent, efficient, and "comforting" to get all the updates from Marco Island.

Please inform me how to sign up for 'Code Red' for Marco Island, as I just moved here the end of July 2017.

The Code Red Emergency Notification System was extremely valuable! It was our only connection to the island after we evacuated. Thank you, City of Marco Island.

We think the city did a great job of keeping the community informed. Thank you Taxes we pay to the City of Marco Island should support a way City can participate in picking up and disposing of after storm yard waste. We wanted to be a City to be independent of County. If City had a simple plan and effort to provide this service it would be an excellent example to set for citizens, future citizens, and tourists.



Oct 2017 HURRICANE IRMA SURVEY

[Survey Details](#)

Overall Results

[Individual Results](#)

[Back](#)

Text answer(s) for:

17 If there are comments you would like to pass along to the City of M here.

351 Responses

Answer

I would suggest that in the day or two immediately following the storm, when the bridge is reopened, it is only opened to residents and not to everyone.

Please improve post storm clean up plans. Debris continued to be piled all over the island and has caused respiratory health issues for me.

I was up north for the Summer

I am retired Ship Captain. I am very familiar with this type of weather phenomenon. I was well prepared to weather out this storm.

I was glad I stayed because during the weather break when the eye wall passed, I had time to re-assess my home before the back side of the eye came in with the storm surge.

HOW DO I SIGN UP FOR CODE RED EMERGENCY NOTICES

The rate at which debris has been collected is inexcusably slow. I returned to the island on 9/14. today is 10/12. there are still large amounts of debris along all roadways within the city limits. It is not only unsightly it is rotting away and smells terrible. Please pick up the pace...

Great job

I would like to sign up for the City of MARcidiacono Island's Code Red System. How do I do this?

I know there was alot of damage on Marco Island/Goodland, I just wish there was a better and quicker way to remove all the debris

Great job. It's terrible it takes a disaster to bring good folks together

The City did a fabulous job of keeping its residents informed about the different emergency orders and what actions to take when. I truly appreciated the amount of communication from the City.

I was up north during the hurricane and I can't say enough about how impressed I was and how happy I was to get the constant updates from the city. I think the city did a fantastic job in communicating. great job and thanks.

Glad to see the cleanup process is underway BUT, it seems to me, that contracts/agreements should have been in place, and should be in place, anticipating future events. Although there is tremendous unpredictability for such future needs, it is wise to have companies lined up to handle storm debris. Maybe MICA already has such agreements. Hope so

For those of use who do not live full time on MI it would be extremely helpful if information came out through MICA frequently so that we did not have to rely on national TV for information. Thank you

Most updates I was able to obtain came from the Marco Police twitter updates or blog. Outstanding job there. City offices appeared completely shut down or not communicating for quite some time. Outstanding job by Marco Police and Dispatch. Hats off to these fine people.



Oct 2017 HURRICANE IRMA SURVEY

[Survey Details](#)

[Overall Results](#)

[Individual Results](#)

[Back](#)

Text answer(s) for:

17 **If there are comments you would like to pass along to the City of Marco here.**

351 Responses

Answer

The clean up of the Island is terrible. I stayed for Hurricane Wilma in 2005. Seven to ten days after that hurricane you could not tell that a hurricane hit the island former City of Marco. Bill Moss did a fantastic job cleaning up the Island. If you look at the City of Naples they are miles ahead of Marco on their cleanup effort. That hurricane

The Code Red notifications were extremely helpful and reassuring. We were kept informed every step of the way.

I was not on the island, but I think Marco did a wonderful job keeping us informed of what was going on.

You did a fabulous job before, during, and after the hurricane.

Both my wife and I are first responders, we work for MIPD. We had to stay or we would have evacuated. When they tell you to leave, you should for your own safety.

I feel communications were handled nicely by the City of Marco Island. Only major problem is the EXTREMELY SLOW pick-up of yard debris. The owners of our complex worked 10-12 hour days cutting trees/bushes, etc. and placing them at curbside. Today, 10/12/17, they are still there & Elkhorn being only one block long is an accident waiting to happen.

One would think, with the history of hurricanes in Florida over the years, that Florida contractors would be better prepared for the aftermath. I'm trying to get commitments/responses from contractors for repairs. No success. The folks that I received an email from say there are little or no materials and not enough resources. Not sure if true.

A super job was done by first responders and the community. Please get those trucks moving to clean up this beautiful island.

Great communication. Watched the storm via stormchasers live streaming. Make people aware of this. It was very good. More info on power and internet availability would have been good. These are small suggestions. Response was excellent.

I know it was a tough time, but I felt like I got more timely information through the Marco Patriots site than what I could find through the City. I wanted to check my property after power was restored to my area - I found that out through the Patriots website. Also would like to know when debris cleanup will occur by area. Just an observation.

I think the city website should have had twice daily updates on the site of conditions on Marco. Water, power, debris removal, gas availability. You had to really hunt around to find out what was going on. A lot of info was unreliable word of mouth updates.

They need to pick up trees and stuff from the sides of the street.

Marco Patriots were really crucial during this crisis. While I was evacuated I got all my information via the Patriots in regards to the situation on island, whether we could return to the island and so much more. I commend these people for everything they did and continue to do. I was disappointed in the silence from the majority of our council.



Oct 2017 HURRICANE IRMA SURVEY

[Survey Details](#)

Overall Results

[Individual Results](#)

[Back](#)

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17 **If there are comments you would like to pass along to the City here.**

351 Responses

Answer

Finally evacuated to Bonita Springs (west of 75 and south of Bonita Beach Road) because of constant pressure from 2 brothers (WI & LA) and 3 sons (AK & PA). City of Marco Island gets A+ for keeping us informed both before and after Irma. Got voicemail and texts on landline and both cells. We came back briefly on Monday and to stay on Tuesday.

The Marco Patriots Facebook site has been incredibly informative.

I think the city of Marco Island did a fantastic job with the code red updates. I was out of the state but appreciated the information which was factual and up to date.

We feel very fortunate to live on an island with such dedicated emergency professionals. We knew we were in non compliance by staying in our condo at Vintage Bay but we held an emergency meeting with all who opted to stay, exchanged #s, unit & bldg #s & felt very reassured when a member of the MI Police came to check on us before Irma hit. Thankyou

Donât understand why it is taking so long for cleanup. It was much more organized and faster during Wilma. Is the council doing anything about It?

Need a better plan to remove/pickup foliage/vegetation. Three weeks after hurricane IRMA and none of it was picked up. Totally unacceptable.

Code red was the only info we were getting from the city. We had to turn to Facebook to get the story on what was going on. Find an additional way to officially communicate other than personal social media sites. Waste Management took 15 days to pick up garbage. There is little to no info on debris pick up. Is there a plan? 4-6 months????

I thought city did a good job.

Very nice job of dispensing information quickly. Thank you Marco for keeping us safe.

Would like the City website to have more information, and updates. It would make people not so annoyed about returning after the storm, if they knew it was to ensure the bridge was safe and that there were no more live electric wires on the ground. It also would be nice to know the cleanup schedule and where the Fema meetings were going to be.

Thanks for all of your hard work and long hours to keep us safe...

Being in Massachusetts I found Bill McMullen's "Eye on Marco" to be of very great value. Also received the phone messages.

Waited to long had to hunker down in my home

please provide clearer instructions on how to get the code red notification system

Why did the city plant trees directly under power lines along Bald Eagle Dr (and other locations)?



Oct 2017 HURRICANE IRMA SURVEY

[Survey Details](#)

Overall Results

[Individual Results](#)

[Back](#)

Text answer(s) for:

17 **If there are comments you would like to pass along to the City of Marco here.**

351 Responses

Answer

Excellent job on the clean up so far!

We feel the response of Marco Island personnel was OUTSTANDING, THANK YOU!

I believe that the areas where people live all year long and work here should take preferential treatment over the areas where the seasonal homes are. Seasonal homes are empty and do not need power, where your all year round residents still go to work and provide services for this island.

Great job by the City of Marco for preparation and recovery efforts. ALL STAFF DID GREAT!

Most significant improvement item would be the debris removal. Should have started sooner and been completed quicker.

Let's replace the street signs with something that holds up better and upgrades the look of the island. many are damaged so I hope we're not planning to reuse the name plates. Thanks for all the hard work during the storm and thank goodness for social media!

We were not on the Island. Our guests who were there DID EVACUATE.

We felt safer here in our concrete building with shutters than out on the road with lots of unknowns.

Seasonal residents

The clean up project is very slow? Six Clean up trucks for the island and it start with debris and then round two then pickup garbage later. Very slow. Thanks to all of the first responders for doing there jobs.

Hi my name is Lou Ann Kincaid. I live at 1841 Old Court. I do not have any insurance on my home and I had damage on my home. I am able to live in my home , But would like to know if there is some kind of help I could get in repairing the damages and also helping to pick up the debris. I am a widow as well. My number is 304 545-4920.

How do you sign up? Not sure if I am signed up or not. Also, not on the island at the time of hurricane. I didn't have to evacuate. There wasn't an option to say that on this survey.

I know it is difficult, but the trash pick-up needs to move faster.

How do I sign up for MI Code Red Emergency Notification

MIPD Twitter account was fantastic. Kept me up to date with everything.

City should partner with one of the local radio stations so citizens with battery-operated radios can get news and updates during the emergency. Local Naples radio station did great work, but could have been a much better outlet for storm news if City and County reps were assigned to feed info and respond to queries.

How do I get signed up for the City of Marco Island's Code Red Emergency Notification System?

Very tedious to sign up for code red. City does not need all that info they already have.

Appendix H

City of Marco Island Comprehensive Plan Extract, December 2009

CITY OF MARCO ISLAND COMPREHENSIVE PLAN



Goals, Objectives and Policies

Last Amended: December 7, 2009

not preclude reconstruction of structures as authorized under Policy 3.3.3 or the subsequent Post-Disaster Redevelopment Plan.

Measurement: Issuance of development orders for new projects consistent with the densities prescribed on the Future Land Use Map.

Policy 3.1.1: The City shall maintain and enforce building codes at least as stringent as required by Florida law to limit the potential damage of structures from hurricanes and tropical storms. These codes shall include wind-resistance commensurate with the risk of a coastal environment and building elevation requirements that conform with federal laws and Flood Insurance Rate Maps.

Measurement: The City shall adopt the new Florida Building Code pursuant to the prescribed implementation schedule.

Policy 3.1.2: The City will continue to actively participate and interact with the County's Local Emergency Management Planning (LEMP) organization to foster enhanced emergency planning with special emphasis on maintaining or reducing hurricane evacuation times from Marco Island.

Measurement: City representatives will actively participate in LEMP meetings.

Policy 3.1.3: The City will develop a local hurricane plan, which will be annually reviewed and revised before June 1st.

Measurement: Annual review of local hurricane plans.

Policy 3.1.4: Strongly advocate the expansion of the Jolley Bridge facilities to the MPO's funded priority list, and continue all efforts necessary until project completion.

Measurement: Success in placing the bridge on the MPO's funded priority list and other civic efforts to help accomplish this vital project.

Policy 3.1.5: The City will work through the County staff to ensure that hurricane evacuation shelters meet or exceed Red Cross standards, and that facilities are provided to meet the needs of elderly and disabled persons.

Policy 3.1.6: Upon plan adoption the City will conduct at least one public hurricane preparation meeting before hurricane season, and seek the assistance of local groups and associations to distribute pertinent materials on hurricane preparation and evacuation.

Measurement: Annual public hurricane preparation information meeting.

Objective 3.2: To limit public expenditures for infrastructure that would have the effect of directly subsidizing private development.

Policy 3.2.1: The City shall limit its funding of public infrastructure expansion if such funding and such expansion would have the effect of directly subsidizing a specific private development in the City.

Appendix I

MICA Hurricane Preparedness Guide 2015

Hurricane Preparation Guide

Marco Island
Civic Association





United States Department of Commerce
 National Oceanic and Atmospheric Administration
 National Weather Service

StormReady Community
 presented to **City of Marco Island**

For improving the timeliness and effectiveness of hazardous weather warnings through a diligent and proactive approach of increased communication and preparedness, this community is recognized as StormReady.

June 2, 2014
 Date

Dr. Pablo Santos
 Meteorologist-in-Charge
 National Weather Service Forecast Office
 Miami, FL

The National Weather Service recognizes communities that develop a local hazardous weather plan and promote the importance of public readiness to its community members. Marco Island has been recognized as a community that has met these criteria.

The City of Marco Island is prepared for the upcoming hurricane season. The Marco Island Civic Association has prepared this Hurricane Guide so that all of our citizens will also be ready.

TABLE OF CONTENTS

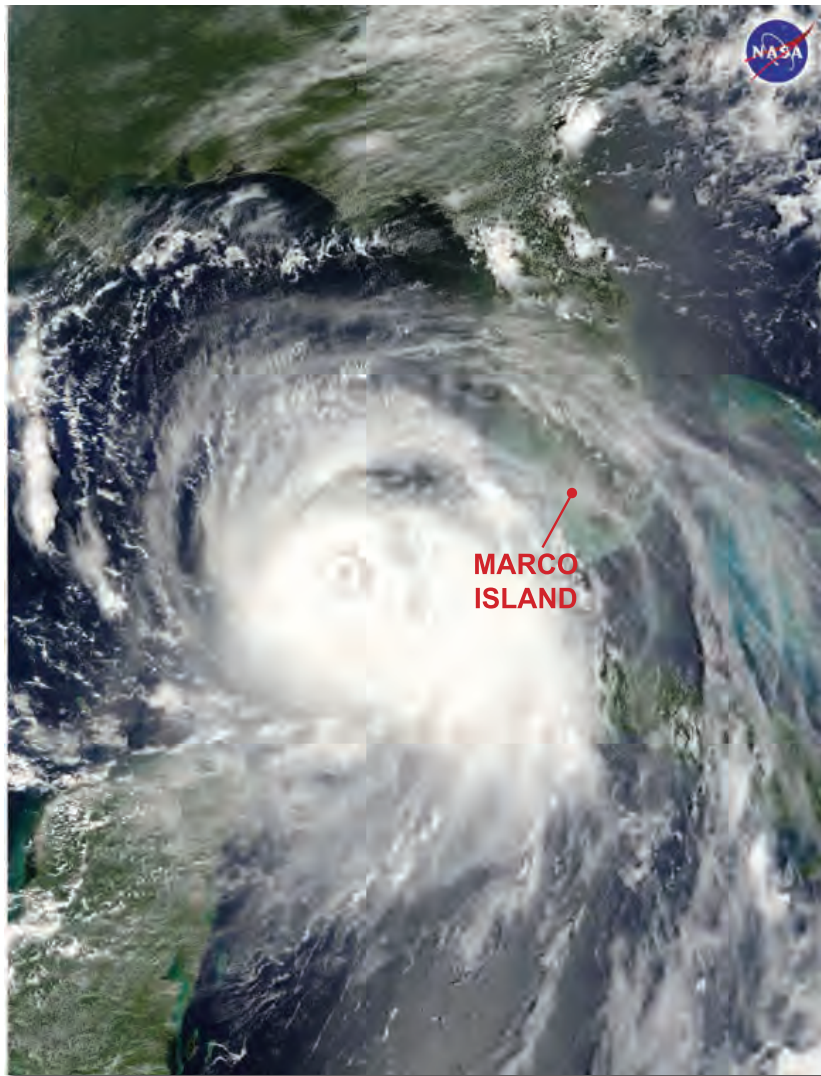
Preparation.....2
 Storm Surge Map of Marco Island.....3
 Factors Impacting Storm Surge.....4
 Advisories5
 Evacuation6
 Evacuation Checklist.....8
 Preparation Before Storm.....9
 Communication & Information10
 Securing Your Business11
 Securing Your Boat & Dock.....12
 Securing Your Swimming Pool.....13
 After the Storm.....14
 Emergency Contact Numbers15

Introduction

Hurricanes have only been officially tracked in the United States since 1851 and only started having names going back to the 1950's. In the short 160+ years that hurricanes have been recorded with any accuracy by the National Weather Service, more than 74 tropical storms and hurricanes have passed within 75 nautical miles of Marco Island – that's one every 2.2 years. During the 2004 and 2005 seasons alone there were 8 hurricanes that passed close enough to Marco Island to cause mandatory evacuations, with Hurricane Wilma passing directly over the island as a major category 3 hurricane on October 24, 2005.

However, not since September 10, 1960, when Hurricane Donna struck Marco Island with an 11-foot storm surge and winds in excess of 130 mph has a truly damaging hurricane visited the island. The major difference between then and now is the fact that Marco Island was virtually undeveloped in 1960, with less than 50 full-time residents and few homes and businesses. Today the situation is very different.

Man cannot stop the wind or flooding waters of a hurricane – but, by taking the time to individually prepare ahead of time and encouraging our local governments to support community public safety initiatives, injury and loss of life can be largely avoided and property damage can be minimized.



Hurricane Katrina, August 28, 2005

In the 1990's the Marco Island Civic Association (MICA) developed a comprehensive Preparedness Manual for Marco Island, entitled *Hurricanes... Are you Ready?* Since then much has changed, including cityhood for Marco Island. This new MICA Hurricane Preparedness Guide has been developed to supplement other local, state and national guides with specific information pertinent to residents, visitors and businesses on Marco Island. It is recommended that this guide be used in conjunction with the Collier County *All Hazards Guide*, which provides very important and detailed local information and is available online at collierem.org and at city government buildings island-wide. Additionally, the State of Florida has extensive Florida specific information available at floridadisaster.org/family/ and the National Hurricane Center at nhc.noaa.gov.

When Should You Prepare for a Hurricane?

The answer to that is really year 'round.

The official hurricane season in this part of the world is June 1st through November 30th each year, but actually hurricanes and tropical storms have occurred in every month of the year. In the past they have called them “no-name” storms when they happen outside the official “hurricane season.” Being prepared for an emergency year 'round is just a good idea these days, plus it leaves less to do before June.

Storm History of Collier County is available at www.collierem.org

December to February

If you want to install hurricane windows or shutters, start planning and shopping now. Talk to your insurance agent to make sure you understand your coverage (Home, Wind, Flood). Make sure you have fresh batteries. If you have a generator, service it.

March to May

Rotate your food and water (3–5 days minimum). Check expiration dates. If you have hurricane shutters, make sure you have all of them and that they are in good repair. Practice tying down your boat (to make sure you know how to do it and that you have everything).

June 1

Hold a family meeting and make sure everyone knows what to do, how to do it and where to go. Have a plan! floridadisaster.org/family/

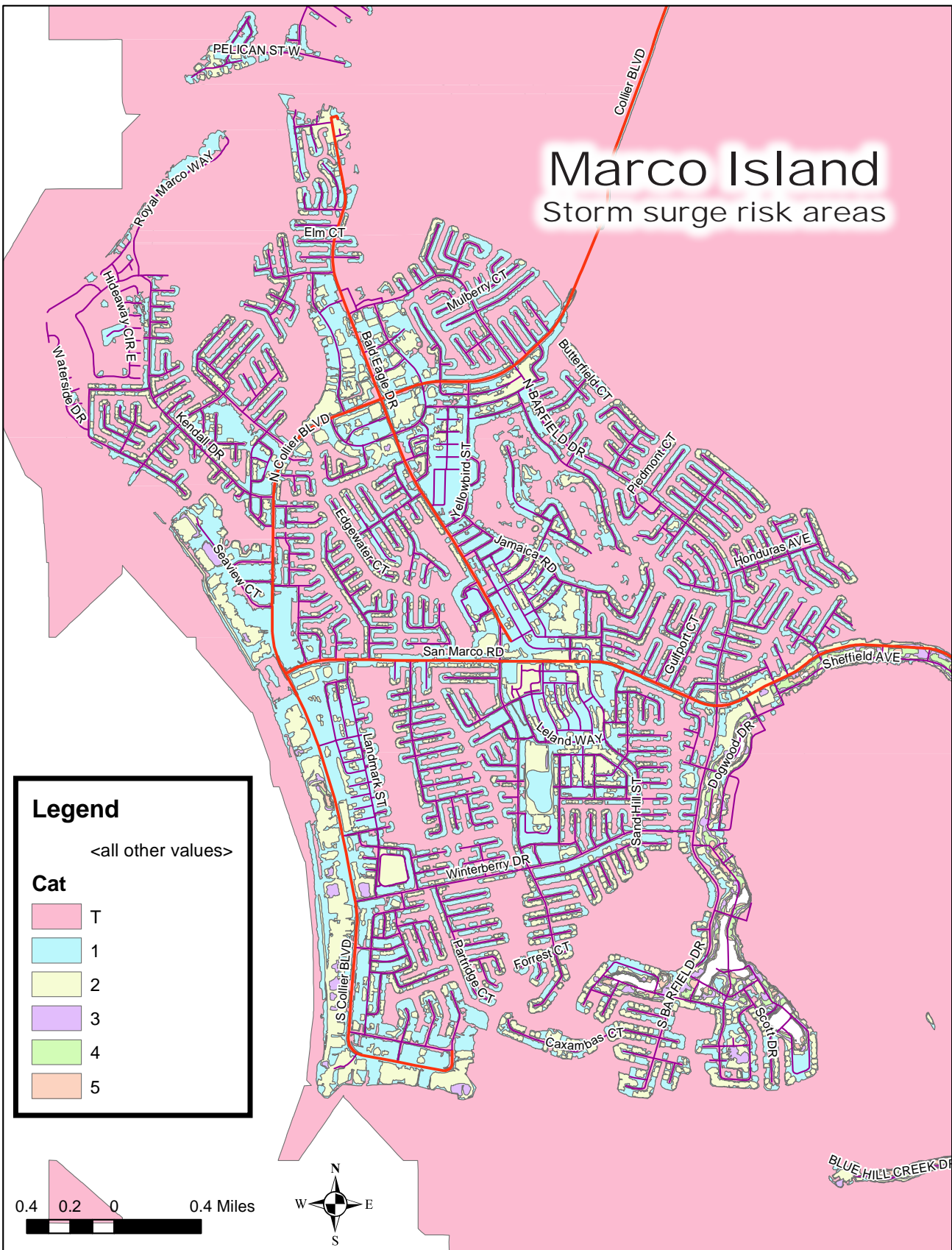


An old fashioned telephone that plugs into the wall (not a “wireless” that requires power) is a good thing to keep with your hurricane supplies, because they will work off of the low-voltage power system even when the power is out if you are a phone company customer.



Marco Island

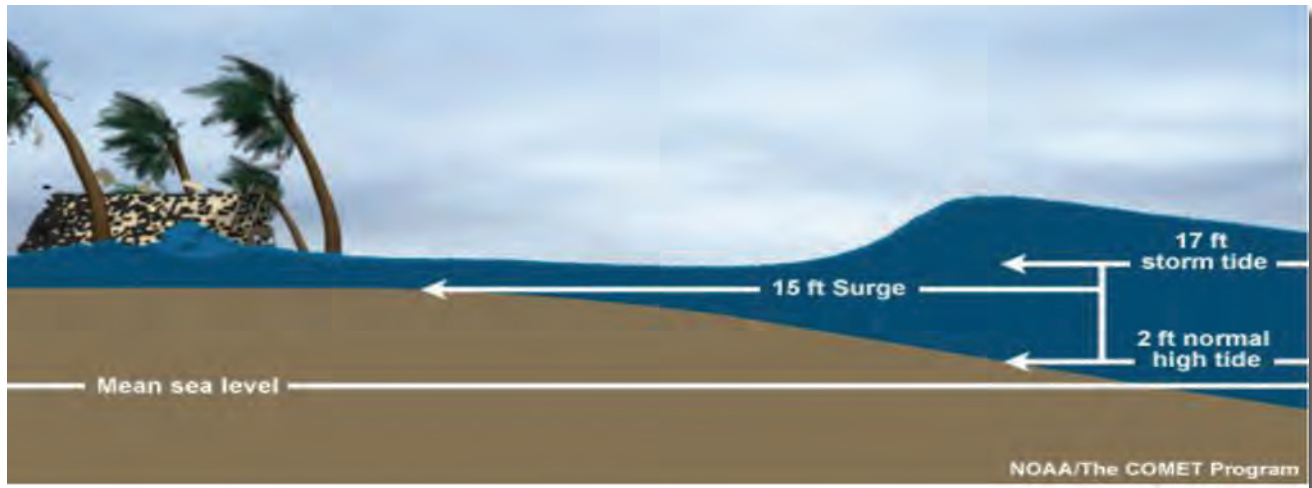
Storm surge risk areas



Why is Storm Surge Such a Big Deal?

Storm Surge vs. Storm Tide

Storm surge is an abnormal rise of water generated by a storm, over and above the predicted astronomical tides. Storm surge should not be confused with storm tide, which is defined as the water



level rise due to the combination of storm surge and the astronomical tide. This rise in water level can cause extreme flooding in coastal areas particularly when storm surge coincides with normal high tide, resulting in storm tides reaching up to 20 feet or more in some cases.



Factors Impacting Storm Surge

Storm surge is produced by water being pushed toward the shore by the force of the winds moving cyclonically around the storm. The impact on surge of the low pressure associated with intense storms is minimal in comparison to the water being forced toward the shore by the wind.

The maximum potential storm surge for a particular location depends on a number of different factors. Storm surge is a very complex phenomenon because it is sensitive to the slightest changes in storm intensity, forward speed, size, angle of approach to the coast, central pressure and the shape and characteristics of coastal features such as bays and estuaries.

Other factors which can impact storm surge are the width and slope of the continental shelf. A shallow slope will potentially produce a greater storm surge than a steep shelf. For example, a Category 4 storm hitting the Gulf of Mexico coastline, which has a very wide and shallow continental

shelf, may produce a 20-foot storm surge, while the same hurricane in a place like Miami Beach, Florida, where the continental shelf drops off very quickly, might see an 8 or 9 foot surge.

**More information regarding storm surge impacts and their associated characteristics can be found at: www.nhc.noaa.gov/surge*

Storm Surge *(continued)*

Adding to the destructive power of surge, battering waves may increase damage to buildings directly along the coast. Water weighs approximately 1,700 pounds per cubic yard; extended pounding by frequent waves can demolish any structure not specifically designed to withstand such forces. The two elements work together to increase the impact on land because the surge makes it possible for waves to extend inland.

Additionally, currents created by tides combine with the waves to severely erode beaches and coastal highways. Buildings that survive hurricane winds can be damaged if their foundations are undermined and weakened by erosion.

Advisories

Advisories warn us of impending danger from severe weather. Become familiar with the various warning stages so that you can prepare appropriately.

Tropical Storm Watch:

Wind speeds of 39-73 mph are expected within 36 hours.

Tropical Storm Warning:

Wind speeds of 39-73 mph are expected within 24 hours.

Hurricane Watch:

Wind speeds of 74 mph or higher are expected within 36 hours.

Hurricane Warning:

Wind speeds of 74 mph or higher are expected within 24 hours.

Saffir-Simpson Hurricane Wind Scale	
Category	Winds (mph)
Depression	<39
Tropical Storm	39-73
Hurricane Cat. 1	74-95
Hurricane Cat. 2	96-110
Hurricane Cat. 3	111-129
Hurricane Cat. 4	130-156
Hurricane Cat. 5	> 156

For some perspective, read [The Caxambas Kid](#) by P. Stone; it depicts several accounts of severe hurricane surge flooding on Marco Island.



Trees blowing in downtown Miami during Hurricane Sandy on October 26, 2012. At this point during the course of the storm, Sandy was a Category 1 hurricane with winds of 80 mph.

Photo by Meunierd

Evacuation

Coastal areas and islands are particularly susceptible to storm surge, which is essentially a flood in the middle of the storm event. Recent hurricanes have caused significant damage to Marco Island in the past. In 1960 Hurricane Donna pushed eleven to fourteen feet of water over the coastal areas of Collier (11 feet recorded on Marco Island) and Lee counties – you don't hear much about that though, mostly because many places like Marco Island were undeveloped at the time, with few residents (most of whom evacuated). Prior to that, there are numerous stories from the old-timers about the hurricanes in 1910, 1924 and 1948 which caused severe flooding on the island.



Local governments are charged with providing for the safety of the lives and property of its citizens – this is not something that they can guarantee on the island during a hurricane. Emergency services like police, fire and ambulances may not be available and utilities like water and power may be interrupted for extended periods of time after a storm. The National Hurricane Center together with other federal, state and local weather experts provide storm surge predictions for our coastal area. This data drives the local evacuation decision and it should be taken seriously by all residents. Unfortunately, an accurate knowledge of the actual amount of surge flooding a storm will produce is not known until just a few hours before landfall, which is far too late to make a decision to evacuate. **In order to avoid many problems associated with evacuation — LEAVE EARLY!**

Precautionary (or “Voluntary Precautionary”) Evacuations

Sometimes these are issued prior to a Mandatory Evacuation to get visitors and persons with special needs – and for situations that are dangerous but below the threshold for a mandatory evacuation. These should be considered a big hint...

What is a mandatory evacuation?

Technically it is a legally enforceable order (Section 252.46(2), F.S.) put in place by the Collier County Commission in consultation with the City officials, in the form of a Local State of Emergency. However, don't expect a knock on your door by someone attempting to make you leave. Public safety officials don't have the time or resources to force residents to leave – their main focus is to make sure everyone is notified of the emergency and to assist those who need some help to evacuate.

Where to go & what to do?

Essentially you have three choices:

1. Evacuate to a hotel outside the evacuation area. If you take this option you should evacuate outside the area that will be affected by the storm – going to exit 101 on I-75 will get you out of the evacuation zone, but you're still going to experience a hurricane there. It's best to go to a location like Orlando if the storm is passing west to east, or to the Miami area if the storm is tracking up the west coast.

Evacuation *(continued)*

2. Stay with friends outside the evacuation area. If you chose this option, make sure your friends can accommodate the extra people, that the location is far enough away from the storm and you're confident that the structure is safe from non-coastal flooding and wind. You'll want to bring plenty of supplies, including prescriptions, money and important documents. If you have pets, make sure they are welcome.
3. Evacuate to a Public Shelter. The Collier County government will always open public shelters when an evacuation is mandated. There are no storm shelters on Marco Island. Generally, storm shelters are public schools that are outside the area which will be threatened by the storm surge and have been evaluated for their structural soundness and ability to shelter a large number of people in an emergency. Check for which shelters will be opened – locations change depending on each particular storm. These facilities do not have a lot of frills – they are meant to provide a safe shelter from the hazards of a hurricane. You will have to bring everything you may need for the time you will be there. There are no guns, alcohol or illegal drugs allowed. Also there are no pets allowed, other than documented Service Animals. *(See pg 6 of the Collier County All Hazards Guide for details and full set of rules.)*

Evacuation and Sheltering of Persons with Special Needs (PSN):

The Collier County Health Department in coordination with the Collier County Emergency Management Department manages the PSN evacuation and sheltering requirements for the entire county (including the cities). Persons requiring assistance due to medical or physical limitations may register with the county and receive transportation and sheltering assistance in the event of an evacuation or other emergency such as a prolonged power outage. Persons who are dependent on electricity for their well-being, the elderly, persons who can't drive themselves to evacuate and persons with other types of disabilities may qualify for this program. To register, contact the Collier County Emergency Management Department at (239) 252-3600, or you can pick up an application at City Hall, the Fire Department or by going online to www.collierem.org.



Pets

For most people, pets are members of the family; but remember that Collier County public hurricane shelters don't allow them. So when doing your planning, your best bet may be a hotel that allows pets or to stay with a friend who likes pets. Also, don't forget shot records, food, water and medicine for your pet. The Collier County Domestic Animal Services will shelter a limited number of pets if you register ahead of time. They can be contacted at (239) 252-7387 or at colliergov.net/pets.

Staying on Marco Island during a mandatory evacuation is a bad idea.

Is your life or the safety of your family worth the risk? You are endangering yourselves and the first responders by staying. Emergency Services such as ambulances, fire and police services, as well as electric power, water, sewer and phone service will likely be unavailable. Even if you are above the storm surge flooding you could become injured and stranded. In 2005 during Hurricane Katrina, more than 800 people were killed in coastal Mississippi when they ignored a mandatory evacuation where they lived and took a chance that they would be okay – they weren't.



Evacuation Checklist

Prepare an evacuation plan and purchase supplies ahead of time (**now**)

- Make photographs of your property to take with you
- Identify where you will go (at least two alternatives)
- Plan on how you will get there
- Think about your pets (public shelters don't allow pets)
- Monitor local media for information and weather updates
- Secure your home inside and out
- Check your shutters for parts and fit
- If you have a boat, make sure you know how to secure it
- Bring in outdoor furniture and loose items
- Turn off unneeded utilities (water, electric & gas) and consider emptying refrigerator
- Fill your car with fuel, check tire pressure and fluids (very important!)
- Get some cash from the bank or ATM before a storm (ATMs will not work without power!)
- Bring your disaster supply kit (see the Collier County *All Hazards Guide*, page 4)
- 3-day supply of food and water and a manual can-opener
- Battery operated radio
- Flashlights
- Extra batteries
- First aid kit
- Sleeping bags
- Medications (copies of your prescriptions)
- Personal hygiene supplies
- Cell phone/computer chargers (AA-battery powered cell phone chargers are available at Radio Shack and Amazon.com, to charge your cell phone if there is no power)
- Toys, books or games for the kids
- Identification for re-entry to your neighborhood
 - Picture ID, or
 - Utility bill, homeowners or business insurance document, or tax bill
 - (It's important to have the address you are returning to on your identification)*
- Insurance Information for Home, Flood and Auto
 - Policy numbers
 - Contact information
 - Information on coverage - bring the declarations page for each policy
- Personal phone book (in case your cell phone goes dead)
- Other valuable documents
- Last, notify friends and family of your destination.**

For additional information go to: collierem.org, floridadisaster.org, or colliersheriff.org

*A manual (non-electric) can opener is an often overlooked item for your hurricane kit

Electrical Power

Lee County Electric Co-operative (LCEC) is the electric power provider to the City of Marco Island. LCEC has a vested interest in keeping the power on at all times, hurricanes are very disruptive to the electrical grid and residents should always plan to be without power for an extended period of time as a result of tropical weather. LCEC does not ever “turn off” the power in anticipation of a storm, in fact their system is designed to attempt to keep the power on at all times. However, the system will also protect itself from further damage once it detects an outage that should not be “reset” and will stay off until it can be safely restored.



Things to do prior to a storm

- Sign up for **CODE RED** on the City of Marco Island website at cityofmarcoisland.com.
- Check your insurance to understand what is covered and what your deductibles are
- Trim your trees, especially of things that could become projectiles like coconuts
- Think about back-up power supplies and Uninterrupted Power Supplies (UPS)
- Check your supply of batteries
- Provide surge protection to sensitive electronic equipment and appliances
- Back-up your computer (if you evacuate take your back-up with you)
- Turn your refrigerator to its coldest setting (make extra ice – fill a cooler)
- Charge electronic devices like phones and other devices you may need
- If you are medically dependent on electricity, plan to relocate to a safe location
- Purchase a battery operated AM/FM & NOAA weather radio
- Keep an “old style” telephone that does not require power (standard phone service)
- Consider purchasing a back-up generator for use after the storm (check fuel supply)

When you evacuate

- Consider turning off all of the circuits at your main breaker except your refrigerator
- Unplug sensitive electronic equipment and appliances
- Don't return to your home until electrical service is restored
- Let family members know how to reach you

Things to do after the storm

- Safety first – many accidents occur after a storm when the power is out
- Stay clear of downed power lines – don't clear debris near power lines
- Don't turn on electrical equipment that has gotten wet until it can be inspected
- Don't re-freeze thawed food
- Refrain from driving at night, without power many intersections are uncontrolled
- Monitor local news and the City or County websites to determine when it is safe to return

Wait until after the storm is over then report outages to LCEC at (239) 656-2300 or 1-800-599-2356 (call even if you think your outage has been reported by others). Outages can also be reported at www.lcec.net. Make sure LCEC has your correct phone number and e-mail address. **Residents should plan on being without electricity for an extended period of time after a storm.**

Media-Radio/TV Stations

Radio

Primary - FM WFGU/WMKO 90.1 / 91.7 FM Naples/Marco Island

Secondary - FM WSRX 89.5 Naples
WAFZ 92.1/1490 Immokalee (Spanish)
WGBY 98.1 Marco Island/ 88.1 Everglades City
WGUF 98.9 Naples

Primary - AM WAFZ (Spanish) 1490 AM Immokalee

Secondary - AM WINK 1240 AM Ft. Myers
WNOG 1270 AM Naples
WVOI 1480 AM Marco Island

Television

Collier County Government Comcast - 97, Summit Broadband (Marco Cable) 98
Marco Island Government Comcast - 95, Summit Broadband (Marco Cable) 93

		CC	MI	DTV	L
Secondary	WBBH (NBC)	Ch 2	Ch 2	Ch 20	Ch 20
	WZVN (ABC)	Ch 7	Ch 7	Ch 26	Ch 26
	WFTX (FOX)	Ch 4	Ch 4	Ch 16	Ch 36
	WINK (CBS)	Ch 5	Ch 5	Ch 10	Ch 11
	Weather Channel	Ch 47	Ch 21	Ch 262	
	Local Gov TV	Ch 97 (Collier)	Ch 98 (Naples)		

*NOAA WEATHER RADIO 162.525MHZ MIAMI

NOAA WEATHER RADIO 162.475 MHz RUSKIN/LEE EOC

FIPS Code: 012021

Public Service Announcements (PSAs)

The City of Marco Island maintains a website and can create specific public service announcements.
www.cityofmarcoisland.com

Code Red

Keeping citizens informed.

The City has a **Code Red emergency notification system** which may be used in the event of an emergency to notify your home (or phone number of record) of emergency instructions or information. To ensure that the City has your proper information you can go to the City of Marco Island's home web page and click on the **Code Red** hot button to update your record.

cityofmarcoisland.com

Social Media

Facebook: facebook.com/CollierGov
Twitter: twitter.com/collier/PIO
Youtube: youtube.com/user/CollierGov

@MarcoIslandPD
@MarcoIslandFire
@CityofMarcoISL

The Collier County All Hazards Guide is published annually and is available on the Collier County Emergency Management web page www.collierem.org and is available at many public buildings on the island. The County Guide has a comprehensive listing of disaster preparedness information, including links to the National Hurricane Center, federal, state and local agencies for real time weather information.

Securing Your Business

In anticipation of the arrival of severe weather or other emergency or potential disaster, certain precautions can and should be taken which will prevent or mitigate damage to equipment or the loss of important data, records and historically important items. The following are some guidelines which should be followed when directed to prepare your office or workplace:

- Photograph office or work area
- Back-up computer files (cloud, disk, portable-drive or remote)
- Consider printing critical data lists (e-mail addresses, phone lists, etc.)
- Coordinate with IT for server back-up
- Coordinate with IT for off-site web hosting
- Ensure Uninterrupted Power Supplies (UPS) are functioning and connected properly
- Check that sensitive equipment is surge-protected
- Safeguard important hard-copy (paper) documents
 - Remove/cover; seal in water proof container; move to non-threatened area; make copies
- Unplug/disconnect electronic devices and label wires for re-connection
- Record a phone/computer out-of-office instruction message
- Relocate electronic equipment away from windows and off of the floor
- Cover equipment and furniture with plastic sheeting or plastic bags
- Protect and elevate sensitive office supplies like paper stock, etc.
- Park vehicles and other equipment on high ground, in a parking garage or evacuate inland
- Close storm shutters, install flood barriers and lock doors and windows
- Remove or secure any loose items in outdoor areas.
- Safeguard sensitive data (i.e. social security numbers, credit card numbers)



Remember:

- Water can come from below (flooding), above (roof leak) and horizontally (window/doors)
- Power outages and power surges damage electronic equipment
- Back-up generators don't power everything

Supplies:

Plastic tarps, plastic garbage bags, packing /duct tape, waterproof containers, bungee cords, portable data storage devices, spare UPS, spare surge protector, cable tags, small tool kit (for connecting and disconnecting equipment), spare batteries, extension cords and manual office equipment and supplies, clean-up supplies, paper towels and dehumidifier. **In order to ensure that key employees or workers have access to your Marco Island property after an evacuation provide them (by name) with a letter on an official letterhead granting them access to you business/property – they will also need a photo ID.**

Securing Your Boat/Dock

The best way to protect your boat or personal watercraft from a hurricane is to take it with you when you evacuate, or move it well out of the path of the storm by relocating it to a safe area. If you are a winter resident, you should secure your boat prior to your seasonal absence or make arrangements with a friend, neighbor or contractor to secure or relocate it in the event of a storm.



- Check your boat insurance coverage to see if there are special requirements
- Remove furniture and other loose items from your dock
- Remove or secure loose items from the deck and exterior of your boat
 - Coolers, bait boxes, ropes and anchors
 - Seat cushions, pillows, furniture and life rings
 - Bimini, sails, covers, flags, etc.
 - Lower and secure antenna and satellite dishes
- If on a lift/elevator raise the boat as high as possible without exceeding the stability limit
 - Secure the boat to the bunkers with straps or ropes
 - Cross-tie the boat to pilings to allow only slight movement
 - Attach boat bumpers to the outside of the boat as necessary
 - Remove drain plug and turn off batteryⁱ, or keep the drain plug in and leave the battery onⁱⁱ
- If moored in the water (dockside)
 - Cross-tie the boat between pilings (if you do this in a canal coordinate with neighbors)
 - Attach boat bumpers to the outside of the boat as necessary
 - Make sure the battery and bilge pump are left on
- If your boat is going to be stored on a boat trailer during the storm
 - Secure loose items as above
 - Consider storing the boat and trailer in your garage
 - Or tie the boat and trailer to the ground using anchors or stakes
- Close all openings and seal areas where water can be forced into the boat
- Cover or seal engine exhaust(s)
- Consider shutting off shore power and the power to your lift to prevent water damage

ⁱ This option prevents the boat from filling up with water and exceeding the weight limit on the boat lift; it also prevents electrical issues like a fire.

ⁱⁱ This option counts on the bilge pump to keep the boat from filling up with water and keeps the drain plug in if the boat should end up in the water.

There is an excellent manual with many more details (Your Boat and Hurricanes) that was prepared by the U.S. Coast Guard Auxiliary Flotilla 95 (Marco Island) and is available on-line at www.cityofmarcoisland.com.

Securing Your Swimming Pool

Tips to Prepare for hurricane season:

- Trim trees and bushes for minimal debris to end up in the pool and deck.
- Test pool drainage; make sure overflows/discharge pipes are clear.
- Test drainage on pool deck, make sure deck drains are clear and water flows away from the pool and other nearby structures.
- Have deck containers handy for storage of items on pool deck.
- Have storage available for larger patio furniture.

If a hurricane is imminent:

Prior to the storm:

- Leave the water in the pool, do not drain.
- Super chlorinate to raise the chlorine level in the pool water.
- Remove furniture, plants, and/or loose objects from pool deck and store in an enclosed area.
- Commercial pools: leave pumps running.
- Residential pools: turn pumps off, turn breakers off.

After the storm:

- Visually inspect pool area to look for obvious hazards.
- If pool equipment became flooded, let it dry for at least 24 hours.
- Inspect pool equipment for broken and/or cracked plumbing, or damage to pump and filtration.
- Check electrical time clocks, controllers, and breakers for evidence of burn marks or visual damage before starting pool equipment.
- If any part of the electrical system is compromised, call a licensed electrician for evaluation before touching anything.
- Remove large items or debris from pool before starting pool equipment.
- Check chemical levels of pool water before starting pool equipment.
- Rebalance pH levels and filter for longer periods if water is cloudy.



**Want to learn more about tropical weather systems and hurricanes?
Visit www.noaa.gov or www.nasa.gov for excellent resources.**

What to Expect After a Storm

Hurricanes are big disasters– in fact, they can be very big disasters that can take days, weeks and months to recover from. The City of Marco Island will work around the clock with contractors, and county, state and federal agencies to get the city back on its feet.

Some things – while very important to the city – are not their direct responsibility, such as:

Food, water and ice
Electrical Service (Lee County Electric Cooperative – LCEC)
Cable TV (Comcast, Summit Broadband, or Direct TV)
Telephone Service (Century Link for land-line/
Comcast for VOI)
Internet (your provider)
Cell phone service (your provider)
Gas Stations



Some important things are the city's responsibility, such as:

- Fire, Police Service and Medical Transport
- Water and Sewer
- Trash pick-up
- Debris pick-up from the storm (from the curb or right-of-way)
- Traffic signals (but the power comes from LCEC)
- City Roads and Bridges

Some things are the responsibility of the county, such as:

- Emergency Medical Service (EMS)
- CR 951 (Collier Blvd., off island)
- The Beaches
- Caxambas Boat Facility, Tigertail Beach and the Marco Island Airport
- Public Schools
- Animal Control
- Mosquito Control



Some things are the responsibility of the state, such as:

- The National Guard
- Emergency Food, Water and Ice
- State Road 92 (off island)

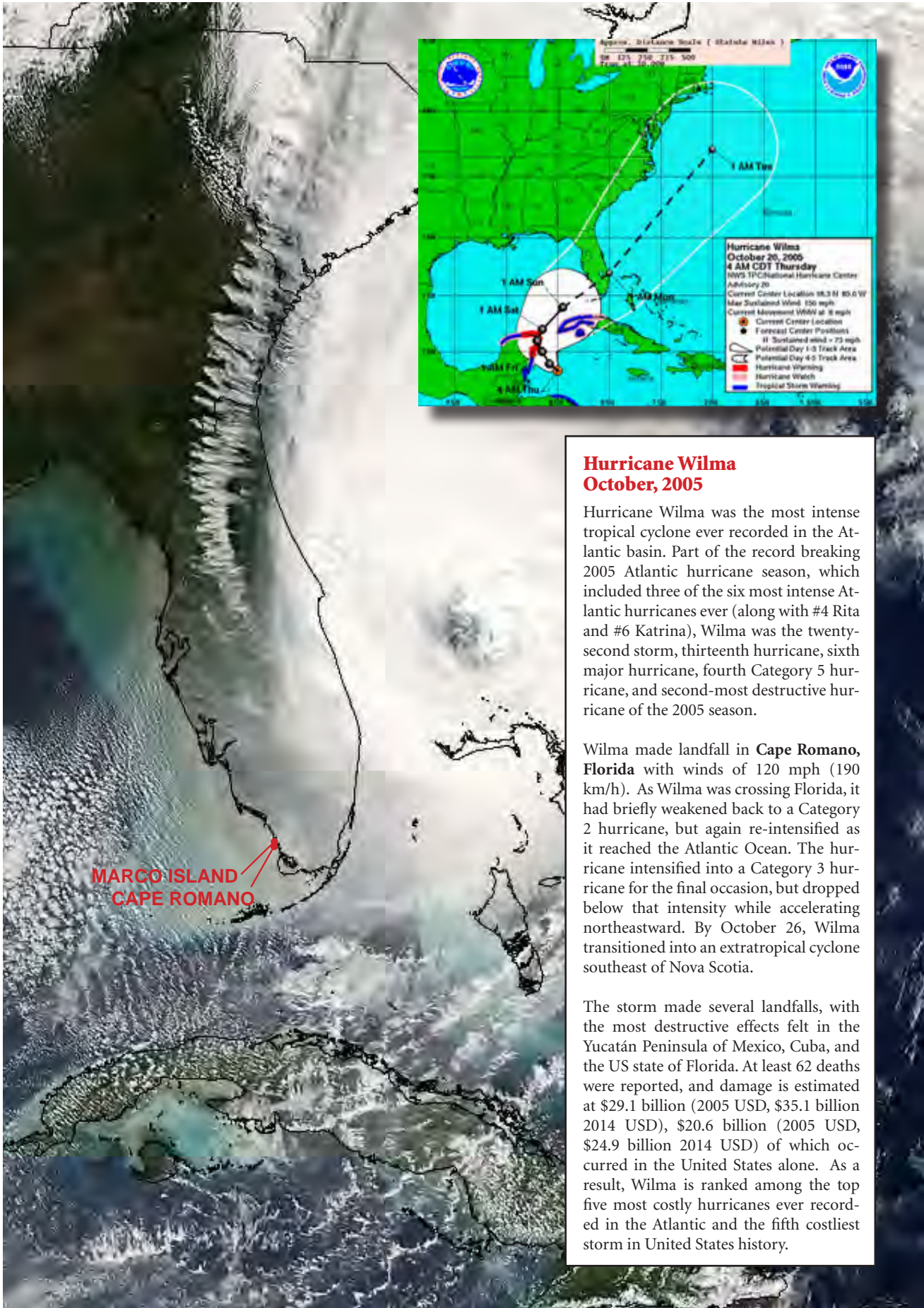
And some things are YOUR responsibility, such as:

- Having 3 to 5 days worth of food, water, medications and supplies
- Following evacuation orders (or what happens if you don't)
- Insurance (damage to your house, car, boat and possessions)
- Debris on your property (you must take it to the curb)

The Federal Government, i.e. FEMA will provide monetary and other requested assistance after a Presidentially Declared Disaster – other types of federal assistance are the Armed Forces, Corps of Engineers, U.S. Coast Guard, Small Business Administration and other agencies.

Emergency Contact Numbers - Always call 911 first in an emergency!

American Red Cross.....	(239) 596-6868, or 777-7967 (after hours)
Animal Services (County)	(239) 252-7387
Century Link Telephone	(239) 263-6205
City of Marco Island Main Number	(239) 389-5000
City of Marco Island Code Enforcement.....	(239) 389-5060
City of Marco Island Fire & Rescue (non-emergency)	(239)389-5040
City of Marco Island Police Department (non-emergency).....	(239)389-5050
City of Marco Island Water & Sewer.....	(239) 394-3168
Civil Air Patrol (Marco).....	(239) 643-2226, or (239) 860-5560
Collier County Emergency Management	(239) 252-3600 or 311
Collier County School District.....	(239) 377-0001
Collier County Sheriff’s Office.....	(239) 774-4434, or 252-9300
Collier County Dist 1 Commissioner (Donna Fiala).....	(239) 252-8097/8389
Collier County Main Number.....	(239) 252-8383 or 311
Collier County Health Department	(239) 252-8201, or 293-3000
Comcast Cable	(239) 432-1840, or (239) 432-1634
Environmental Protection Agency	(239) 344-5706, or (239) 633-5437
FEMA HQ - Washington D.C.....	(800) 621-3362
FEMA Region IV (Atlanta).....	(770) 220-5200 #1
Florida Highway Patrol (Ft Myers)	(239) 938-1800
Governor of Florida	(850) 410-0501
Lee County Electric Coop (LCEC).....	(800) 599-2356, or (239) 656-2164
Marco Island Airport	(239) 642-7878 x23
Naples Community Hospital (NCH).....	(239) 436-5252 Marco Urgent Care (239) 394-8234
North Collier NCH.....	(239) 513-7580
National Weather Service – Miami	(305) 229-4528/4470
Physicians Regional – Pine Ridge.....	(239) 304-4753 Marco Urgent Care (239) 394-1670
Physicians Regional – Collier Blvd.....	(239) 304-4756
Pollution Control (Collier County)	(239) 252-2502, or 249-4309
Salvation Army	(239) 775-9447
State of Florida Warning Point (24/7) EOC	(850) 413-9900, or (800) 320-0519
South FL Water Management District	(239) 263-7615 x7603
Summit Broadband (Marco Cable)	(239) 394-4895, or (239) 642-4545
TECO Gas.....	(877) 832-6747, or (239) 690-5508
United Way of Collier County.....	(239) 261-7112
U.S. Coast Guard Auxiliary (Marco).....	(239) 417-8623, or (239) 641-1179
Waste Management.....	(239) 325-3208



**Hurricane Wilma
October, 2005**

Hurricane Wilma was the most intense tropical cyclone ever recorded in the Atlantic basin. Part of the record breaking 2005 Atlantic hurricane season, which included three of the six most intense Atlantic hurricanes ever (along with #4 Rita and #6 Katrina), Wilma was the twenty-second storm, thirteenth hurricane, sixth major hurricane, fourth Category 5 hurricane, and second-most destructive hurricane of the 2005 season.

Wilma made landfall in **Cape Romano, Florida** with winds of 120 mph (190 km/h). As Wilma was crossing Florida, it had briefly weakened back to a Category 2 hurricane, but again re-intensified as it reached the Atlantic Ocean. The hurricane intensified into a Category 3 hurricane for the final occasion, but dropped below that intensity while accelerating northeastward. By October 26, Wilma transitioned into an extratropical cyclone southeast of Nova Scotia.

The storm made several landfalls, with the most destructive effects felt in the Yucatán Peninsula of Mexico, Cuba, and the US state of Florida. At least 62 deaths were reported, and damage is estimated at \$29.1 billion (2005 USD, \$35.1 billion 2014 USD), \$20.6 billion (2005 USD, \$24.9 billion 2014 USD) of which occurred in the United States alone. As a result, Wilma is ranked among the top five most costly hurricanes ever recorded in the Atlantic and the fifth costliest storm in United States history.

A satellite image of Hurricane Andrew, showing its eye and spiral cloud structure over the Florida peninsula. The text is overlaid on the image.

SIGNIFICANT HURRICANES THAT REACHED MARCO ISLAND SINCE THE YEAR 1910

No Name, October 11, 1910, Category 3 = winds from 111 to 129 miles per hour

No Name, October 14, 1924, Category 3 = winds from 111 to 129 miles per hour

Donna, September 10, 1960, Category 4 = winds from 130 to 156 miles per hour

Andrew*, August 24, 1992, Category 2 = winds from 96 to 100 miles per hour

Wilma, October 24, 2005, Category 3 = winds from 111 to 129 miles per hour

***When Hurricane Andrew crossed over Marco Island, it was a Category 2.**

When it made earlier landfall south of Miami, it was a Category 5.

**THE MARCO ISLAND CIVIC ASSOCIATION WISHES TO THANK
THOSE WHO MADE A CONTRIBUTION TO THIS GUIDE:**

The City of Marco Island

Marco Island Fire & Rescue Department

Marco Island Police Department

Civil Air Patrol – Marco Island Senior Squadron, SER-FL-376

Collier County Emergency Management Department

Collier County Health Department

Collier County Sheriff's Office

Florida Department of Emergency Management

Florida Emergency Preparedness Association

Lee County Electric Cooperative

National Hurricane Center

National Weather Service – Miami Forecast Office

Stahlman Pool Company

U.S. Coast Guard Auxiliary – Flotilla 95, Marco Island

**Finally, MICA's sincere thanks are extended to Jim von Rinteln
for his invaluable contribution. Jim is a Certified Emergency Manager (CEM); a
Florida Professional Emergency Manager (FPEM) and a Certified Floodplain Manager (CFM).**

**The Marco Island Hurricane Preparation Guide is a publication of the
Marco Island Civic Association for the benefit of the residents of Marco Island.
Copyright 2014 Marco Island Civic Association, Marco Island, FL**

This guide has been prepared by the Marco Island Civic Association as a public service for the citizens of Marco Island, Florida. Please enjoy our beautiful island each day, but be prepared in the event of a major storm.

*The Board of Directors
Marco Island Civic Association*



**1770 San Marco Rd. #204 • Marco Island, FL 34145
Phone: 239-642-7778 • Fax: 239-642-8663
www.marcocivic.com**

Residents' Beach, Marco Island 2014

Appendix J

Marco Island Mitigation Briefing, September 2018



Mitigation

Ad Hoc Hurricane Review Committee
October 1, 2018

09 11 2017

Mitigation

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters.

Risk Assessment

- Identify the hazards & risk based on historical experience
- Assess potential losses to life & property
- Estimate frequency of disasters
 1. Critical Facilities
 2. Critical Infrastructure
 3. Health & Safety
 4. Reduce cost of recovery

FEMA 404 & 406 Hazard Mitigation

Section 404 – Hazard Mitigation Grant Program (HMGP)

- The 404 funding is used to provide protection to undamaged parts of a facility or to prevent or reduce damages caused by future disasters.

Section 406 – Public Assistance Program (PA)

- Section 406 is applied on the parts of the facility that were damaged by the disaster and the mitigation measure directly reduce the potential of future, similar disaster damages to the eligible facility.

Hurricane Irma Damages

- Approximately \$ 6.0 mil in physical damage to City facilities and infrastructure.
- Repairs on-going
- Mitigation opportunities are evaluated during FEMA Site Inspection which include a 406 Mitigation Inspector
- Many items identified included improved fastening and new materials.
- Repairing to current Codes and Standards often results in mitigation improvements

Local Mitigation Strategy Working Group

- 23-member Working Group
- Consists of representatives from Collier County, City of Naples, City of Marco Island and interested citizens
- Determines Countywide hazard mitigation strategy
- Evaluates, scores and ranks proposed mitigation projects
- Develops LMS prioritization letter approving projects for potential 404 Hazard Mitigation Grant Program (HMGP) funding

Hazard Mitigation Grant Program (HMGP)

- The purpose of HMGP is to help communities implement hazard mitigation measures following a Presidential Major Disaster Declaration.
- The key purpose of this grant program is to enact mitigation measures that reduce the risk of loss of life and property from future disasters.
- Studies have shown that every \$1 spent equals \$4 of future damages mitigated.
- Funding based on amount of damage/loss to the Community from the disaster.
- 75% federal / 25% applicant share

City Mitigation Projects

1. Fire Station 50 wind retrofit & elevation	\$ 1.9 mil
2. MBR Building wind retrofit	\$ 1.5 mil
3. Source Water Facility Generator	\$ 2.0 mil
4. Lift Station Generator	\$ 3.3 mil
5. San Marco & Heathwood drainage	\$ 1.1 mil
6. City Hall Wind Retrofit	\$ 3.0 mil
7. <i>San Marco Rd – Collier to Landmark drainage</i>	<i>\$ 750K</i>
8. Police Station / EOC generator quick connect	<u>\$ 28K</u>
TOTAL	\$ 13.5 mil

LMS Working Group Ranking

- LMS Working Group ranked 66 projects
- It is estimated that HMGP Tier 1 funding will fund projects 1 to 20
 - 18.6 mil fed share / 6 mil applicant share
- Each project must pass three reviews by the State of Florida Mitigation Team
 1. Programming
 2. Technical
 3. Environmental / Historic Preservation
- If approved, project must be completed within 3-years from February 9, 2019.

Current Mitigation Project Ranking

3 - Fire Station 50 wind retrofit & elevation

8 - Source Water Facility Generator

10 - Lift Station Generators

12 - MBR Building wind retrofit

14 - San Marco & Heathwood drainage

17 - City Hall Wind Retrofit

20 - Police Station / EOC generator quick connect

HMGP Process Update

- Grants applications submitted on August 6, 2018
- Currently in review
- Program Manager assigned
- RFI's being received
- One City project withdrawn
- February 5, 2018 - NOFA 90-day estimate, Collier County - 48.9 mil
- March 9, 2018 – FOFA 6-month estimate, Collier County - 18.6 mil

Other Mitigation Projects

- Improve/Harden City Facilities
- Fire Station 50
 - Design & Construct Fire Station 50 / EOC (partial HMGP funding)
- Public Works / Utilities Office Trailers
 - Design & Construct Utilities Operations Building (no HMGP funding)
- Continue improvements to stormwater drainage system

Mitigation Efforts During Recovery

- Replace damage vehicles with high-clearance vehicles
- Replace wood street posts with metal posts
- Roof replacements – Codes & Standards
- Site Security fencing at W&S Utility facilities. Improved post spacing, size and set in concrete
- Winterberry Park – Field lights replaced. Wood poles replaced with Metal poles and stronger fixtures

Questions?

Appendix K

City of Marco Island CEMP

City of Marco Island Comprehensive Emergency Management Plan

December 2013

Table of Contents

Executive Summary	page 1
Basic Plan	2
Introduction	
Purpose	2
Scope	2
Methodology	3
Situation	3
Hazards Analysis	3
Geographic Information	5
Demographics	5
Structures and Infrastructure	5
Economic Profile	5
Emergency Management Response Support Facilities	6
City Government	7
Concept of Operations	7
General	7
Organization Direction and Control	8
Activation Levels	9
EOC Operations	10
EOC Activation Checklist	10
EOC Representative Checklist	11
Preparedness Activities	12
Training and Exercise	12
Public Awareness and Education	14
Response	15
Notifications and Warnings	15
Financial Management	18
Records Maintenance	18
References and Authorities	19
ANNEX I: Recovery Functions and Responsibilities	21
ANNEX II: Mitigation	27
APPENDICES	35
APPENDIX A: Acronyms	36
APPENDIX B: Emergency Workers Guidelines	38

APPENDIX C: EOC Equipment and Supply List	42
APPENDIX D: Evacuation Checklist	43
APPENDIX E: Schools/Shelters	44
APPENDIX F: Damage Assessment Checklist	45
APPENDIX G: Contact Numbers	46
APPENDIX H: Assisted Living Facilities/ Nursing Homes	48
APPENDIX I: Securing the Workplace	49
APPENDIX J: Hazardous Material Sites	50
APPENDIX K: Mobile Home Sites	51
APPENDIX L: Emergency Support Functions	52
APPENDIX M: Organizational Chart	54
APPENDIX N: NIMS Courses	55
APPENDIX O: Storm Surge Map	56
APPENDIX P: Marco Island Critical Facilities	57
APPENDIX Q: FEMA Forms	58
APPENDIX R: Flood Recovery Standard Operating Procedure	59
Departmental Plans	60
City Manager Plan	
City Clerks Plan	
Growth Management Department Plan	
Human Resources Plan	
Finance Department Plan	
Information Technology Plan	
Parks & Recreation Plan	
Police Department Plan	
Fire Rescue Plan	
Public Works Plan	
Water & Sewer Utility Plan	

EXECUTIVE SUMMARY

The City of Marco Island Comprehensive Emergency Management Plan has been compiled as a guide for City government and its residents, with a methodology that parallels the Federal Response Plan and the State and County Emergency Plans. This plan is designed to provide a framework for the City of Marco Island to prepare, respond, recover and mitigate from the effects of an emergency or disaster. While severe weather such as a tropical storm or hurricane can cause the most wide-spread damage and potential for loss of life and damage to property, smaller events with less warning like flooding, hazardous material spills, tornadoes, terrorism, active shooter or fires need to be considered and planned for, as well.

This basic plan includes the purpose, scope and methodology for planning, direction and control, organizational structures, alert notification and warning; and, emergency actions to be taken. Responses to events are broken down into Levels of Activation of the City's emergency resources as follows: Level 3 = Normal, Level 2 = Partial Activation and Level 1 = Full Activation. The Recovery Operations section outlines the steps that need to be taken or considered during recovery efforts following an emergency or disaster, and includes the transition from response activities to recovery operations, initial damage assessment, transition points for County and State assistance and mitigation activities.

Departmental plans and procedures are developed as separate documents from the adopted Comprehensive Emergency Management Plan, and are designed to be updated and enhanced by specific department heads and subject matter experts. Details and procedures contained in these Annexes are often of critical importance to the overall plan because of the local knowledge and information they contain. Special attention should be paid to their maintenance, accuracy and completeness.

This plan is designed to provide a basis for City leaders, staff and citizens to manage a program which allows for a coordinated and logical approach to community preparedness. The Plan's four precepts of Preparedness, Response, Recovery and Mitigation are the basis for a continuing process of review, training, exercise and adjustment to meet the City's requirements and ensure compatibility with County, State and Federal plans. This plan is not designed to replace detailed departmental and individual procedures, agreements or understandings necessary for legal and contractual purposes. It is a living document which must be read, understood and routinely updated by the professionals and volunteers who are tasked to implement it when needed.

BASIC PLAN

INTRODUCTION

PURPOSE

The purpose of the Comprehensive Emergency Management Plan (CEMP) is to provide Prevention, Preparedness, Mitigation, Response and Recovery guidance for the City of Marco Island and develop a framework to:

- Provide a protocol which outlines a methodology for preparation, response and mitigation of the effects of emergencies such as tropical storms and hurricanes, flooding, tornadoes, hazardous materials incidents, terrorism, active shooter, fires and other major events impacting the City of Marco Island.
- Provide for integration of necessary actions into an Incident Command System (ICS).
- Provide measures to be taken by City departments and leadership which are aimed at preserving life, preventing injury and minimizing damage to the community.
- Provide for coordination with Collier County and State government's response before, during and after an emergency.
- Establish a mitigation and recovery program which provides disaster resilience and speeds recovery in order to return the community to normalcy as quickly as possible.
- Provide for contractual services to augment existing resources with needed assistance and equipment for pre- and post-recovery activities in accordance with State and Federal protocols.
- Establish operational phases (Activation Levels), in order to transition the City government in an orderly manner, into an emergency posture able to manage the potential impact of an emergency event.

City departments are expected to develop and update detailed plans and procedures for implementation of the guidance contained in this CEMP. All plans and procedures should be coordinated with, and generally conform to the Collier County Comprehensive Emergency Management Plan (Collier County CEMP), the State of Florida Comprehensive Emergency Management Plan and Florida Statute, Chapter 252, Florida Administrative Code Rule 9G-6 and the Federal Robert T. Stafford Act.

Department Directors are responsible for developing and updating sections pertaining to their particular areas of responsibility. They must also ensure their staff is trained on their job duties including National Incident Management System (NIMS) courses IS 100, 700, 701, and 704. Appendix N has a complete listing of NIMS training recommended for local government employees and elected officials.

SCOPE

The City of Marco Island CEMP has been developed to provide guidance and direction to the City administration, elected officials, staff, volunteers and residents to prepare, respond, recover and mitigate the effects of natural and man-made disasters and emergencies. These procedures and guidelines have been developed to be implemented independently or in conjunction with County,

State and Federal plans and procedures. All City administrators, department directors, and staff are responsible for the development and update of their respective sections of the CEMP.

METHODOLOGY

The “Basic Plan” is designed to provide an “all hazards” response template for most emergencies. Hazard specific annexes will be developed and maintained for unique emergencies such as aircraft crashes, major hazardous material incidents, and acts of terrorism. These will include direction and control measures and protocols for a variety of emergency responses which may require coordination between local, State and Federal agencies. Generally, a unified command is established to manage an emergency response covering more than one jurisdiction. This plan details actions necessary for short and long term recovery and mitigation efforts following a disaster. The Marco Island Emergency Operations Center (MIEOC) serves as the central venue to coordinate emergency warning, response and recovery activities. Once these activities are focused on a specific function (i.e. debris management), long-term recovery will best managed by the responsible department. Mitigation measures are addressed through Collier County’s Local Mitigation Strategy meetings and through rebuilding initiatives associated with damaged facilities. The City will maintain an active role in the County’s ongoing mitigation strategy effort.

SITUATION

HAZARDS ANALYSIS (All Hazards)

While tropical weather is the most likely event to affect the City of Marco Island, the City is also vulnerable to other emergency events, including; tornadoes and water spouts, flooding, major fires/wildfires, hazardous material incidents, airport/aircraft accidents, terrorism, pandemic, civil unrest and collateral effects from disasters and emergencies from other parts of Florida such as an east coast evacuation or Caribbean refugee event. Collier County’s CEMP identifies the following hazards as potential threats to our community.

Tropical Storms and Hurricanes

In October 2005, Marco Island suffered a direct hit from a major storm, Hurricane Wilma, which was a Category 3 hurricane with winds exceeding 125 mph. The eye of the storm passed over the City, causing wide-spread damage and utility disruption. Fortunately, there was no loss of life and no storm surge flooding occurred. Many tropical storms and hurricanes have affected Collier County and Marco Island in the past, including major hurricanes in 1910, 1926, Hurricane Donna in 1960 and Hurricane Andrew in 1992. In-fact, since 1857 there has been an average of either a tropical storm or hurricane pass within 60 nautical miles of Marco Island an average of every two years. While Hurricane Andrew is most often talked about, it was an “exiting storm, crossing from the east to west coast – with winds in excess of 100 mph winds with little or no storm surge.” Hurricane Donna (1960), a Category 4 hurricane with the eye passing just off-shore (paralleling), brought over eleven feet of storm surge which flooded much of Marco Island.

At that time, Marco Island had a population of less than 100 and was not developed. Today, Marco Island has a population of more than 17,000 permanent residents (which swells considerably during the winter months). The island is now much more extensively developed with hotels, businesses and visitors, receiving more than 25,000 car trips to the island each day. If an event such as a hurricane

occurs and is not properly prepared for or managed, it poses a much higher risk of injury, loss of life and damage to property.

According to the 2011 Southwest Florida Statewide Regional Evacuation Study, the City of Marco Island is very vulnerable to hurricane storm surge, with most homes and businesses only elevated between nine and eleven feet above sea level. A Category I hurricane can produce a storm surge at a high tide that would inundate large portions of the City, causing major flooding in both residential and commercial areas (see Appendix O for Storm Surge Map). Marco Island is normally included in a mandatory evacuation zone for a Category I hurricane or greater primarily due to its vulnerability to storm surge flooding.

A strong tropical storm passing over the area can bring not only significant storm surge, but also fresh water flooding from heavy rains, especially at high tide. Tropical Storm Bob in 1985 and Tropical Storm Gabrielle in 2001 caused flooding along canals, the coast and low-lying areas of the City. Multiple unnamed storms producing these events have resulted in traffic problems and disruption of business.

The City of Marco Island has adopted the Collier County Comprehensive Emergency Management Plan (CEMP), which includes flood/surge impact scenarios and the County flood warning plan for Marco Island. Additionally, they have adopted the Collier County Local Mitigation Strategy (LMS) Plan which contains a detailed risk analysis outlining potential damage to City residences, businesses and infrastructure.

High winds that are associated with tropical storms and hurricanes are also of great concern due to their ability to damage homes, businesses and infrastructure as well as creating large amounts of debris. Hurricanes Andrew and Wilma both had virtually no storm surge associated with their impact on the City, but caused wide-spread wind damage and large amounts of debris. Older buildings and older manufactured homes are particularly susceptible to high winds and these structures require particular attention and precautions. As seen with Hurricane Wilma high winds also typically disrupt commercial electric and utility services, which is of special concern to the elderly and persons who are dependent on the availability of these services for their well-being. During the aftermath of a storm, large amounts of debris can cause additional problems by isolating areas from emergency services and preventing the restoration of the power system and other public services.

In addition to storm surge flooding, tropical storms and hurricanes are often accompanied by significant rainfall, most of it falling in a fairly short period of time. It is not unusual to receive greater than 20 inches of rain in 24 hours. While there may be areas unaffected by storm surge, it is possible that those same areas could receive damaging flooding just from heavy rains especially at high tides. Tornadoes and micro-bursts are other natural hazards that commonly occur during tropical storms and hurricanes which can be a significant hazard. Tornadoes are often contained in the outer “feeder bands” of a tropical system, located well away from the eye or center of the storm, but can result in significant damage to a community.

Residents and City staff must also consider the following additional threats caused by any disaster of significance:

- The potential release of hazardous materials
- Broken gas lines or dislodged fuel tanks
- Disrupted or destroyed water and sewer systems
- Food supplies which are inaccessible or in short supply
- Loss of electricity and downed live wires
- Lack of sanitary facilities and potable water
- Damaged or blocked bridges and roads
- Waterway debris, including sunken and disabled boats
- Being cut-off from emergency services (EMS, Fire, Police & Hospitals)
- Flood and health related issues
- Generally difficult conditions for residents, visitors and businesses

GEOGRAPHIC INFORMATION

The City of Marco Island comprises 17.1 square miles, located in Collier County at 25. 56'26N (25.940619), 81. 42'53W (-81.714843) along Florida's west coast, bordering the Gulf of Mexico. Natural elevations typically range from sea level to about 6 feet NAVD, with some higher elevations up to more than 50 feet NAVD in the southern part of the island along the Caxambas Ridge. The island is bordered on the north by Big Marco Pass, on the east by the Marco River and Barfield Bay, on the south by Caxambas Pass and on the west by the Gulf of Mexico. Marco Island is connected to the mainland of Collier County by the S.S. Jolly Bridge and Collier Boulevard (State Road 951) and at Goodland by the Stan Gober Bridge (State Road 92). The City also contains over 100 miles of waterways.

DEMOGRAPHICS

The 2013 population for the City of Marco Island was just over 17,000 permanent residents (year-around) which more than doubles with seasonal residents (peak-season November through April). The permanent population is comprised of: 95% Caucasian, 0.5% African American, 0.1% Native American, 4.1% Hispanic and 2.3% other. The mixture of the seasonal increase is comparable to the permanent population with the addition of a small percentage of international residents mostly from European countries, predominately Great Britain and Germany. There are more than 7,500 households, of which 9.4% have children under the age of 18 living with them, with an average size of 2.21 persons per household. The median age for City residents is 56 years, with 46% over the age of 65, which highlights the vulnerability of its residents to emergencies and disasters and the need for special considerations when planning. In addition Marco Island is a major tourist destination with thousands of visitors daily.

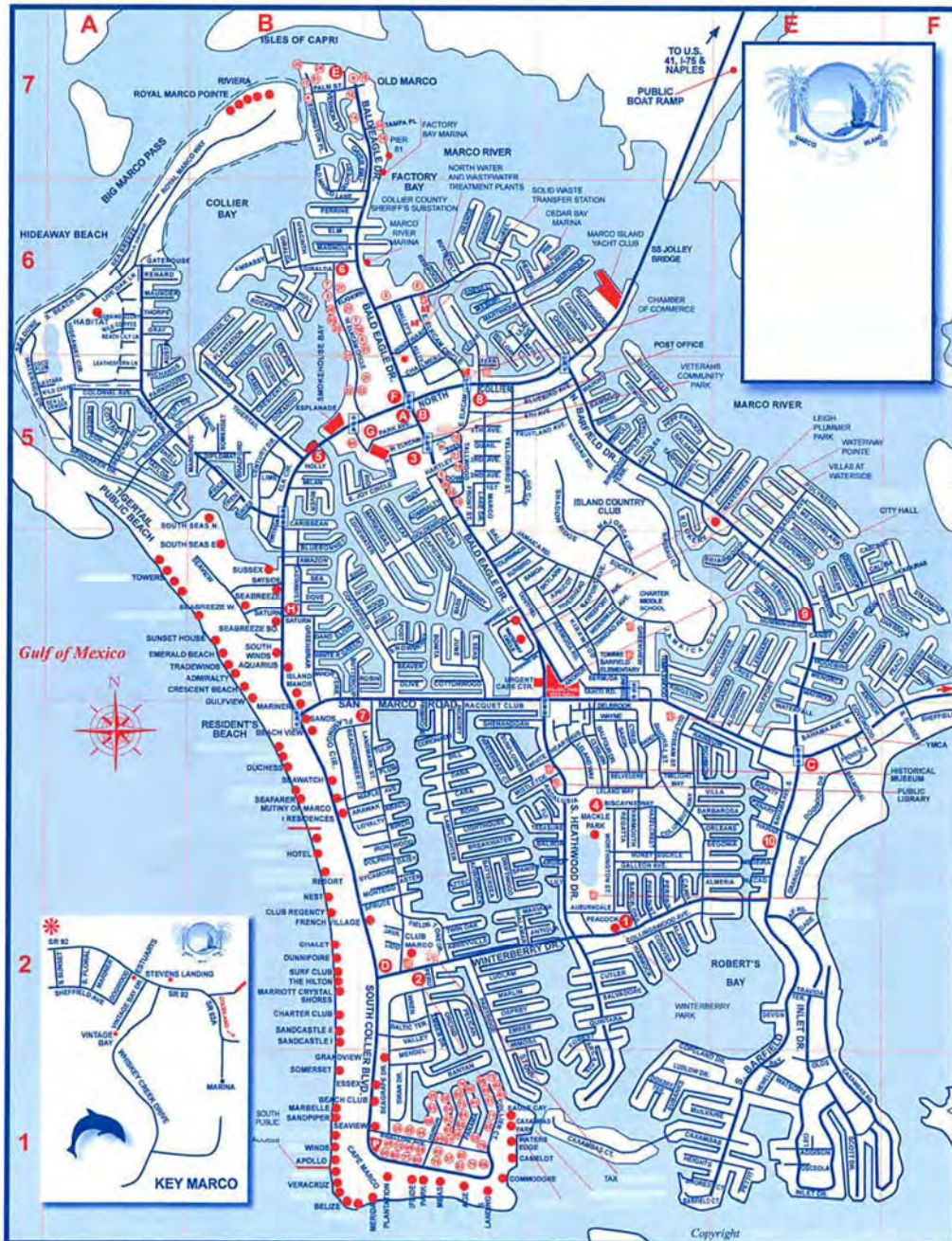
STRUCTURES AND INFRASTRUCTURE

Within the City limits there are currently more than 15,000 single and multi-family residences, over 200 structures classified as commercial/business, 16 local government buildings/structures and 2 urgent care facilities (see Critical Facilities-Appendix P).

ECONOMIC PROFILE

The City of Marco Island's major economic component is the service industry, which supports the tourist and retirement community. In 2013, main employers of the City include Marriott Corporation,

Hilton Corporation, Publix Supermarkets, various healthcare providers, numerous banking and financial businesses, Collier County Government and the City of Marco Island Government. The median income for City residents in 2012 was \$73,373, and the per capita income was \$52,089 with 7.1% of the population below the poverty level.



Marco Island Map

EMERGENCY MANAGEMENT RESPONSE SUPPORT FACILITIES

The City of Marco Island has its own Fire/Rescue and Police Departments, as well as an Emergency Operations Center (EOC) located at 50 Bald Eagle Drive. Additionally, there is a Fire/Rescue Station (Station 51) next to the City Wastewater Facility at 751 East Elkcam Circle. Emergency Medical Service (EMS) is provided through an agreement with Collier County Government. Collier County Government maintains a state-of-the-art Emergency Operations Center 12 miles north of the City, at 8075 Lely Cultural Parkway, which provides support and back-up to the City's facility, as well as linkage to State and Federal agencies and their resources and capabilities. The City staffs a workstation at the Collier Emergency Operations Center during all major events.

CITY GOVERNMENT

The City of Marco Island was established on August 28, 1997, by the Florida State Legislature. This was the second incorporation for the island; the first having taken place in 1927. There are seven (7) elected City Councilpersons, with a Council-Manager form of government. The City staff is managed by the City Manager and comprises ten Departments (see Organizational Chart in Appendix M).

CONCEPT OF OPERATIONS

GENERAL

It is the responsibility of the City of Marco Island government to undertake comprehensive emergency management planning (All Hazards approach) in order to protect life and property from the effects of emergency events such as tropical storms and hurricanes, flooding, tornadoes, major fires, terrorism, civil unrest and other calamities. The City government has the first responsibility for emergency management activities. When the emergency exceeds the local government's capability to respond, assistance will be requested from the Collier County government, and through them, the State of Florida and the Federal government (FEMA, etc.).

This plan is based upon the concept that the emergency functions for the various groups involved in emergency operations will generally parallel their normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases. The day-to-day functions, which do not contribute directly to the emergency response, may be suspended for the duration of the emergency. The efforts that would normally be required for those functions will be redirected to the accomplishment of emergency tasks by the departments concerned.

City departments performing essential functions will be required to remain on duty during the period of some emergencies. Personnel from other City departments may be needed to supplement essential functions (Emergency Support Functions, ESFs). This determination will be made by the City Manager. A general listing is included in Appendix L.

All City departments, including those with functions declared nonessential to emergency operations, will secure their facilities, records, and equipment against possible loss or damage, and take such action as is necessary to ensure the safety of assigned personnel (Appendices B and I). All City personnel shall provide contact information to their Department heads and receive direction for return to work prior to being released from duty.

The City Manager or the Emergency Management Coordinator will advise Department Directors when an emergency situation no longer exists. All employees, who were sent home, will return to work immediately upon notification from their Department Director or his/her designee that the emergency situation is lifted and that the City is returning to normal operations.

Employees are required to maintain contact with their supervisors and or the City during these times. This plan is based on the principle that the City bears the initial responsibility for its disaster Prevention, Preparedness, Response, Recovery and Mitigation. As a corollary to this principle, each level within the City government will accomplish the functions for which it is responsible, requesting relief from other City departments or agencies or the next higher level of government only after resources at that level are inadequate to respond to the emergency. Requests for County support and assistance can be requested at any time, but initiated independently by the County, only after a State of Local Emergency (City or County) has been declared in accordance with the City's Codes and Ordinances Part II, Chapter 10, Section 10-3.

The City of Marco Island can declare a State of Emergency in accordance with Chapter 10, of the City Code related to Civil Emergencies. Likewise, Collier County can declare a Local State of Emergency which can include the City of Marco Island. Emergencies may be declared at the State and Federal levels as well.

ORGANIZATION, DIRECTION AND CONTROL

EOC Role and Activation Conditions: The EOC may be activated as either a "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 within the City. In its "Support" role, the EOC serves as a Multi-Agency Coordination Center. It supports incident management policies and priorities established by an on-scene command element, for example law-enforcement operations such as terrorism and fire-rescue in hazardous materials.

The City of Marco Island Emergency Operations Center (MIEOC) will be activated at the direction of the City Manager or his/her designee. In a sudden emergency event such as a tornado, terrorist attack, or major aircraft incident, the Incident Commander (IC) may direct the EOC be activated immediately and coordinate the notification of senior officials as the situation dictates. The City Manager will designate an overall Incident Commander for the emergency, who will be responsible for the organization and staffing of the EOC. City departments will be prepared to provide trained personnel to staff the EOC in accordance with Appendix L and the table listing Primary and Support Agencies in the same appendix. Generally, Incident Command will be provided as follows for the listed events:

The following shall initially report for an incident briefing to the City EOC:

- a) City Council Chair
- b) City Manager
- c) City Clerk
- d) Building Services Director

- e) Community Affairs Director
- f) Human Resource Director
- g) Information Technology Director
- h) Finance Director
- i) Chief of Police
- j) Fire Rescue Chief
- k) Parks and Recreation Director
- l) Public Works Director
- m) Water and Sewer Director
- n) City Attorney

ACTIVATION LEVELS

LEVEL 3 ACTIVATION: Normal Operations (Monitoring)

Plans, procedures, training and supplies checked/updated and ready for activation upon detection of a threat requiring a higher level of activation.

LEVEL 2 ACTIVATION: Potential Emergency, or Threat of Storm Impact (Partial Activation).

Initial preparedness and response actions undertaken; equipment and personnel ready to deploy; Emergency Operations Center partially activated (above normal status).

LEVEL 1 ACTIVATION: Likely Threat of Emergency or Storm Impact (Full Activation)

State of Local Disaster declared or imminent.

Emergency situation, Tropical Storm or Hurricane Watch or Warning issued, State of Emergency (Local, County or State) declared. City of Marco Island Emergency Operations Center (MIEOC) staffed and Emergency Plans being implemented in accordance with the direction of the City leadership. All departments are at full readiness and accountability status. Personnel and equipment are prepared to deploy, conduct evacuation and respond to the emergency.

Note: Any situation that would require an evacuation of any portion of the City would require a level 1 activation. Levels of activation are not otherwise correlated to a particular flood or surge level, hurricane category or Homeland Security Threat Level. (See the Evacuation section on page 17).

EOC OPERATIONS EOC Activation Checklist

Start Incident Log

Alert Key Staff

1. City Manager
2. Council Chair
3. Required Emergency Support Function (ESF) representatives

Notify the County EOC and State Warning Point

1. Collier County Emergency Management (239) 252-3600, or through dispatch
2. State of Florida Warning Point (850) 413-9900 or 1-800-320-0519

Determine if an emergency notification is required

1. Public Safety Announcement (PSA) – coordinate with the Collier County PIO if event exceeds City of Marco Island boundary.
2. Code Red , Website and e-mail
3. Emergency Alert System (EAS) – County EOC can activate

Bring equipment on-line

1. Computers
2. Phones
3. Printers/Plotters & Copier
4. Check back-up generator (operation and fuel)

Prepare initial situation briefing

1. Define the scope of the emergency
2. Gather the facts
3. Establish the unknowns
4. Resources you have and resources you need

Prepare for Safety

1. Designate City Safety Officer
2. Designate Departmental Safety Officers

Prepare for the media

1. Designate a PIO
2. Prepare an initial Press Release (PR)

Provide liaisons as necessary

1. On-scene Incident Command
2. County EOC
3. State
4. Others

Establish reporting and briefing schedule

Determine if multiple shifts (24/7 operations) will be necessary

Notify the County and State when EOC is closed or activation level is changed

EOC Representative Check-List

Upon notification that you need to report to the EOC for duty, the following list should be consulted for things that should be considered or accomplished prior to your arrival:

Alert:

1. Confirm who is calling and get a contact phone number
2. Establish your report time and potential duration of duty
3. Confirm location to report to (main EOC, Alternate or Other)

Prepare:

1. Notify your supervisor
2. Notify family/relative how to reach you (main EOC number is 389-5000)
3. Secure your home/workplace

Bring with you:

1. City/EOC Identification
2. Cell phone(s), pagers and chargers
3. City radio, batteries and charger
4. Laptop, accessories and charger
5. Department Go-kit (phone lists, SOPs, forms, office supplies)
6. Personal supplies (change of clothes, medications, jacket/sweater) 72hrs.
7. Snacks (bring something to eat and drink)

Upon arrival:

1. Sign in
2. Report to EOC leader (Emergency Management Director or IC)
3. Confirm duty station (ESF or other)
4. Get a briefing (Gather the facts/Establish the unknowns)
5. Start Incident Log

Bring equipment on-line:

1. Computers
2. Phones (see Police checklist)
3. Printers/Plotters & Scanners
4. Other departmental equipment

Report back to Division/Department on arrival and status:

1. Scope/Status of the emergency
2. Resources you have and resources you need

Establish reporting and briefing schedule

Determine if shifts (24/7 operations) will be necessary

Prepare for the media

Notify your Division or Department when EOC is closed or activation level is changed

Preparedness Activities

The key to minimizing damage, injury and the potential for loss of life in an emergency or disaster is a proactive program of preparedness and response. The City of Marco Island Fire Rescue Chief is the lead entity for ensuring the City government is poised to manage an emergency situation within the city limits, and is the central point of contact for development and maintenance of the CEMP.

Semi-annually (prior to February 15 and by November 15), all members of the City leadership (senior management, directors and elected officials) will review their portions of the CEMP for accuracy and feasibility. This review will include:

- Basic CEMP guidance
- Departmental plans and operational procedures
- CEMP Appendices
- Memorandums of Understanding (MOU)
- Memorandums of Agreement (MOA)
- Mutual Aid Agreements (MAA)
- Standard Operating Procedures (SOP)
- Vendor Contracts
- Collier County Comprehensive Emergency Management Plan (Collier County CEMP)
- Appropriate Laws, Ordinances and Statutes
- Collier County Local Mitigation Strategy
- All City property will be photographed by May 1 annually and sent to the City Clerk for recording and documentation purposes
- Collier County Emergency Alert Plan (EAP)
- Review of their applicable web-site information
- Other applicable documents and agreements

Upon completion of this review, comments, corrections, additions, deletions and issues will be provided in writing to the City of Marco Island Fire Rescue Chief for review and action. Once consolidated, a written summary will be forwarded to the City Manager for final approval and incorporation into the CEMP prior to January 1st of each year.

Training and Exercise

In order to be properly prepared to manage a City emergency or disaster, it is important the personnel responsible for the required actions are properly trained and experienced in order to function in all of the situations to which they could be exposed. Each agency or department 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 training standards for credentialing personnel and equipment (HSPD-5). Each agency will maintain a roster of trained personnel, including the type of training and date received, for all employees with emergency response capabilities.

The Fire Rescue Chief is responsible for the overall emergency training program for the City of Marco Island. Directors are responsible for ensuring that the City staff is trained in their emergency job duties, including federally mandated National Incident Management System (NIMS) Incident Command

System (ICS) courses. The following are recommended requirements for persons working in the EOC, or having Departmental Emergency responsibilities:

- ICS-100 (Introduction to ICS)
- 200 (ICS for Single Resources and Initial Action Incidents)
- 300 (Intermediate ICS)
- 700 (NIMS: An Introduction)
- 701 (NIMS Multiagency Coordinating System)
- 704 (NIMS Communications and Information Management)

Key Emergency Management personnel should also complete:

- IS-400 (Advanced ICS)
- 702 (NIMS Public Information Systems)
- 703 (NIMS Resource Management)
- 706 (NIMS Intrastate Mutual Aid)
- 800 National Response Plan)

Elected Officials are encouraged to complete; ICS- 100, 700, 701 and 704. ICS classes are available on-line at: <http://training.fema.gov/IS/NIMS.asp>.

The City EOC staff will hold an exercise at least annually which simulates the activation of the EOC facility as well as the other different components which are involved in a City emergency or disaster. The City of Marco Island will also participate in the County/State hurricane exercise held in the Spring of each year. This participation can be coordinated in conjunction with the City's independent EOC exercise. Additional opportunities are periodically offered by the Collier County Emergency Management Department and State for joint exercise and training, and participation can be coordinated as appropriate.

City Departments will practice their individual department plans annually by holding a tabletop exercise or drill prior to June 1st. These department exercises should test each department's ability to provide response and recovery functions. All City exercises and drills will have a critique component so that any weaknesses can be identified and corrected.

Hospitals and nursing homes are required to schedule two disaster related drills per year to maintain their accreditation. Training for Naples and Collier County Airport Authorities are held regularly and participation can be an important opportunity to practice for unexpected contingencies. 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. A hazardous materials drill however, would involve only the agencies that would respond in an actual event (i.e. Police, Sheriff's Office, City Fire, County Fire Districts, EMS, pollution control, utility department, road department, and Emergency Management).

All exercises and training should be documented in writing to include a description of the exercise or training, lessons learned and responsibilities for improvements and remedial action.

Public Awareness and Education:

Mass Media: Radio/TV stations are listed below:

RADIO

NOAA WEATHER RADIO 162.525MHZ MIAMI
 NOAA WEATHER RADIO 162.475 MHz RUSKIN/LEE EOC
 FIPS Code: 012021

WAVV 101.1 Naples
 WWGR 101.9 Ft. Myers
 WSGL 104.7 Naples
 WJPT 106.3 Ft. Myers/Naples

Primary - FM WFGU/WMKO 90.1 / 91.7 FM

Naples/Marco Island
 Secondary - FM WSRX 89.5 Naples
 WAFZ 92.1/1490 Immokalee (Spanish)
 WTLT 93.7 Ft. Myers/Naples
 WARO 94.5 Ft. Myers/Naples
 WINK 96.9 Ft. Myers/Naples
 WGBY 98.1 Marco Island/ 88.1Everglades City
 WGUF 98.9 Naples

Primary - AM WAFZ (Spanish) 1490 AM Immokalee

Secondary - AM WINK 1240 AM Ft. Myers
 WNOG 1270 AM Naples
 WWCL 1440 AM Lehigh Acres (Spanish)
 WVOI 1480 AM Marco Island
 WCNZ 1660 AM Naples

**All City facilities, Utilities, Schools, Nursing Homes, Assisted Living Facilities, Adult Day Care and Medical Facilities are encouraged to maintain and regularly monitor a NOAA Weather radio.*

TELEVISION

Primary Comcast - Collier County Government Naples 97, Marco Island Cable 98

		CC	MI	DTV	L
<i>Secondary</i>	WGCU(PBS)	Ch 3	Ch 3		Ch 30
	WBBH (NBC)	Ch 2	Ch 2	Ch 20	Ch 20
	WZVN (ABC)	Ch 7	Ch 7	Ch 26	Ch 26
	WFTX (FOX)	Ch 4	Ch 4	Ch 16	Ch 36
	WINK (CBS)	Ch 5	Ch 5	Ch 10	Ch 11
	CNN	Ch 38	Ch 22	Ch 202	
	CNN HLN	Ch 39	Ch 39	Ch 204	
	MSNBC	Ch 40	Ch 36	Ch 356	
	Fox News	Ch 71	Ch 35	Ch 360	
	Weather Channel	Ch 47	Ch 21	Ch 262	
	Local Gov TV	Ch 97 (Collier)	Ch 98 (Naples)		

Public Service Announcements (PSAs) (www.cityofmarcoisland.com)

The City of Marco Island maintains a website and can create specific public service announcements.

Notification Through Non-Media Means

The Marco Island/Collier County telephone books include the following information:

- Hurricane safety procedures
- Tracking map
- Evacuation Information

The Collier County "All Hazards Guide" may be published annually and is available on the Collier County Emergency Management web page (www.collierem.org) and at many public buildings on the island. It has a comprehensive listing of disaster preparedness information, including links to the National Hurricane Center, Federal, State, and local agencies for real time weather information.

Response

General

1. Chapter 10, Part II, Section 10-3 through 10-7 of the City Code of Laws and Ordinances for the Declaration and Termination of a State of Emergency outlines the authority and duration for emergency powers and procedures.
2. The process to close schools is coordinated through the Superintendent of the Collier County School District, normally in consultation with the City and/or County Boards. Private schools make their own decisions on closing; however, in the event of a mandatory evacuation of the Island, they cannot be open.
3. The City Manager will coordinate with the Constitutional Officers on either closing or limiting City business and/or services at their satellite offices.
4. Business closings will be coordinated through the City Manager and ESF-18 (Business & Industry) at the City and/or County EOC.
5. Requests for County/State Assistance should be coordinated through the Collier County EOC. When local and State resources are determined to be inadequate, the Governor will request assistance through the Federal Emergency Management Agency (FEMA). This request is normally based on local and State damage assessments and expenditure reports that are to be maintained and supplied by the City and County.
6. All City employees are encouraged to develop personal/family disaster plans for their use and the safety of their families (Appendix B).

Notifications and Warnings:

Guidelines for warnings require timely information dissemination to city officials and emergency service providers so that the general public can be kept informed with timely and accurate information.

The City of Marco Island, in coordination with the Collier County Emergency Management Department utilizes a full spectrum of notification protocols which are outlined in their emergency alert System plan (EAS) and include: radio and television preemption, pre-scripted messages and Public Safety Announcements (PSAs), utilization of social network channels, internet, satellite and other avenues of notification that will enhance emergency notification and warning.

Receipt of Warnings:

Twenty-four hour Warning Point: The Collier County Warning Point serves as the City of Marco Island's Warning Point and is located in the Collier County Sheriff's Communications Center/Dispatch 911 Call Center (staffed around the clock), located on the third floor of the Collier County Emergency Services Center within the Collier County EOC in east Naples. The City of Naples Dispatch Center is the backup to the County Warning Point and is located within the City of Naples at the Emergency Services Complex on Riverside Circle. Both offices have redundant communications capabilities to receive warning information from all relevant sources, back-up power, and resistance to extreme weather, flooding and other hazards. Marco Island maintains 24-hour staffing at the main fire station and also maintains constant communications with the Collier County Warning Point.

The County alternate EOC, located at the County's South Water Treatment Plant, near the intersection of Collier Blvd and Interstate 75 is available to the City in emergencies. It has adequate communications, is on the county's fiber network and has back-up power.

Warnings may be received by the following means: telephone, 800 MHz/VHF/Code Red, radio network, internet, ESATCOM, commercial weather satellite receiver, facsimile and/or report from the general public. (Note: Reports from the general public will be confirmed prior to dissemination.)

Notification to Public Officials and Organizations

The extent of notification and warning will be governed by the type and magnitude of the disaster event. Key personnel, including the City Manager and other City officials will be notified as soon as feasible by the Incident Commander, either directly, or through the City staff or EOC personnel. Volunteer and auxiliary organizations, such as Community Emergency Response Teams (CERTs) will receive initial notifications through City officials as necessary. A complete notification listing with all contact numbers is maintained by the Marco Island Police Department.

Notification and Warning System

In the City: During business and non-business hours, the County Dispatch Center will notify the Fire Rescue Chief (or his representative) of all warnings via digital pager or phone. The Fire Rescue Chief will notify the following agencies over Emergency Control as indicated below:

- Citywide Emergency: City Manager and Department Directors.
- Hazardous Spills/Major Transportation Accident: City Manager, Police Chief, Public Works Department, County and State Warning Points and appropriate City and County Departments and Managers.
- Major Structure Fire: City Manager.
- Other Emergency: State Warning Point, Collier County School District, Board of County Commissioners, FBI, Naples Community Hospital, Physicians Regional Medical Center, American Red Cross, Salvation Army, Coast Guard, Civil Air Patrol, Collier County Health Department, etc. Notification assistance can be obtained from the Collier County EOC, if required.

Notification to the General Public

The City Manager (or representative) has the responsibility for disseminating warnings to the general public via various public safety communications modes to the media, residents, hotels/motels, businesses and nursing/health facilities. The Collier County government can assist with notification to

local media and public safety agencies upon receipt of a "hard copy." The type of disaster threatening the area will govern the extent of warning. For example, a severe weather warning, flooding event, marine warning, or hazardous spill would be less extensive than that for a hurricane warning.

Primary and Back-Up Warning Systems

Warnings may be transmitted to WGCU 90.1 FM and COMCAST/Marco Island Cable, who will provide the information to customers. Television customers will see the warning as a "crawl" at the bottom of the TV screen. The local weather channels (Comcast Channel 47, MI Cable Channel 21) and major network channels routinely transmit all warnings for this area upon receipt. Collier County Emergency Management may also request, under specific circumstances, that emergency action statements be transmitted by the Weather Channel as a public service. The National Weather Service Forecast Office in Miami will activate the Emergency Alert System (EAS) upon request of the Collier County EOC which will provide warning and information on the NOAA weather radio system.

Fire and law enforcement departments may use code red and accomplish door to door checks for areas that are in peril from flooding, hazardous spills or fires. Checks will be generally based on the severity of the event regardless of time of day or day of week.

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 City and the Collier County EOC have TDD equipment for providing information to the hearing impaired. FAX/e-mail (per their preference) notification will be made to hotels/motels in the area so they may warn the visiting public.

Evacuation:

Because of the unique threat posed by each tropical weather event, or other emergency requiring an evacuation there are no static evacuation zones. The storm surge map is a planning tool used to identify vulnerability to the storm surge threat by a certain level of tropical cyclone intensity and not an evacuation zone map. The Incident Commander or County Emergency Management Director makes his/her evacuation zone recommendations, in consultation with the National Hurricane Center and the National Weather Service for elected officials to act upon, based on the situation and their expertise. 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 45 miles per hour). Once tropical storm force winds are reached, there will be damage sustained by power lines, trees, etc. All public safety personnel in the affected area of tropical storm force winds will seek shelter.

Primary and Secondary Evacuation Routes

The primary evacuation routes out of the city or county are S.R. 951 (Collier Blvd.) to 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. C.R. 92 via Goodland to U.S. 41 may also be used, but is susceptible to flooding and may be closed if that is considered to be a factor.

Evacuation and Sheltering of Persons with Special Needs (PSN)

The Collier County Health Department in coordination with the Collier County Emergency Management Department manages the PSN evacuation and sheltering requirements for the entire County (both incorporated and unincorporated.) Persons requiring assistance due to medical or physical limitations may register with the County and receive transportation and sheltering assistance in the event of an evacuation or other emergency such as a prolonged power outage. The City of Marco Island fully cooperates with this program by encouraging and assisting with the registration of PSN residents and providing manpower resources as needed during the emergency. The Collier County contact number for this program is (239) 252-5000.

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 and deposit passengers at the Transfer Station to be shuttled to a designated shelter. Per special arrangements with the hotels, 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 sustained winds of 30 miles per hour. When 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.

Financial Management

The Finance Director is the lead department for all financial matters pertaining to an emergency or disaster. Protection of life and property are always the highest priority, however insofar as possible pre-established policies and procedures regarding expenditure by the City of governmental funds will be strictly followed. In order to maximize the reimbursement of expenditures made before, during and after an event, and to provide an effective and timely system for planning documentation of emergency activities, all employees, contractors and volunteers authorized to expend funds or make financial commitments will be provided with training regarding the requirements associated with emergency and disaster expenditures.

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 by the Finance Director. A list of available equipment and contractors are maintained by the Finance and Public Works Departments.

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).

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 in order to have an accurate accounting and meet the requirements for potential disaster reimbursement.

Records Maintenance

Local Accounting

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 coding system should be used, or FEMA forms found in Appendix Q (includes personnel, materials, equipment, contract and mileage) are recommended. Despite the difficulty in maintaining such records in the stress of an emergency, agencies are required to identify and document:

- Funds for which no federal reimbursement will be requested should a declaration be made
- Funds eligible for reimbursement under emergency or major disaster project applications

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 MIEOC shall be the central collection agency for logs and reporting information from all City agencies for the Finance Department with appropriate documentation for payment of the expense. Finance will be responsible for compiling all departmental expenditures related to the disaster and submitting for reimbursement.

See Appendix Q:

- Force Account Labor Summary Record (FEMA Form 90-123)
- Rented Equipment Summary Record (FEMA Form 90-125)
- Contract Work Summary Record (FEMA Form 90-126)
- Force Account Equipment Summary (FEMA Form 90-127)
- FDEM Materials Summary Record
- Activities Log (ICS 214 Summary of Daily Activity Reports)

At a minimum, the following records must be kept for documentation purposes:

- Record of expenditures and obligations; copies of receipts, purchase orders and invoices
- Activities Log of actions taken (ICS Form 214)
- Copy of Emergency purchasing procedures.
- Historical records of declarations, newly created ordinances and any special actions taken to deal with the emergency.
- Copy of the County & State "Messages," and identification numbers, to validate anything authenticated and approved.

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 providing new developments and more complete information will be forwarded as new information becomes available in the most expeditious manner possible, i.e., e-mail, facsimile, courier or other means.

REFERENCES AND AUTHORITIES

City of Marco Island, Resolution 10-23 (Approval of Local Mitigation Strategy)

City of Marco Island Disaster Redevelopment Ordinance 01-24

City of Marco Island Code of Ordinances

Collier County Comprehensive Emergency Management Plan (CEMP)

Collier County Hazard Mitigation Plan

Collier County Ordinance 06-35 (Post-disaster Recovery Ordinance) , dated: July 25, 2006

Collier County Code of Laws & Ordinances, Chapter 38

City of Marco Island Interlocal Agreement with Collier County for Debris Removal, dated 20 Jan, 2009
Chapter 252, F.S.

Emergency Management Assistance Compact (EMAC)

Federal Robert T. Stafford Act (Public Law 93-2880

FEMA-116; Reducing Losses in High Risk Flood Areas

FEMA 322 – Public Assistance Guide

FEMA – 502-2; ICS Forms Booklet

Florida Executive Order 80-29

Florida Handbook for Disaster Assistance

Homeland Security Presidential Directive – Five (HSPD-5)

Marco Island Airport Emergency Plan, Aug 31, 2011

National Response Plan (NRP)

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

U.S. Coast Guard Auxiliary – Your Boat & Hurricanes, 2005

Office of Management & Budget (OMB) A-87

SERT – Preliminary Damage Assessment

State of Florida, Chapter 9G – 6

29 Code of Federal Regulations (CFR)

44 CFR

USC 42

ANNEX I

RECOVERY FUNCTIONS AND RESPONSIBILITIES

The purpose of this component is to outline the activities necessary to ensure a successful recovery effort (e.g., condition monitoring, situation evaluation, identification of recovery center site operations, damage assessment and mitigation team operations, etc.). During the Response Phase of an emergency, a minor Recovery component will be contained within ESF-5, Planning and Intelligence Section, in order to project the requirements and needs post-Response. The City Manager will identify and appoint a Recovery Manager.

During a Presidential Disaster Declaration there may be several affected agencies, each with a responsibility to apply for its own disaster assistance and manage its own project (i.e. schools, non-profit organizations). ESF-5 will take the lead in coordinating with the County to facilitate eligible applicants' process of defining their own project, grant and financial activities.

Recovery Task Force

The City is part of the Collier County Recovery Task Force, which is composed of individuals that reflect broad-based representation of community interests. Collier County Ordinance 06-35 and Marco Island Ordinance 01-24 (Post Disaster Redevelopment Ordinance) specifies who is a member of this task force. The purpose of this group is to advise the Collier County Board of County Commissioners and the Cities on a wide range of post-disaster recovery, reconstruction and mitigation issues.

The County Recovery Manager is that individual charged by the County Manager to oversee the recovery efforts by ensuring Consistency with the policies of the Recovery Task Force. This individual is responsible for establishing the management system and structure outside the County Emergency Operations Center for sustained recovery operations as soon as possible after the disaster event.

In addition to establishing the Recovery Task Force and Recovery Manager, the Post Disaster Redevelopment Ordinance:

- 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, build-back, building repair moratoria, building permitting, new development, emergency permitting, etc.
- Establishes policies on emergency repairs.
- Establishes policies on economic redevelopment.
- Establishes policies on acquiring damaged properties.
- Provides procedures on Post-evacuation return
- Identifies damage mitigation priorities

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.

Recovery Field Operations

In the aftermath of a disaster, with or without a Presidential Declaration, the City and Collier County EOC may deploy several specialized recovery teams (personnel) and centers (facilities/activities) into the impacted area within Marco Island or surrounding Collier County.

Examples of some of these are:

Recovery Personnel

Damage/Impact Assessment Team (representatives from Building, Fire and CERT with Building Department as lead) – A team deployed to conduct assessments of damages to public properties, homes and businesses (see Appendix F). The assessment quantifies the extent of the impact of the damages, and is used to justify federal assistance. The Building Services Department has the primary responsibility to deploy the initial impact teams and report results to ESF-5. The City of Marco Island will report results to the County Emergency Operations Center, ESF-5 (Planning & Intel).

Usually, there are two types of assessments:

-*Windshield assessments* are just as the name implies, teams rapidly determine the scope and severity of the damage area without leaving the roadway.

-*Post-disaster habitability inspections* are those in which trained and qualified inspectors record those measures that need to be taken before unlimited access is permitted back to a location or property.

Community Relations Team

This is a team that is deployed into the impacted area 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. Collier County Emergency Management will act as the liaison to the FEMA/State Community Relations team. This liaison will help to frame the human needs impact assessment of the community. Should FEMA/State Community Relations teams not be present, the County Coordinator will interface with ESF-5 and Human Needs Assessment teams to develop a human needs impact profile. The City of Marco Island ESF-15 will coordinate with the County EOC to ensure that all unmet Human needs are coordinated.

City Volunteers Committee for Unmet Needs

This committee (coordinated through Parks and Recreation) helps identify unmet needs and possible assistance. This committee is comprised of volunteer agencies, private sector representatives, and governmental agencies and will coordinate with ESF-15.

Human Needs Assessment Team

Human Needs Assessment Team is a team that is deployed immediately after a disaster to evaluate immediate needs of disaster victims. They will develop a list of observations for the Human Needs Coordinator to prioritize for Community Relations teams to follow, for example:

- ensuring safety of community members in their purview
- relaying information
- 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.

Recovery Facilities/Activities

Recovery facilities such as Recovery Centers, Disaster Field Offices, Disaster Recovery Centers, and travel trailer/mobile home sites will be located as close to victims as possible using community park facilities and leased commercial facilities. After a flooding event, specific flood recovery information will be available as outlined in Appendix R.

Points of Distribution (POD)

POD locations will be established by the City and/or the County to provide essential items such as water, ice and food. PODS will only be established if there is a real need. Generally, if local food retailers are undamaged, PODs will not be opened. Locations will be established based on damage, accessibility and needs.

Disaster Recovery Centers

These are centers that are set up in a disaster area to provide information on the complete range of disaster assistance that is available. The responsibility for managing these centers is jointly shared by the State, the Federal Emergency Management Agency, County and City. The Centers will be sited at, or near, the disaster areas. City/County park buildings have been identified throughout the county and its municipalities for this purpose. Disaster Recovery Center administrative kits will be delivered to each activated assistance center.

Reconstruction Information Center(s) (RIC)

RICs are centers that are set up as one-stop information and permitting points for coordination, technical assistance, and reconstruction expertise assistance in recovery and mitigation activities. These centers will be staffed by departments with reconstruction and/or permitting responsibilities. The primary RIC will be established at the City of Marco Island City Hall.

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 (DFO) in or near the local government facilities. The federal government and the state government both have Coordinating Officers who serve as the respective heads of the recovery effort. The County Emergency Management Department will coordinate local activities to support the DFO.

Public Assistance Activities

A Presidential Disaster Declaration initiates a process that begins with applicants filing a Request for Public Assistance at an applicant's briefing. These briefings are publicized through the local media and notifications from the County Emergency Management Director in accordance with 44 CFR-206 Subpart G and H. The Collier County Office of Management and Budget, with assistance from the County's Emergency Management Department, is responsible for administering the Public Assistance Program for the unincorporated areas of the County. The City of Marco Island Finance Department will coordinate public assistance activities within the City. The City of Marco Island will be notified of application opportunities and procedures by the Collier County Board of County Commissioners through its Emergency Management Department.

Project worksheets are prepared for eligible emergency costs and eligible costs for restoration of damaged facilities by the applicant. 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 of Florida and the Florida Legislature. In addition, the federal government may provide for an administrative cost allowance for each eligible project that is 100 percent federally funded.

The State serves as the Grantee and eligible applicants are Sub-grantees under the Federal Disaster Assistance Program. Contractual agreements with the Florida 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 agencies which draw their monies from General Revenue), each Fire District, municipalities, the Collier School District, individual Taxing Districts, and more.

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.

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, described below, will be formed to see if any direct assistance agencies can address victims' needs with their resources.

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

Individuals and Household Programs

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

The primary means of applying for Individuals and Household Programs will be made through a National Tele-registration toll-free number (announced at the time of the declaration).

Disasters that do not support the criteria for requesting Individuals and Household Programs as part of a Presidential Disaster Declaration may meet the criteria for other federal assistance. Individuals and Household Programs Inspectors will meet with the State Mitigation Officer in a Contractor's Briefing.

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 bringing 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 and subsidized housing and the City's Community Affairs Department, shall query their sources for available units then pass on the results to the FEMA housing staff upon their arrival. This activity will significantly reduce time victims spend in shelters and greatly contribute toward their recovery, even if a Presidential Declaration does not occur.

Other Emergency/Disaster Support Activities

Key City volunteers and non-governmental agencies, under the direction of City government, will meet as an Unmet Needs Committee to determine the essential needs of City residents and visitors in need, and to coordinate donated goods and services. A Volunteer Center and Disaster Assistance Centers may be established in the City and County to help support these operations.

Unmet Needs Coordination

The Parks and Recreation Director will have the lead responsibility for coordinating with unmet needs volunteer agencies in the event of an emergency. Collier County Emergency Management, together with the City's ESF-15 will support the coordination of unmet needs. The City Manager will appoint an Unmet Needs Coordinator who will provide oversight and coordination of human needs agencies and provide their points of contact in the event of an emergency.

Agencies that coordinate the skills of volunteers are utilized during an emergency. The agencies come together as City volunteers during the crisis and will revert to non-emergency response status once the needs are resolved. These agencies are usually those identified with ESFs 6 and 15.

Usually, agencies (both non-profit and profit) will notify the City EOC of the needs of the City residents which they canvas. The County has a cooperative relationship with a multitude of field agencies in both emergency and non-emergency times. During a major disaster operation, FEMA will send a Community Relations team to Collier County and the City of Marco Island. This team, along with the American Red Cross and other community agencies, will conduct damage assessment to get a sense of the community's needs.

Training

In addition to required training discussed earlier in this document, training and seminars are available through several resources (including the County and State.)

Other Assistance

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

The City Redevelopment Ordinance and the Collier County Disaster Recovery Task Force have 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 ESF- 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 and forward to County EOC
- Address and prioritize restoration issues
- Identify mitigation opportunities
- Coordinate Hazard mitigation projects

National Flood Insurance Program (NFIP):

The City of Marco Island participates in the National Flood Insurance Program (NFIP) as well as the NFIP Community Rating System (CRS). In support of those programs, the City will maintain procedures for:

- When and how evacuees will reoccupy their homes and businesses
- Requirements for emergency permitting and temporary repairs
- The implementation of flood loss mitigation measures on City properties
- Promotion of flood loss mitigation measures for private properties
- Property protection actions in preparation for and recovery from a flooding event

ANNEX II - MITIGATION

Collier County Local Mitigation Strategy (LMS) Working Group (Pre Disaster)

The Local Mitigation Strategy Working Group is composed of members drawn from Collier County, the City of Marco Island, the City of Naples and interested citizens from Collier County, and is organized under the Collier County Citizen Corps Advisory Committee. 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 damage to infrastructure. This group is responsible for maintaining the Collier County Hazard Mitigation Plan. The City of Marco Island has adopted this plan and is an active member of the Group.

Interagency Hazard Mitigation Team (IHMT) (Post-Disaster)

Mitigation Planning Assumption

Repairs to damaged facilities should incorporate mitigation measures in accordance with FEMA's 406 program. All other mitigation measures to non-damaged structures should be addressed through the procedures identified in the Collier County Hazard Mitigation Plan.

The Collier County Emergency Management Director will serve as the Post-Disaster Hazard Mitigation Coordinator. The Marco Island City Manager together with 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, flooding and other risk 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 City of Marco Island (and other municipalities, if applicable), as well as the County, will be asked to participate on the IHMT.

Depending on 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 Collier County EOC will assist with additional staff and resources. Personnel who will participate in mitigation assessment opportunities should complete mitigation training identified in the Marco Island CEMP.

Post-disaster mitigation activities within Collier County and the City of Marco Island require a well-orchestrated and coordinated effort among the various levels of government. 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 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.

Mitigation Preliminary Damage Assessment

The Collier County Interagency Hazard Mitigation Team may request the State Mitigation Officer to assign mitigation personnel to assist the community in conducting a Mitigation Preliminary Damage Assessment. The purpose of this assessment is to identify the causes of specific disaster related damage in order to determine appropriate mitigation measures. This assessment is forwarded to the appropriate Local Mitigation Strategy committee and the mitigation staff in the Disaster Field Office.

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 and municipalities.

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.

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 non-federal match requirement, and are distributed as grants to the communities affected by the disaster to implement the mitigation projects.

Another facet of technical assistance is the Minimization Program. This 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.

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 repetitively or substantially damaged structures and is managed by the Community Affairs Department in the City.

Other State Programs

- 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

Collier County Disaster Recovery Task Force

The Recovery Task Force, in cooperation with the City Community Affairs Department, 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

ESF-5, Planning and 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
- Implementation of policies and procedures outlined in Marco Island Post Disaster Redevelopment Ordinance 01-24.

Financial Management

Administrative Authorities and Fiscal Guides

City of Marco Island fiscal management is consistent with the following:

- Chapter 252, Florida Statutes
- 44 Code of Federal Regulations
- 29 Code of Federal Regulations
- Office of Management and Budget A-87

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

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 by the Finance Department 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 Finance Department's plans and operational procedures)

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.

Records Maintenance

Local Accounting

Complete, accurate accounts of emergency expenditures and obligations, including personnel and equipment costs, must be maintained by the Finance Department. 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 Q to this 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.

Reports and Records

When federal public assistance is provided under the Disaster Relief Act, local projects approved by FEMA 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 kept by the City Finance Department in accordance with the Collier County Emergency Management Department who shall be the central collection agency for logs, reporting and preliminary damage assessment protocols and procedures. County and municipal governments are to

record accurately and account for activities during an emergency/disaster, and 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

Emergency reports, such as preliminary damage assessment reports, are to prepared to request a Presidential Emergency or Disaster Declaration. Updates giving new developments and more complete information will be forwarded as they becomes available to the Collier County EOC in the most expeditious manner available, i.e., facsimile, ESATCOM, INTERNET, "EM Constellation".

After Action Reports

The City Manager 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 the County and the State Division of Emergency Management, and the effectiveness of mutual aid agreements.

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

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

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 victims and residents may be lacking. Yet, disaster affected and unaffected residents expect services to be delivered in an efficient and effective way.

Each agency/activity governed by this CEMP will analyze its functions and rank the services/activities from the most to the least critical. The results of this exercise can be contained in a Standard Operating Procedure (SOP). A listing of each department or agency's Mission Essential Functions and the status of each will be provided to the Recovery Task Force, via ESF-5, upon request for each event. ESF-5 will

compile the governmental activity status listing and provide it to the Recovery Task Force with impact assessments and recommendations. The Recovery Task Force will validate the level of service available to the community and/or shift resources to meet the service level expectations.

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 shall be developed and maintained by each activity.

Delegation of Authority

Each Department shall 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 SOP or letter.

Orders of Succession:

Marco Island's Code of Ordinances (Part II, Chapter 10) outlines the succession of authority for the City. This begins with the Council Chair or in the Council Chair's absence, the Vice-Chair is designated and empowered. The succession proceeds through the Council members by seniority order beginning with the Chair or Vice Chair's absence to the City Manager in their absence, or the City Clerk in their absence and the Incident Commander in the event that no other previously cited City official is available. Each Agency, in turn, should publish an internal order of succession letter that addresses three (3) levels below the Director or Manager.

Alternate Facilities

Each Department shall 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 organizational Standard Operating Procedures.

Interoperable Communications

The Police Department and the Information Technology offices possess redundant and robust internal and external communications capability. During a major emergency these offices can supply emergency amateur radio operators with their equipment.

The Information Technology Department and Police Department will develop a plan that prioritizes restoration of communications. This plan should be updated and validated annually. Each agency or working group should conduct an inventory of its communications assets and determine minimum mission essential levels.

Vital Records and Databases (City Clerk Responsibility)

Most vital records are located in the main City Hall building with a first floor elevation higher than a Category 1 landfalling storm. Additionally, some vital records are located in other municipal government buildings throughout the City which are generally elevated above a Category 1 surge threat. City digital records, which include all of the floodplain management records, are routinely backed-up at an off-site location. Additionally, a hard copy storage agreement exists with the City of

Naples. All agencies should regularly review various methods to protect these vital records based on all associated hazards outlined in the City's risk assessment.

All City agencies must ensure the protection of their records so that normal procedures may continue after a disaster. The Clerk's Office will assist with providing procedures and protocols aimed at identifying the way and means to best safeguard all vital records.

Damage to records is most often the result of fire and/or water damage. Damaged records can often be saved by prompt mitigation and 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.

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

Agencies directly under the City Manager are required to protect records under criteria previously established. Agencies that are not under the City Manager are encouraged to use the criteria as guidance in their vital records preservation programs.

Personnel Issues and Coordination

To have a successful COOP/COG planning effort, each agency needs to address internal personnel issues that could affect emergency plans. Ensure time for employees to take care of personal matters is provided, while assuring the operation maintains a minimal acceptable level of performance.

Logistics and Administration

Because City plans are developed to continue operations to deliver services to the public, etc., planning effort should be detailed enough to determine what needs to be packed and moved, as well as who will move the assets. Contingency plans should include identifying what needs to be moved, setting up at an alternate location, and efficient use of available labor and other resources possessed by the department.

Security

Security levels should be factored into the planning process, and are dependent on the particular emergency.

Testing, Training and Equipment

To make the Continuity of Operations and Continuity of Government Plans viable, all employees need to be trained regularly on various elements of the plans in order to ensure all are aware of their roles and responsibilities, as well as to validate the currency of plans and procedures.

Emergency Actions

Specific emergency responsibilities are contained in this plan. The head of each tasked Department shall identify a person as the emergency coordination officer (ECO) for that Department to the City Emergency Management Office. The ECO is responsible for coordinating with the Emergency Management Office on emergency preparedness issues, preparing and maintaining emergency plans for the agency, and maintaining available personnel.

Mutual Aid Agreements

See each Department (Fire and Police) and City Clerk for appropriate mutual aid agreements and for the Statewide Mutual Aid City Agreement.

Appendices

APPENDIX A

Acronyms

ADPAC - Animal Disaster Preparedness Advisory Committee
ALF - Assisted Living Facility
ALT - Alternative
ARC - American Red Cross
ARES - Amateur Radio Emergency Services
ARRL - American Radio Relay League
ASD- Collier County Administrative Services Division
CAP- Civil Air Patrol
CCFCA - Collier County Fire Chiefs' Association
CCSO-Collier County Sheriff's Office
CDES- Collier County Community Development and Environmental Services Division
CEMP - Comprehensive Emergency Management Plan
CERT - Community Emergency Response Team
CERV- Collier Emergency Response Volunteers
CFR - Code of Federal Regulations
CIEH- Collier Emergency Information Hotline
COG- Continuity of Government Plan
COOP- Continuity of Operations Plan
CPA- Closest Point of Approach
CR - County Road
CRS- Community Rating System
DART - Domestic Animal Response Team
DOH- Department of Health
DRC - Disaster Recovery Center
EAS - Emergency Alert System
EM - Emergency Management
EMC-Emergency Management Coordinator (Marco Island)
EMS - Emergency Medical Services
EOC - Emergency Operations Center
ESATCOM - Emergency Satellite Communications
ESF - Emergency Support Function
FDEM - Florida Department of Emergency Management
FDLE - Florida Department of Law Enforcement
FDOT - Florida Department of Transportation
FEMA - Florida Emergency Management Agency
NFIP – National Flood Insurance Program
FHP- Florida Highway Patrol
FS - Florida Statutes
HAP – Hurricane Action Plan
HAZMAT - Hazardous Materials
HM - Hazard Mitigation
HSUS - Humane Society of the United States
HSPD - Homeland Security Presidential Directive

IA - Individual Assistance
ICS - Incident Command System
LE- Law Enforcement
MARS - Military Affiliate Radio System
MIHAP-Marco Island Hurricane Action Plan
MOU - Memorandum of Understanding
NAD- North American Datum
NIMS - National Incident Management System
NETC- National Emergency Training Center
NFIP - National Flood Insurance Program
NOAA - National Oceanographic and Atmospheric Administration
NWSFO - National Weather Service Forecast Office
OMB - Office of Management and Budget
PA - Public Assistance
PIO - Public Information Office
PL - Public Law
PRI - Primary
PSA- Public Safety Announcement
PSD- Collier County Public Services Division
PSN - People with Special Needs
PUD- Collier county Public Utilities Division
PW- Project Worksheet
PWD - Public Works Department
RACES - Radio Amateur Civil Emergency Service
RDSTF - Regional Domestic Security Task Force
RIAT - Rapid Impact Assessment Team
RMD- Collier County Risk Management Department
RRT - Rapid Response Team
SEOC - State Emergency Operations Center
SERT- State Emergency Response Team
SWFARA- South West Florida Amateur Radio Association
SFWMD- South Florida Water Management District
SFHA – Special Flood Hazard Area
SITREP - Situation Report
SLOSH - Sea, Lake, Overland Surge from Hurricanes
SMART - Strategic Metropolitan Assistance and Recovery Teams
SOG- Standard Operating Guide
SOP - Standard Operating Procedure
SR - State Road
TDS - Time Delineating Schedule
TH - Temporary Housing
TTY – Teletype
USCGA-U.S. Coast Guard Auxiliary
USNG - United States National Grid
VOAD - Voluntary Organizations Assisting in Disaster

APPENDIX B
Emergency Worker Guidelines

I. Preparation Activities – Individual and City Property (Note: those items asterisked should be done if this area is threatened by a hurricane or coastal storm)

Prepare ahead of time - in a relaxed, stress-free atmosphere

Dress appropriately for the tasks you are to carry out

Pack the following personal items: (Be Prepared for 72 hrs. minimum)

personal hygiene items (prescriptions)

change of clothing - work shoes or boots (rainwear)

food/snack-food

bedding (if required to stay overnight)

special tools/equipment

Bring in outdoor items*

Secure windows and sliders with shutters/window protection*

Secure garage door with appropriate bracing/locks*

Secure valuables/important papers in safe area/secure location

Lock windows and doors

Draw drapes and blinds

Collect water in containers and store in refrigerator/freezer*

Make as much bulk ice as possible*

Unplug all electrical appliances, except the refrigerator/freezer*

Water heater

Lamps

Dishwasher

Television(s)

Clock(s)

Other Appliances

Cable boxes

Microwave

Computers/Modems, etc. Coffee Maker

Turn off water at main source*

- ___ Turn off all breakers at breaker box, except for the refrigerator/freezer*
- ___ Notify family/friend or neighbor of situation and to watch your home and report any damage – tell them how they can contact you
- ___ Take pager/radio/cellular phone, and chargers
- ___ Lock all doors and proceed to assign location
- ___ Stop at the bank/ATM and withdraw extra cash
- ___ Fill your vehicle’s gas tank
- ___ If needed, stop at the store and purchase snack foods, gum, batteries etc.

II. Emergency Response (Activation) Procedures

- ___ Report to assign location
- ___ Check-in and locate your assigned supervisor
- ___ Obtain briefing from supervisor and determine:
 - ___ What your specific job responsibilities and what’s expected of you
 - ___ Identification of personnel working with you
 - ___ Where your work location will be
 - ___ Eating and/or sleeping arrangements
 - ___ Identification of work shift (length & time of day)
 - ___ Procedures for obtaining additional supplies, services and personnel
 - ___ Clarification of any important points relative to work assignment(s)
- ___ Report to work location.
- ___ Carry out assigned or delegated responsibilities.
- ___ Report any unsafe act or conditions to your supervisor.
- ___ Observe established radio and telephone procedures. Use clear text rather than radio codes when speaking to another agency on a radio.
- ___ Attend any scheduled briefing sessions to review events and any problems encountered with work assignment(s).

___ Maintain a daily record or log of your activities and time spent on work assignments. Keep all receipts and invoices.

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Behavioral Guidelines to Follow All The Time

___ Avoid personal conflicts. Be polite and professional in your actions.

___ Limit or avoid tobacco, caffeine, sugar and sodium.

___ Assign colleagues during stressful situations

___ Use words like “Thank You” and “Please”

___ Keep your sense of humor, especially with your co-workers.

___ Eat well balanced meals such as fruits and vegetables; cereals; breads and grains; poultry, fish and lean meats (broiled or baked); dried peas and beans; cheese, yogurt, and skimmed or low-fat milk.

___ Carry out the following stress prevention or reduction techniques:

___ Avoid the use of drugs and alcohol to feel better.

___ Get plenty of sleep and rest.

___ Work off excess stress or anger by physical exercise.

___ Attempt one task at a time.

___ Take one day at a time.

___ Talk to a friend.

___ Learn to accept what you cannot change or fix.

___ Look for the positives in the situation. Remember that one person can make a difference.

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III. Deactivation Procedures

___ Verify deactivation schedule with supervisor.

___ Ensure that work and sleeping areas (if activated) are clean.

___ Clean and secure any gear or equipment assigned to you.

- ___ File any required forms, logs and reports to the appropriate party.
 - ___ Return any issued communications equipment to the Supervisor.
 - ___ Return any issued work equipment and/or unused materials to Supervisor.
 - ___ Follow approved check-out procedures.
 - ___ Check out, making sure that supervisor has all appropriate paperwork necessary for documenting time, supplies or materials used.
-
-

Post-Incident Behavioral Guidelines

- ___ Talk about what you have gone through with co-workers.
- ___ Talk about situation with someone who cares about your personal health and welfare.
- ___ If possible, exercise your body.
- ___ Relax your mind if stressed.
- ___ Eat well-balanced meals.
- ___ Get plenty of rest.
- ___ If possible, relax at home or away from the workplace for about 48 –72 hours (mind adjustment period).
- ___ Critique emergency operations with supervisor and co-workers at formal session.
- ___ If necessary, schedule critical incident stress debriefing sessions.

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APPENDIX C
EOC Equipment and Supply List

- Workstation Computers
- Laptop Computers/Tablets
- Spare Monitors, Keyboards, etc.
- Printers
- Fax Machine
- Extra Toner and ink cartridges
- Desktop document scanners
- Computer projector
- GIS Plotter
- Copier
- Televisions

- Telephones (standard non-wireless)
- Satellite Telephone
- Extra Cell Phones
- Miscellaneous Office Supplies
- NOAA Weather Radio
- Phone/Radio Chargers
- Phone headsets
- 800mHz Radios/VHF
- Portable fans
- Flash Lights
- Battery powered lanterns

- Back up UPS
- Batteries (AA,AAA,C,D, etc.)
- Power Strips
- Extension cords

- 3 days of shelf-stable meals
- 3 days of bottled water
- Coffee
- Paper towels
- Garbage bags
- Plastic Tarps
- Plastic Utensils
- Paper plates
- Coffee cups
- Zip lock bags
- Aluminum Foil
- Plastic wrap

- 6 portable toilets
- 3 cases toilet paper

- Office paper
- White Boards
- Ball point pens (Black, Blue & Red)
- Permanent Markers
- Dry Erase Markers
- Flip Chart Paper
- Easels
- Thumb drives
- Manual typewriter
- Pencils
- Pencil Sharpener
- Rubber bands
- Staplers
- Paper clips
- Sticky notes
- Note/legal pads
- Index Cards
- Binders
- Label maker
- Dictionary
- Phone Books
- Map Books/Maps
- Clear Tape
- Glue
- Clear document covers
- Scissors
- Box cutters
- File Storage Boxes
- Duct Tape
- Clear packing tape
- Portable Signs
- Insect Repellent
- Hand sanitizer
- Cleaning supplies
- Hand cart

APPENDIX D

Evacuation Checklist

Prepare evaluation plan and purchase supplies ahead of time (now)

- Identify where you will go (at least two alternatives)
- Plan on how you will get there
- Think about your pets (public shelters don't allow pets)

Monitor local media for information and weather updates

Secure your home inside and out

- Check your shutters for parts and fit
- If you have a boat, make sure you know how to secure it
- Bring in outdoor furniture and loose items
- Turn off unneeded utilities (water, electric & gas), if possible

Fill your car with fuel, check tire pressure and fluids

Get some cash from the bank or ATM

Bring your disaster supply kit (see the Collier County All Hazards Guide)

- 3 day supply of food and water
- Battery operated radio
- Flash lights
- Extra batteries
- First aid kit
- Sleeping bags
- Medications
- Personal hygiene supplies
- Cell phone chargers
- Toys, books or games for the kids

Identification for Re-Entry to your neighborhood (2 forms)

- Picture ID
- Utility bill, homeowners or business insurance document, or tax bill
(It's important to have the address you are returning to on your identification)

Insurance Information

- Policy numbers
- Contact information
- Information on coverage

Personal phone book

Other valuable documents

Last, notify friends and family of your destination.

For additional information go to: Collierem.org, Floridadisaster.org, or Colliersheriff.org

APPENDIX E
Schools and Non-Hurricane Shelters

Schools

Marco Island Charter Middle School
1401 Kirkwood Street
Marco Island, FL 34145
(239) 377-3201
(239) 389-4818

Tommy Barfield Elementary
101 Kirkwood Street
Marco Island, FL 34145
(239) 377-8500

Marco Island Academy Public Charter High School
2255 San Marco Road
Marco Island, FL 34145
(239) 393- 5133

Tiger Tail Beach
430 Hernando Drive
Marco Island, FL 34145
(239)254-4000

United Church of Marco Island
320 N. Barfield Drive
Marco Island, FL 34145
(239) 394-6572

Marco Lutheran Church
525 North Collier Blvd.
Marco Island, FL 34145

Park Buildings/ & Potential Shelters

Marco Island Library
210 Heathwood Drive, South
Marco Island, FL 34145
(239) 394-3272

Marco Island Museum
180 Heathwood Drive, South
Marco Island, FL 34145
(239) 642-1440

Mackle Park
1361 Andalusia Terrace
Marco Island, FL 34145
239) 642-0575

Racquet Center
1275 San Marco Road
Marco Island, FL 34145
(239) 394-5454

The Marco Island YMCA
101 Sandhill Street
Marco Island, FL 34145
(239) 393-2600

APPENDIX F
Damage Assessment Checklist

- Safety Briefing
 - Preliminary Information on the area
 - Known Hazards
 - Known Damage
- Map of the Zone to be Assessed
- GPS Receiver
- Camera w/ extra batteries
- Laptop computer or Tablet with Air Card and charger
- Clipboard
 - Pens/pencils, etc.
 - Placards and marking paint
 - Damage Assessment forms
 - Handouts for citizens
- Appropriate clothing
 - City/Emergency Markings
 - Steel toed shoes or boots
 - Rain gear
 - City Safety vest
 - Long Pants
 - Gloves
 - Hat/hard hat
 - Eye protection
 - Respirator/dust mask
- Supplies/ Equipment
 - Bottled Water
 - Bug Spray
 - Sun Screen
 - First Aid kit
 - Cell Phone w/charger
 - Radio
 - Snack food
- Vehicle
 - Emergency/City Markings
 - Full tank of fuel
 - Spare tire/ Fix-a-flat
 - Shovel & tow rope
 - Cooler w/ ice and water

APPENDIX G
Contact Numbers

American Red Cross	(239) 596-6868, or 777-7967 (after hours)
Animal Services (County)	(239) 252-7387
Ashbritt Environmental (Debris Contract)	(954) 545-3535, or 683-0247
Border Patrol Comm Center	(954) 965-6300 x120
Century Link Telephone	(239) 263-6205, or (239) 565-3896
Civil Air Patrol (Marco)	(239) 643-2226, or (239) 860-5560
Collier County Clerk of Courts	(239) 252-8430
Collier County Emergency Management	(239) 252-3600/3601
Collier County School District, Superintendent	(239) 377-0212
Collier County Sheriff's Office	(239) 774-4434, or 252-9300
Collier County Sheriff's Dispatch Center	(239) 793-9319
Collier County Dist 1 Commissioner	(239) 252-8097/8389
Collier County Manager's Office	(239) 252-8383
Collier County Health Department (Director)	(239) 252-8201, or 293-3000
Collier County Supervisor of Elections	(239) 252-8450
Combs Oil Company	(239) 657-3313, or 774-2666
Comcast Cable	(239) 432-1840, or (239) 432-1634
Congressman Trey Radel (14 th Dist)	(202) 225-2536
Congressman Daiz Balart (25 th Dist)	(202) 225-4211
Environmental Protection Agency	(239) 344-5706, or (239) 633-5437
Evans Oil Company	(239) 262-4124
Everglades City – Mayor	(239) 695-3781
FAA Watch Desk – Ft. Myers	(239) 768-1377
FDLE	(800) 342-5869
FBI (Tampa)	(813) 273-4566
FDOT	(863) 519-2758
FEMA HQ - Washington D.C.	(800) 621-3362
FEMA Region IV (Atlanta)	(770) 220-5200 #1
Florida DEP (Ft. Myers)	(239) 344-5600
Florida Fire Service (Div. of Forestry)	(239) 690-3500 x105
Florida Highway Patrol (Ft Myers)	(239) 938-1800
Governor of Florida	(850) 410-0501
LCEC (Trisha Dorn)	(239) 292-3142, or (239) 656-2164
Marco Cable	(239) 394-4895, or (239) 642-4545
Marco Island Airport	(239) 642-7878 x23
Marco Island Chamber of Commerce	(239) 394-7549
Medical Examiner	(239) 434-5020, or 434-7767
Mosquito Control	(239) 436-1000
Naples Generator Services	(239) 877-9798
Naples Civil Air Patrol	(239) 643-2226, or 860-5560
Naples Airport Authority	(239) 643-0733 Sat. Phone 870776419268
Naples Community Hospital (NCH)	(239) 436-5252, or 436-5178
Naples City Manager	(239) 213-1027
Naples Mayor	(239) 213-1000, or 777-7952
Naples Police Chief	(239) 213-4850

North Collier NCH	(239) 513-7580
National Weather Service – Miami	(305) 229-4528/4470
National Weather Service – Ruskin	(813)645-2323
Paradise Fuel Services (24/7)	(239) 389-2012
Physicians Regional – Pine Ridge	(239) 304-4753
Physicians Regional – Collier Blvd	(239) 304-4756
Pollution Control (Collier County)	(239) 252-2502, or 249-4309
Senator Garrett Richter (Dist. 76)	(850) 488-4487, or (239) 417-6205
Representative Matt Hudson (Dist. 1)	(239) 417-6270
Salvation Army	(239) 775-9447
Senator Marco Rubio (R)	(202) 224-3041, or (239) 252-8999
Senator Bill Nelson (D)	(202) 224-5274
State of Florida Warning Point (24/7) EOC	(850) 413-9900, or (800) 320-0519
South FL Water Management District	(239) 263-7615 x7603
Sunbelt Rental Equipment	(239) 449-6005
SW Florida Domestic Security T/F	(239) 278-7080 x197
Taylor Rentals	(239) 643-1334
TECO Gas	(877) 832-6747, or (239) 690-5508
Towing – Extreme Recovery	(239) 261- 7033
United Way of Collier County	(239) 261-7112
U.S. Coast Guard – Ft. Myers	(239) 463-5754/5755, or (877) 249-2824
U.S. Coast Guard Auxiliary (Marco)	(239) 417-8623, or (239) 641-1179
Waste Management	(239) 325-3208

APPENDIX H
Assisted Living Facilities/Nursing Homes

According to the Florida Agency for Health Care Administration, there is only one residential care facility on Marco Island:

**Sanitasole
218 South Barfield Drive
Marco Island, FL 34145
(239) 389-6100
Contact/Administrator: Paula Robinson**

APPENDIX I

Securing City Workplaces and Offices

In anticipation of the arrival of severe weather or other emergency or potential disaster, certain precautions can and should be taken which will prevent or mitigate damage to equipment or the loss of important data, records and historically important items. The following are some guidelines which should be followed when directed to prepare your office or workplace:

- Photograph Office or work area
- Back-up computer files (cloud, disk, portable-drive or remote)
- Consider printing critical data lists (e-mail addresses, phone lists, etc.)
- Coordinate with IT for server back-up
- Coordinate with IT for off-site web hosting
- Ensure Uninterrupted Power Supplies (UPS) are functioning & connected properly
- Check that sensitive equipment is surge protected
- Safeguard important hard-copy (paper) documents
 - Remove/cover
 - Seal in water proof container
 - Move to non-threatened area
 - Make copies
- Unplug/disconnect electronic devices and label wires for re-connection
- Record a phone/computer out-of-office instruction message
- Relocate electronic equipment away from windows and off of the floor
- Cover equipment and furniture with plastic sheeting or plastic bags
- Protect and elevate sensitive office supplies like paper stock, etc.
- Park vehicles and other equipment on high ground, in a parking garage or evacuate inland
- Close storm shutters, install flood barriers and lock doors and windows
- Remove or secure any loose items in outdoor areas.
- Safeguard sensitive data (i.e. social security numbers, credit card numbers)

Remember:

- Water can come from below (flooding), above (roof leak) & horizontally (window/doors)
- Power outages and power surges damage electronic equipment
- Back-up generators don't power everything

Supplies:

Plastic tarps, plastic garbage bags, packing /duct tape, waterproof containers, bungee cords, portable data storage devices, spare UPS, spare surge protector, cable tags, small tool kit (for connecting and disconnecting equipment), spare batteries, extension cords and manual office equipment and supplies, clean-up supplies, paper towels and dehumidifier.

APPENDIX J
Hazardous Material Sites

The following facilities report the use of hazardous materials governed by the Superfund Amendments and Reauthorization Act, Title III

Century Link, 401 Bald Eagle Drive

Comcast Cable, 50 Marco Lake Place

Island Country Club, 500 Nassau Road

Marco Island Water Treatment Plant, 961 Windward Drive

Marco Island Reverse Osmosis Water Treatment Plant, 415 Lily Court

There are other sites, not subject to this legislation, which may have substances such as fuel or other non-Extremely Hazardous substances as well.

Mobile and Manufactured Homes
APPENDIX K

The City of Marco Island has one mobile home community within the city limits. The Port Marco community is located at 1219 Bald Eagle Drive, on the north end of the island near the Snook Inn. This community consists of 15 mobile and manufactured homes of various ages and building code manufacture/construction standard. The location is within a coastal flood zone (AE-8), with a small portion of the property in an X zone (outside the 500 year floodplain) and in the 160 -170 mph windborne debris area for Collier County.

* The Marco Island Academy High School, located at 2255 San Marco Drive is comprised of modular temporary buildings that conform to current building code regarding elevation and construction. However, they retain some characteristics which make them more susceptible to high winds and damage from debris which can be associated with severe weather such as a hurricane. Additionally, the site is located within the coastal flood zone (AE-9).

**Emergency Support Functions
APPENDIX L**

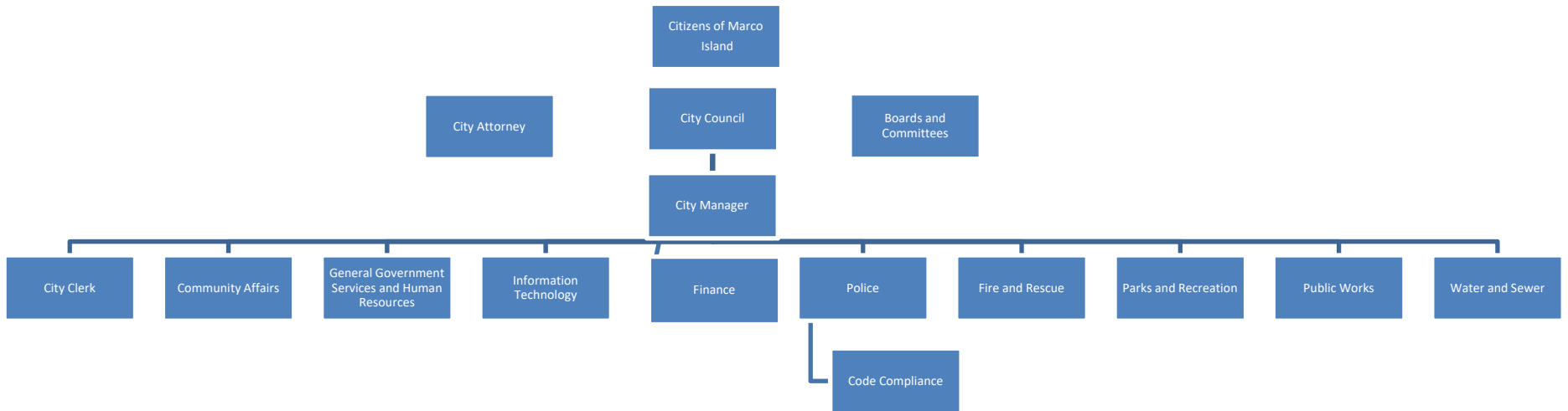
Emergency Support Functions (ESFs)

- ESF 1 – Transportation** (Public Works)
- ESF 2 – Communications** (Information Technology)
- ESF 3 – Public Works** (Public Works)
- ESF 4 – Fire** (Fire Department)
- ESF 5 – Information & Planning** (Information Technology)
- ESF 6 – Mass Care** (Community Affairs)
- ESF 7 – Resource Support** (Clerks Office)
- ESF 8 – Health & Medical** (Fire, Collier County Health Department/EMS)
- ESF 9 – Search & Rescue** (Fire/Police)
- ESF 10 – Hazardous Material** (Fire)
- ESF 11 – Food & Water** (Finance and contracted services)
- ESF 12 – Energy** (Public Works, LCEC)
- ESF 13 – Military** (FL National Guard)
- ESF 14 – Public Information** (City Manager)
- ESF 15 – Volunteers & Donations** (Parks & Recreation, CERT)
- ESF 16 – Law Enforcement** (Police)
- ESF 17 – Veterinary Services** (Collier County Domestic Animal Services)
- ESF 18 – Business & Industry** (Chamber of Commerce)

EMERGENCY SUPPORT FUNCTIONS: P = Primary Agency, S = Support Agency

Agency	ESF-1 Transportation	ESF-2 Communications	ESF-3 Public Works	ESF-4 Fire	ESF-5 Info and Planning	ESF-6 Mass Care/Special	ESF-7 Resource and Support	ESF-8 Health and Medical	ESF-9 Search and Rescue	ESF-10 Hazardous Material	ESF-11 Food and Water	ESF-12 Energy	ESF-13 Military Support	ESF-14 Public Information	ESF-15 Volunteers/ Donations	ESF-16 Law Enforcement	ESF-17 Veterinary Services	ESF-18 Business and Industry
Fire Rescue Dept.	S	S	S	P	P	S	S	P	P	P	S	S	P	S	S	S	S	S
Police Dept.	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	P	S	S
City Council	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
City Clerk		S			S		P							S				S
City Manager	S	S	S	S	S	S	S	S	S	S	S	S	S	P	S	S	S	S
Building Services	S	S	S	S	S	S	S		S	S		S		S	S	S		S
Community Affairs	S	S	S	S	S	S	S	S	S		S	S	S	S	S	S		S
Admin.					S		S											S
Finance					S		S				S				S			S
Human Resources					S		S				P				S			
Information Technology		S			S		S											S
Public Works	S	S	P	S	S	S	S		S	S	S	S		S				
Water and Sewer	S		S			S	S	S		S	S	S		S		S		S
American Red Cross				S		P	S	S			S		S		S			S
County Transportation	S									S								S
Collier Co. E.M.						P					S	S	S	S	S			
Collier School Board	S				S		S	S	S					S				
Collier Sheriff	S						S							S		S		
County Manager's Office							S							S				S
LCEC	S		S									P						
Health Dept.												S						S
MI Chamber of Commerce		S															S	P
NCH/PRMC																		
Century Link		S																
CERT							S				S				S			
MI Cable/Comcast		S																S
Animal Control																		P
Parks and Recreation															P			

**City of Marco Island Organizational Chart
APPENDIX M**



APPENDIX N NIMS Courses

Federally mandated National Incident Management System (NIMS) Incident Command System (ICS) Courses:

ICS-100 (Introduction to ICS)

200 (ICS for Single Resources and Initial Action Incidents)

300 (Intermediate ICS)

700 (NIMS: An Introduction)

701 (NIMS Multiagency Coordinating System), & 704 (NIMS Communications and Information Management) are considered minimum requirements for persons working in the EOC, or having Departmental Emergency responsibilities.

Key Emergency Management personnel should also complete:

IS-400 (Advanced ICS)

702 (NIMS Public Information Systems)

703 (NIMS Resource Management), 706 (NIMS Intrastate Mutual Aid)

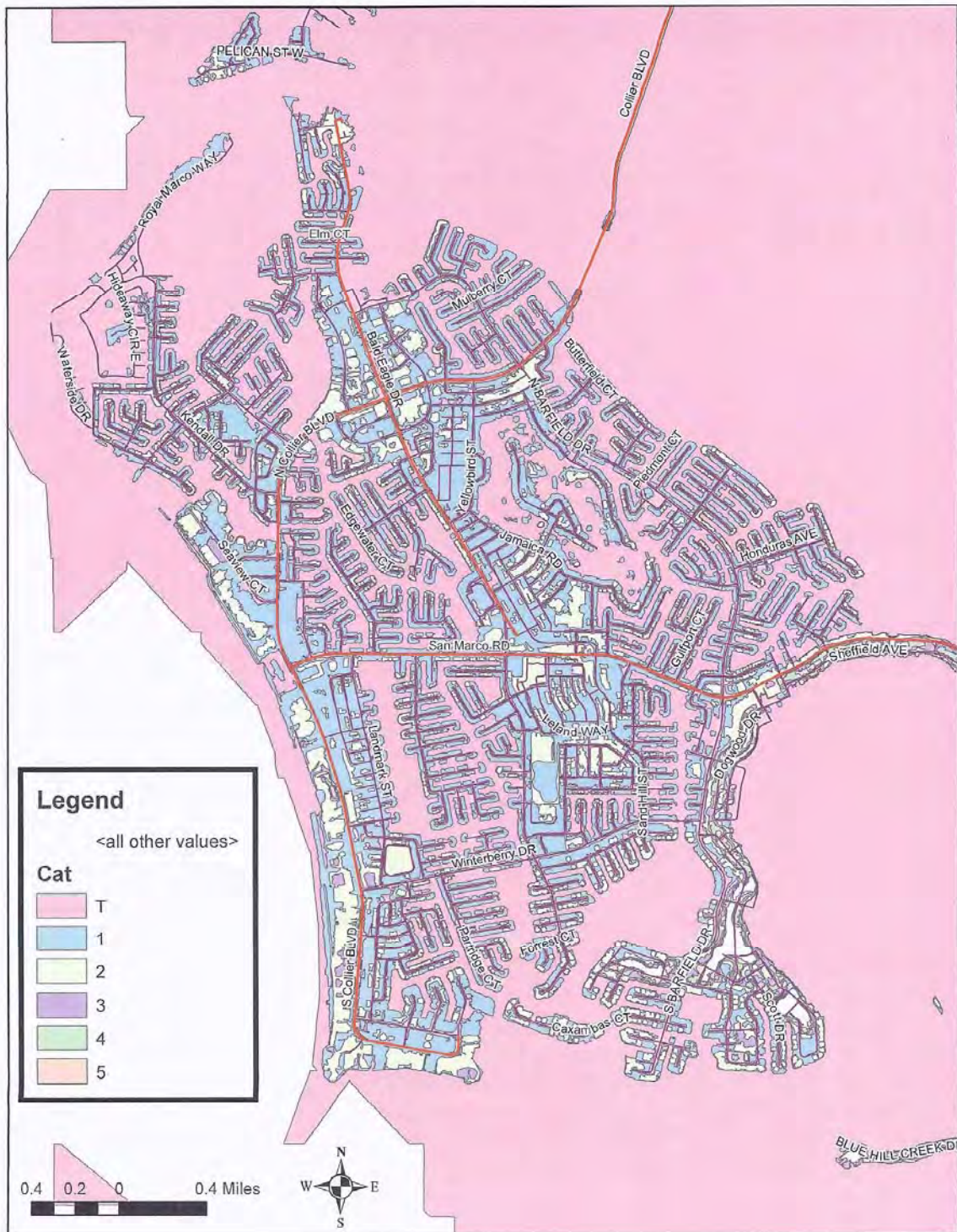
800 National Response Plan)

Elected Officials are encouraged to complete:

ICS- 100, 700, 701 & 704

Information regarding the National Incident Management Training Program and ICS classes is available on-line at: <http://www.fema.gov>

APPENDIX O Storm Surge Map



Storm Surge Map Source: Collier County Emergency Management and Southwest Florida Regional Planning Council

APPENDIX P
Marco Island Critical Facilities

Caxambas Boat Park/Ramp
909 Collier Court
(239) 642-0004

Marco Island City Hall
50 Bald Eagle Drive
(239) 389-5000

Century Link Vault
410 Bald Eagle Dr.
(239) 263-6205

Collier County Satellite Business Office
1040 Winterberry Drive
(239) 394-6986

Collier County Sheriff Marine Facility
North Barfield Drive
(239) 394-5129

Lee County Electric Coop (LCEC) Sub Station 1
415 Lily Court
(239) 656-2164

Lee County Electric Coop (LCEC) Sub Station 2
808 Elkcam Circle
(239) 656-2164

Mackle Community Park
1361 Andalusia Terrace
(239) 389-3917

Marco Island Fire & Rescue (Station 50)
1280 San Marco Road
(239) 389-5040

Marco Island Fire Station 51
751 East Elkcam Circle
(239) 389-5040

Marco Island Water Department
415 Lily Court
(239) 389-3408

Marco Island Waste Water Department
750 East Elkcam Circle
(239) 394-3168

Marco Island Branch Library
210 Heathwood Drive, South
(239) 394-3272

Marco Island Post Office
600 East Elkcam Circle
(239) 394-5245

Marco Island Historical Museum
180 Heathwood Drive, South
(239) 642-1440

Marco Island Academy (High School)
2255 San Marco Road
(239) 393-5133

Marco Island Charter Middle School
1401 Trinidad Ave.
(239) 377-3200

NCH Healthcare Center
40 Heathwood Drive, South
(239) 394-8234

Physicians Regional Healthcare
1839 San Marco Blvd.
(239) 394-1670

Police Department
51 Bald Eagle Drive
(239) 389-5050

Tommy Barfield Elementary School
101 Kirkwood Street
(239) 377-8500

Tigertail Beach Facility
490 Hernando Drive
(239) 642-8414

U.S. Coast Guard Auxiliary 95
909 Collier Court
(239) 394-5911

APPENDIX Q
FEMA Forms

FEMA forms will be maintained on the City server.

APPENDIX R

Standard Operating Procedure (SOP) - for Public Outreach after a Flooding Event

Scope: The procedures contained within this SOP are intended to provide guidance to efficiently provide information in the form of written hand-outs and digital equivalent informational materials to the affected population of the City of Marco Island prior to and after a flooding event.

Purpose: To ensure that timely and pertinent flood preparedness, recovery and mitigation information is available to the public; before, during and after a flooding event in support of the National Flood Insurance Program (NFIP) and the requirements of the community.

General: In order to provide informational outreach to the community regarding preparation, response, recovery and mitigation to a flooding event in City of Marco Island, the following procedures will be followed:

- The Floodplain Coordinator will have available in hard-copy original (ready for reproduction) and in digital (pdf format) the following documents, including – but not limited to:
 - FEMA Publications – 54, 55, 83, 84, 85, 257, 268, 348, 511 & 805
 - FEMA Pamphlets – F 029, 215, 217, 301, 437, 683 & 690
 - The Collier County All Hazards Guide
 - Florida Alliance for Safe Homes (FLASH) Cards (Flooding)
 - Others deemed appropriate, or as approved

When a flooding situation is declared, the appropriate publications will be duplicated in-house*, or through an approved vendor in sufficient quantity to provide hard-copy information to all areas and centers deemed appropriate.

- The City Manager’s Office will assist in posting the appropriate documents in pdf format for availability on the City web-site. Additionally, the Collier County Emergency Management Department can assist in advertising availability of this information via, PSAs, PRs and other notifications.
- The City of Marco Island will coordinate availability and distribution of hard-copy information from designated Points of Distribution (POD), Disaster Recovery Centers (DRC) and Recovery Information Centers (RIC).

Coordinating Instructions: This SOP will be maintained by the City as part of the Marco Island CEMP and will be reviewed during each update.

Department Operational Plans

City Manager Plan
City Clerks Plan
Growth Management Department Plan
Human Resources Plan
Finance Department Plan
Information Technology Plan
Parks & Recreation Plan
Police Department Plan
Fire Rescue Plan
Public Works Plan
Water & Sewer Utility Plan

CITY MANAGER'S OFFICE

Introduction

The Marco Island City Manager's Office is the executive agency for the City of Marco Island. This office manages the day-to-day operations of the City government, interacting with elected officials, department heads, residents, and others. The office is composed of an appointed City Manager, Administrative staff and the City Attorney. For the purposes of this plan the City Clerk and their duties are included under the City Manager's Office.

Authorities and References

Emergency activities in this office and for the City of Marco Island are governed locally by this plan and the Marco Island Code of Ordinances. Other governing County, State and Federal regulation and legislature is identified in the Marco Island CEMP Basic Plan.

Hazard Analysis

The Basic Plan details hazards relevant to the City of Marco Island and its surrounding area. Hazards specific to this particular office location are related to the geographical location relative to the Gulf of Mexico, the nearby; Police Department, Fire Station and its function as the seat of government. The City Hall building could be subject to storm surge, extremely high winds, tornado activity and rainfall flooding, high winds associated with tropical weather can causes significant power outages, and disruptions to the normal functions of government and business. The building is also located near the NCH Urgent Care Center campus, where emergencies related to pandemic or biological/chemical hazards could cause a disruption to City Hall activities.

Notification

The City of Marco Island uses a call down roster or their Code Red system for notifying employees in the event of emergencies and for contacting residents. Employees are required to provide their Department Director with current contact information at all times. The City Manager or in his absence the City emergency manager/Incident Commander (IC) will make direct notification of a City emergency to the Council Chair and other Council members at the earliest opportunity.

Concept of Operations

The City utilizes three Levels of Activation to manage emergencies, including normal day-to-day operations. Specific activities are identified for each Activation Level below.

LEVEL 3 ACTIVATION: Normal Operations; (Monitoring).

This level is the City's normal operational posture, monitoring local state and world events, responding to the community's routine emergencies and needs. At Level 3; Plans, procedures, training and supplies are ready for activation upon detection of a situation or threat requiring a higher level of activation. Moving to a higher level of activation is determined by the City Manager, their designee or the City's emergency manager/IC if the situation dictates.

LEVEL 2 ACTIVATION: Potential Emergency Situation, or Threat of Storm Impact; (Partial Activation).

Initial preparedness and response actions have been undertaken; equipment and personnel ready to deploy, or partially deployed; Emergency Operations Center partially activated (above normal status). Council Chair and available Council members have been notified.

1. Notify the City Attorney – receive legal considerations.
2. Brief the City Council, as the situation requires.
3. Consider notifying the District 1 County Commissioner.
4. If the Marco Island Emergency Operations Center (MIEOC) is activated assure that the County & State are notified.
5. Conduct emergency planning meetings with department heads and staff as necessary.
6. Start the Public Information (PIO) process.
7. Based on the type of emergency and anticipated or actual effects, determine emergency operating actions required and issue necessary implementing directions.
8. Request from the emergency manager/IC an estimate of what additional resources may be required (staff, equipment & supplies) and if an evacuation of people will be necessary.
9. Coordinate with City Attorney for necessary legal considerations (potential Local State of Emergency.)
10. Notify City Advisory Boards as appropriate.
11. Coordinate with the Collier County Government for any assistance required.

LEVEL 1 ACTIVATION: Likely Threat of an Emergency or Storm Impact
(Full Activation) –State of Local Disaster declared or imminent.

Emergency situation on-going, Tropical Storm or Hurricane Watch or Warning issued, Local State of Emergency (Local, County or State) declared. At a Level 1 the MIEOC staffed and Emergency Plans are being implemented in accordance with the direction of the City leadership. All departments are moving to, or at full readiness and accountability status; personnel/equipment are prepared to deploy, or deployed to respond to the emergency situation.

Preparedness

1. Brief the City Council, on the situation.
2. Provide guidance for City assets for conducting response and recovery operations by prioritizing requests for manpower, supplies, and/or equipment through appropriate agencies.
3. Conduct and guide the public information activities, as required.
4. In the event of a major disaster declaration, provide guidance and coordination instructions to staff for assistance.

Response

1. Receive briefing by City Staff on damage and priorities
2. Coordinate with the City Council (together with the City Attorney)
3. Coordinate with the County and State and other agencies as required.
4. Conduct and guide the public information activities (coordinate with Council Chair).
5. Provide priorities and guidance to the emergency manager/IC.
6. Monitor and provide guidance to the overall response effort.
7. Monitor and provide guidance on financial and legal requirements.
8. Review Public Safety situation with Police & Fire Chiefs.
9. Assist the Council Chair with coordination & liaison with the business community.

Recovery

1. Receive briefing by City staff on the status of the recovery and remaining issues.
2. Brief the City Council, on the situation and on-going recovery activities.
3. Provide guidance and priorities for City assets of manpower, supplies, and equipment.

4. Conduct and provide guidance for PIO activities (coordinate with Council Chair).
5. Coordinate with the County and State for additional assets as needed.
6. In the event of a Federal disaster declaration, coordinate with the County and provide guidance to the City staff for financial assistance and reimbursement.
7. Manage the transition from emergency operations to the return to normal operations for the City.
8. Coordinate the timing of the closure of the MIEOC.

Information, Training and Exercises

The City Manager's Office will monitor through the Human Resources Department, the training level of the City staff as it relates to the required and recommended National Incident Command System (NIMS) courses required by the NRP. Additionally, participation in the County/State annual hurricane exercise (Sponsored by Collier County and the State of Florida) will be encouraged.

Agreements and Understandings

Agreements for contracted services are maintained by individual departments. The Basic Plan addresses interlocal agreements and other information related to partnerships with other governmental agencies.

- 1.
- 2.
- 3.

FEMA Forms & Instructions

The City Manager's Office will maintain records for their labor, equipment and contracted services sufficient to complete forms necessary for disaster reimbursement requests.

Support Material (i.e. inventories)

The City Manager's Office does not maintain any inventories or supplies other than typical office supplies. Individual departments maintain and protect supplies related to their official duties including emergency responsibilities.

Evacuation of City Hall/Shelter-In Place Procedures:

The City Manager's Office will protect equipment, documents and other assets by covering them with plastic and elevating equipment when appropriate. They are located on the second floor of the City Hall. Flooding alone is not likely to impact this elevated location. Storm surge modeling indicates the possibility of flooding in the City Hall location from a Category One or higher hurricane. The facilities located Marco Island may receive Storm Surge flooding from a Tropical Storm or higher. Wind protection on the City Hall consists of wind resistance code construction capable of withstanding up to 110 mph of wind if maintained properly. Damage from high winds during a tropical storm or hurricane could occur if flying objects strike any windows or doors. If supplementary protection such as hurricane shutters, wind screens and flood barriers are utilized the City Hall facility could resist hurricane force winds, flying debris and some flooding.

Communications

The City Manager's Office communicates using telephones, cellular phones and radios. The MIEOC maintains a full array of communications and back-up communications equipment as listed in their communications plan.

IT Security and Records Back-Up

Essential Records for this office are backed up with the City Clerk and on the City's computer server by the Information Technology Department.

City Manager Activation Check-list

- Gather the facts
- Alert the City Council Chair and other Council members & District 1 Commissioner
- Meet with the Emergency Manager /IC, Police & Fire Chiefs and PIO:
 - Potential threat impact
 - Ability to respond
 - Resources status
 - Resources needed
 - Issues (tourism, events, elections, etc.)
 - Possible evacuation

- PIO:
 - Message to the community
 - Local media briefing
 - Rumor control
 - Coordination (with County/State)

- Coordinate with Collier County
- Coordinate with the Collier Sheriff's Office
- Coordinate with the City of Naples
- Coordinate with other elected officials, as necessary
- Coordinate with Chamber of Commerce
- Coordinate with the Airport Authorities , if required
- Coordinate with the Naples Community Hospital & PRMC

- Meet with the City Finance Director
 - Emergency funds
 - Budget issues

- Meet with the City Attorney
 - Emergency Ordinances
 - State of Local Emergency

- Visit MIEOC

Appendices

Employee Roster:

(should include name, address, cell phone, home phone, e-mail, other contact info.)

Vendors/Suppliers/Contractors Roster

(should include business name, contact name, business address, cell phone, office phone e-mail and other contact info, such as 24 hour/emergency contact information.)

OFFICE OF THE CITY CLERK

Introduction

The Marco Island City Clerk's Office maintains official records for the City of Marco Island, and serves as the sole point of contact for those records. The Clerk is also responsible for City elections, both as the supporting office in concurrent election years and as the primary responsible office in non-concurrent years. This office is housed on the second floor of City Hall. Staff offices, along with some secure record storage located both there and in the vault on the first floor. In addition, an off-site records storage facility is located

Authorities and References

Emergency activities in this office and for the City of Marco Island are governed locally by this plan and the Marco Island Code of Ordinances and State Statute. Other governing County, State and Federal legislation is identified in the Basic Plan. Contingency election procedures are outlined in the 2011 Collier County Supervisor of Elections Continuity of Operations Plan (COOP) and the current Inter-local Agreement for Election Services with Collier County Supervisor of Elections.

Florida Statutes, Chapter 119, sets forth records handling, retainage times, and other records laws.

Hazard Analysis

The Basic Plan details hazards relevant to the City of Marco Island and its surrounding area. Hazards specific to this particular office location are related to the geographic location relative to the Gulf of Mexico, the Fire and Police Departments and the nearby NCH Urgent Care Center. The City's streets and water control infrastructure could be subject to flooding from storm surge and rainfall flooding. The City Hall building could be subject to storm surge, extremely high winds, tornadic activity and rainfall flooding, high winds associated with tropical weather can cause significant power outages, and disruptions to the normal functions of government and business.

Concept of Operations

The City utilizes three Levels of Activation to manage emergencies and disaster situations including normal day-to-day operations. Specific activities are identified for each Activation Level below.

Basic functions of the Clerk's Office during emergencies and disasters are to provide for records protection, continuity of elections and support to the City government in preparation, response and recovery operations.

Notification

The City of Marco Island uses *Code Red* for notifying employees in emergencies and for contacting residents. Additionally, relevant emergency contact information is maintained by the Clerk.

LEVEL 3 ACTIVATION: Normal Operations; (Monitoring).

This level is the City's normal operational posture monitoring local state and world events, responding to the community's routine emergencies and needs. At Level 3, Plans, procedures, training and supplies are ready for activation upon detection of a situation or threat requiring a higher level of activation. Moving to a higher level of activation is determined by the City Manager, their designee or the City's emergency manager/IC as the situation dictates.

During this time, and prior to June 1 of each year, the Clerks' Office will:

1. Review emergency preparedness procedures, and update any changes to overall City plans.
2. Confirm contingency records storage procedures and arrangements.
3. Inventory supplies needed to cover, protect, and secure equipment (Appendix I).
4. Coordinate with the County Supervisor of Elections (SOE) to review potential election issues for the year.
5. Identify which employees will remain in the department and which will be available for temporary assignment during a City emergency. This information will be provided to Human Resources.
6. As needed, assign tasks to specific staff members for both preparation and restoration operations.

LEVEL 2 ACTIVATION: Potential Emergency Situation, or Threat of Storm Impact; (Partial Activation).

Initial preparedness and response actions undertaken; equipment and personnel ready to deploy, or partially deployed; Emergency Operations Center partially activated (above normal status).

1. Brief the City Manager and other City officials as required.
2. Participate in emergency planning meetings with department heads and staff as required.
3. Coordinate with City Attorney for necessary legal considerations (potential Local State of Emergency.)
4. Coordinate with the Collier County and State Government, as required.

LEVEL 1 ACTIVATION: Likely Threat of Emergency or Storm Impact (Full Activation) –State of Local Disaster declared or imminent.

Emergency situation on-going, Tropical Storm or Hurricane Watch or Warning issued, Local State of Emergency (Local, County or State) declared. At a Level 1 the MIEOC staffed and Emergency Plans are being implemented in accordance with the direction of the City leadership. All departments are moving to, or at full readiness and accountability status; personnel/equipment are prepared to deploy, or deployed to respond to the emergency situation.

Preparedness

1. Secure facilities and equipment in the Clerk's Office and City Council Chambers.
2. Perform critical record back-up.
3. Elevate all records in the City vault as necessary to assure that no records remain on the floor or bottom shelves.
4. If the Clerk's operations are moved to an alternate location, move computer equipment and other pieces of office equipment if possible to a secure location.
5. Based on the type of emergency and anticipated or actual effects, determine any other emergency actions required.
6. Brief the City Manager and other officials as necessary.

Response

1. Coordinate with the City Manager and other City officials, as appropriate.
2. Coordinate with the County and State and other agencies as required.
3. Monitor and provide guidance to the overall response effort as it pertains to Clerk issues and requirements.
4. Check on the status of critical records.

Recovery

1. Brief the City Manager and other City officials on City Clerk activities and issues.
2. Inventory and restore all equipment to normal operation, report to the City Manager or designee any damage or malfunction.
3. Replace records and assess condition, reporting any damage to City Manager or designee.
4. Assess the impact to any election activities that may be scheduled and brief the City Manager.
5. Resume normal work schedules in accordance with City Manager's instruction.

Information, Training and Exercises

The City Clerk's Office will participate, along with other City Departments in the National Incident Command System (NIMS) courses required by the NRP. Additionally, when appropriate they will participate in the County/State annual hurricane exercise (Sponsored by Collier County and the State of Florida) and other drills and exercises.

The City Clerk personnel may participate in training with the County Supervisor of Elections regarding continuity of elections operations.

City Clerk Activation Check-list

- Get briefed on the situation
 - Potential threat impact
 - Ability to respond
 - Possible evacuation
 - Issues regarding the Clerk

- Brief Staff
 - Resources status
 - Resources needed
 - Issues (events, elections, etc.)
 - Records Protection

- Coordinate with Collier County
 - Clerk's Office
 - SOE
 - Potential assistance with records

- Coordinate with other elected officials, as necessary

Coordinate with City PIO:

- Message to the community
 - Local media briefing
 - Rumor control
 - Coordination (with County/State)
-
- Meet with the City Finance Director
 - Potential emergency funds
 - Potential Budget issues

 - Meet with the City Attorney
 - Election issues
 - State of Local Emergency

 - Visit NEOC

Appendices

Employee Roster:

(should include name, address, cell phone, home phone, e-mail, other contact info.)

City Clerk

Staff

Organizational Chart for the City Clerk's Office

Vendors/Suppliers/Contractors Roster

(should include business name, contact name, business address, cell phone, office phone e-mail and other contact info, such as 24 hour/emergency contact information.)

Agreements and Understandings:

Agreements for contracted services are maintained by individual departments. The Basic Plan addresses interlocal agreements and other information related to partnerships with other governmental agencies.

FEMA Forms & Instructions

The City Clerk's Office will maintain records for their labor, equipment and contracted services sufficient to complete forms necessary for disaster reimbursement requests.

Support Material (i.e. inventories)

The City Clerk's Office does not maintain any inventories or supplies other than typical office supplies. Individual departments maintain and protect supplies related to their official duties including emergency responsibilities.

The Clerk's Office houses official records in a vault in City Hall and in an off-site storage facility.

Evacuation of City Hall/Shelter-In Place Procedures:

The City Clerk's Office will protect equipment, documents and other assets by covering them with plastic or other protective devices and elevating equipment when appropriate. They are located on the first floor of the City Hall. Flooding may impact this location. The City Manager or designee will determine when the City Clerk function should be relocated and where the alternative location will be.

Communications

The City Clerk's Office communicates using telephones, cellular phones and radios (issued by the Public Works Department) when necessary. The NEOC maintains a full array of communications and back-up communications equipment as listed in their communications plan.

IT Security and Records Back-Up

Essential Records for this office are backed up on the City's computer server by the Technology Services Department. In addition, staff of the Clerk's Office backs-up their computer files on CD's and other portable storage devices.

Growth Management Department

Introduction

The City of Marco Island Growth Management Department oversees building permitting, zoning, floodplain and Environmental Resources. The Growth Management Department responsibilities during emergency events include Securing construction sites, coordinating damage assessment for the City, processing emergency permits for repairs and planning for recovery and reconstruction activities, including environmental considerations.

Authorities and References

Emergency activities in this office and for the City of Marco Island are governed locally by this plan, the Marco Island Code of Ordinances and the Florida Building Code and the City of Marco Island Ordinance 01-24 – Post Disaster Redevelopment and Recovery. Other governing County, State and Federal legislature and regulation as identified in the Marco Island CEMP Basic Plan and the Marco Island Comprehensive Plan.

Hazard Analysis

The CEMP Basic Plan details hazards relevant to the City of Marco Island and its surrounding area. Hazards specific to the facilities and properties for which the Growth Management Department is responsible are related to their geographic location relative to the Gulf of Mexico and the nearby Police and Fire Departments. The City's streets and water control infrastructure could be subject to flooding from storm surge and rainfall flooding. In addition, power outages caused by severe weather and other events can impact the City's technology resources and disruptions to the normal functions of government and business, especially the permitting process. The building is also located near the NCH Urgent Care Center campus, where emergencies related to pandemic or biological/chemical hazards could cause a disruption to City Hall activities.

Notification

The City of Marco Island uses a call down roster or their Code Red system for notifying employees in the event of emergencies and for contacting residents. Employees are required to provide their Department Director with current contact information at all times. Additionally, the Growth Management Department is dependent on volunteers to assist with the collection of property damage data and keeps a call-down roster for those resources.

Concept of Operations

The City utilizes three Levels of Activation to manage emergencies, including normal day-to-day operations. Specific activities are identified for each Activation Level below.

LEVEL 3 ACTIVATION: Normal Operations; (Monitoring).

This level is the City's normal operational posture monitoring local state and world events, responding to the community's routine emergencies and needs. At Level 3 Activation, plans, procedures, training and supplies are ready for activation upon detection of a situation or threat requiring a higher level of activation. This agency, along with other city agencies, will work with Collier County to identify mitigation projects which, if funded and installed, will prevent, deter or diminish damage to the City its facilities and infrastructure. Moving to a higher level of activation is determined by the City Manager, or the City's emergency manager/Incident Commander (IC) if the situation dictates.

During this time, and prior to June 1 of each year, the Growth Management Department will:

1. Review emergency preparedness procedures, and update staff on any changes to overall City preparedness plans.
2. Inventory and supplement supplies needed to secure equipment, assets, properties and conduct damage assessments.
3. In conjunction with the Building Official and the staff building inspectors conduct damage assessment training in coordination with the Collier County Emergency Management Department.
4. Review the Florida Building Code and CFR 44, for changes that could affect permitting after a damaging event.
5. Conduct outreach on storm surge flooding in support of the NFIP Community Rating System (CRS) program.
6. Review the emergency permitting procedures with the Building Official.
7. Coordinate with the Collier County Growth Management Division for possible assistance (Damage Assessment, Inspection, and emergency Permitting).
8. As needed, assign tasks to specific staff members for both preparation and restoration operations.

LEVEL 2 ACTIVATION: Potential Emergency Situation, or Threat of Storm Impact; (Partial Activation).

Initial preparedness and response actions undertaken; equipment and personnel ready to deploy, or partially deployed; Emergency Operations Center partially activated (above normal status).

1. Brief the City Manager and other City officials as required.
2. Send representative, as required to the Marco Island Emergency Operations Center (MIEOC)
3. Participate in emergency planning meetings with other department heads and staff as required.

4. Notify active construction sites of the requirement to secure their projects prior to the onset of high winds or flooding
5. Coordinate with the Collier County Growth Management and other business partners.
6. Secure all departmental equipment and supplies (See Appendix I).
7. Ensure departmental back-ups are performed for permits, zoning applications and other important project documents.
8. Identify by name and position title employees who will remain on duty in the department and which will be available for temporary assignment during the emergency event. Provide this roster to Human Resources.

LEVEL 1 ACTIVATION: Likely Threat of Emergency or Storm Impact (Full Activation) –State of Local Disaster declared or imminent.

Emergency situation on-going, Tropical Storm or Hurricane Watch or Warning issued, Local State of Emergency (Local, County or State) declared. At a Level 1 the MIEOC staffed and Emergency Plans are being implemented in accordance with the direction of the City leadership. All departments are moving to, or at full readiness and accountability status; personnel/equipment are prepared to deploy, or deployed to respond to the emergency situation.

Preparedness

1. Secure all equipment and other critical assets.
2. Perform final critical record back-up on computers.
3. Print an adequate supply of FEMA forms and ready them for use during event.
4. Ensure all appropriate tasks in Appendix I of the CEMP are completed.
5. Coordinate with the Information Technology Department to ensure all Property Owner, Land and Active Permit information is backed up to allow permitting to continue after the event.
6. Deploy staff to ensure that active construction sites are secured from the affects of high winds and flooding.
7. Based on the type of emergency and anticipated or actual effects, determine any other emergency operating actions required and issue necessary implementing directions.
8. Prepare to conduct damage assessment activities as soon as it is deemed safe by the City Manager (See Appendix F of the CEMP for a checklist).
9. Brief the City Manager and other officials as necessary.

Response

1. Brief Growth Management Department issues to the City Manager and other City officials.

2. Coordinate damage assessment data with the County and State and other agencies as required.
3. Monitor and provide Growth Department guidance to the overall response effort.
4. Monitor Growth Management issues and provide financial and legal impacts, as required.
5. Provide Growth Management Department guidance and priorities to the IC for the recovery effort.
6. Manage the damage assessment process for the City.

Recovery

1. Brief the City Manager and other City officials on the situation and on-going Growth Management activities.
2. Manage the damage assessment process, record and report findings to the MIEOC and to the County in order to meet their State requirement.
3. Inventory and restore all equipment and departmental infrastructure to normal operation, reporting to the MIEOC any damage or malfunctions.
4. Conduct necessary operations to restore City owned facilities for emergency operation to include emergency permitting and inspection.
5. Restore the Department to operational status to assist with the recovery operations.
6. Inspect the City's active construction sites for safety and compliance.
7. In the event of a Federal disaster declaration, coordinate with the County and provide guidance to the City staff for financial assistance and reimbursement.
8. Provide Planning support to the City recovery effort (Emergency Repairs, Temporary Housing, Zoning, etc.)
9. Manage the Growth Management Department's transition from emergency operations to the return to normal operations for the City.

Information, Training and Exercises

The Growth Management Department will participate, along with other City Departments in the National Incident Command System (NIMS) courses required by the NRP. Additionally, when appropriate they will participate in the County/State annual hurricane exercise (Sponsored by Collier County and the State of Florida) and other drills and exercises.

Appendices
Employee Roster:

Name

Title

Telephone

Planning Department Organizational Chart

Vendors/Suppliers/Contractors Roster

Name	Contact Name	Telephone Number	Address
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Agreements and Understandings:

Agreements for contracted services are maintained by individual departments. The Basic Plan addresses interlocal agreements and other information related to partnerships with other governmental agencies.

FEMA Forms & Instructions

The Growth Management Department will maintain records for their labor, equipment and contracted services sufficient to complete forms necessary for disaster reimbursement requests.

Support Material (i.e. inventories)

The Growth Management Department does not maintain any supply or equipment inventory.

Vehicles and Heavy Equipment Available

- 1.
- 2.
- 3.

Evacuation of Growth Management Facilities/Shelter-In Place Procedures:

The Growth Management Department will protect equipment, documents and other assets IAW Appendix I of the CEMP when appropriate. Administrative Offices are located at City Hall. Flooding may impact this location, as well as other City facilities. The facilities at this location may receive Storm Surge flooding from a Tropical Storm or higher. Wind protection at the Administrative Offices consists of _____.

Communications

The Growth Management Department communicates using telephones and cellular phones. The MIEOC maintains a full array of communications and back-up communications equipment as listed in their communications plan.

IT Security and Records Back-Up

Essential Records for this office are backed up on the City’s Server by the Information Technology Department.

Growth Management Department Activation Check-list

- Get a briefing on the situation/emergency
- Identify City Growth Management Department issues that may be affected
- Meet with the City Emergency Manager (IC), Police Chief and PIO
EM:
 - Potential threat impact
 - Ability to respond
 - Resources status
 - Resources needed
 - Issues (major projects, new codes etc.)
 - Possible evacuation and re-entry issuesPIO:
 - Message to the community
 - Local media briefing
 - Rumor control
 - Coordination (with County/State)
- Coordinate with Collier County Growth Management for any assistance needed
- Coordinate with other elected officials, as necessary
- Meet with the City of Marco Island Building Official
 - Construction project Issues
 - Damage Assessment plan
 - Securing Construction sites
- Meet with City Clerk
 - Any Public Notices Needed
- Meet with the City Finance Director, if appropriate
 - Emergency funds
 - Budget issues
- Meet with the City Attorney
 - Emergency Ordinances
 - State of Local Emergency
- Visit MIEOC

(list of facilities and preparation and shut-down procedures)

Secure your construction Sites

Per Chapter 33, section 3301.2 of the FL Building Code & Collier County Ordinance 84-37, Section 5 - Construction Sites must be secured from the effects of severe weather. Building materials, equipment and other structures (portable toilets, temporary/mobile storage buildings and offices) must be secured from high winds and flooding.

This includes:

- Materials should not be stored on roofs
- Materials on the ground should be tied down or put inside of the building
- Supplies should not be dropped off unless a responsible party is available to secure the materials on-site

Damage Assessment

Overall control and coordination of damage assessment for the City of Marco Island lies with the City Manager and the Building Official (See Appendix F Damage Assessment Checklist).

Department Directors will assess damage for their departmental areas of responsibility. Damage assessment is expected to involve City buildings and property (such as City Hall) in addition to private homes and commercial buildings, as well as the beaches. The initial damage assessment is for informational and preliminary reporting purposes (sometimes called a “windshield assessment”) and is intended to determine whether a federal disaster declaration and potential disaster assistance funds are obtainable.

Damage assessment will be performed in two phases. The first phase involves a quick sweep through the City (windshield assessment) to determine the impact and magnitude of an event, estimate the extent of damage and the potential value of the damage. The purpose of this preliminary estimate is solely to determine to what extent State and Federal assistance may be required. The second phase involves the actual house-to-house or building-to-building more detailed inspection. Although the teams cover all items in their assigned sector, the forms to be used are divided into:

Public Property - includes everything from debris removal and roads / bridges to public buildings and recreation. Form A is used to record the damage to public property. This information is then summarized in Form B.

Housing – Form C is specifically for housing damage

Building / Industry - Form D is specifically for damage assessment of businesses and industry

See Preliminary Damage - Assessment (PDA) Pocket Field Guide

Form "A"	Public Property Preliminary Assessment Estimate
Form "B"	Public Property Preliminary Damage Assessment Summary
Form "C"	Preliminary Housing Damage Assessment Estimate
Form "D"	Preliminary Business / Industry Damage Assessment Record
Form "F"	Final Report of Localized Peacetime Emergency

The Building Department will maintain a current list of architects and contractors who have volunteered to assist in damage assessment.

While the damage assessment teams are going door to door and building to building doing damage assessment, they will also carry a supply of placard notices or unsafe building notices. Those building that are found to be structurally unsafe, where it is determined that further collapse could be imminent, or other hazard exists (such as electrical fire), shall be posted in order to keep the building unoccupied/vacant.

Permit processing functions:

The Growth Management Director and the Building Official will assure that all permitting functions are carried out, and carried out as quickly and accurately as possible. These functions include applying for permits, the review of the plans, the pre-inspection if such is deemed necessary, the issuance of the permit, and the inspections of the work in progress.

Re-construction will require building permits. The only work that can be done without a permit is:

- Clean up of debris (horticultural and construction debris)
- Coverings roofs and/or windows with blue tarps or similar plastic sheeting in order to keep rain out
- Temporary boarding up, for examples, if a building is sound except the windows are broken

On roofs that have just lost some shingles, re-roof permits can be issued. However, if any portion of a roof has had any roof sheathing blown off, the building needs to be inspected prior to any work being done and prior to a permit being issued. The reason for this rather strict sounding requirement is that potential structural damage may have occurred, and such damage needs to be addressed before it is covered up.

The Building Plans Examiner will head up the plans review team. Each of the specialized inspectors will be expected to provide the leadership in their particular area. It is anticipated that we will have volunteer help from the list of architects and contractors. Volunteer inspectors will work under the guidance / supervision of the City inspectors.

Permits will be issued, and those permits will have to be conspicuously placed at the front of the job site. There will be many people checking to confirm that work in progress has been properly permitted. If the permit is not displayed, the project will be stopped until the permit is so displayed.

The FEMA issues of substantial damage/substantial improvement (50% rule) must be adhered to – the floodplain coordinator will assist the Building department with these determinations. FEMA representatives will be here performing their own damage assessment and overseeing our activities. All permitting personnel will have to consider the 50% rule with every permit. (See FEMA 50% rule 44 CFR 59.1 and Marco Island Ordinances 01-24 & 12-05)

Contractor Licensing

In the most recent revision to the Collier County Contractor Licensing Ordinance (2006-46), paragraph 2.11 thru 2.13 which allows the issuance of short term (six month maximum) authorizations for certain outside contractors to work temporarily provided:

- A Declaration of State of Emergency has been declared, in which substantial damage has occurred, and
- An emergency contractor trade shortage has been declared by the Collier County Contractors' Licensing Board

The City will honor any short term emergency contractor authorizations to work issued by Collier County, in the same way that many regular contractor competency cards are issued by the County today and honored in the City. However, there very well may be contractors who only want to work here in the City. If we experience catastrophic destruction and contractors come directly to the Building Department for permission to work in the City, and local contractors need the additional help, we will be prepared to issue temporary (six month maximum) comp cards to those contractors who meet certain specific criteria.

Active State certified contractors may fill out the required form and be given the temporary comp card. We will allow these contractors 30 days to have copies of their insurance submitted. If they have their proof of insurance, even if the City of Naples is not specifically named as is required in normal times, the temporary card will be issued.

In the event of other contractors, we will accept only those from other jurisdictions that have the same licensing criteria and use the same building codes. For example, the jurisdictions must require a passing score of 75% or better on the exam, and the jurisdictions must utilize the standard codes as published by the Southern Building Code Congress international. The Building Department will maintain a current list of jurisdictions for reference.

MANPOWER AVAILABLE

VEHICLES / HEAVY EQUIPMENT AVAILABLE

EQUIPMENT AVAILABLE

HUMAN RESOURCES DEPARTMENT

Introduction

The City of Marco Island Human Resources Department is the administrative agency for the City Manager and staff. This office manages the day-to-day personnel operations of the City government, including; hiring, retention, separation, compensation, retirement, risk management (safety), training and labor relations. During emergencies the Human Resources Department operates within the Incident Command Structure under the direction of the MIEOC and the City Manager providing Human Resource and administrative Support.

Authorities and References

Emergency activities in this department are governed locally by this plan and the applicable City of Marco Island CEMP, City Codes and Ordinances, current collective bargaining agreement and other governing County, State and Federal regulations.

City of Marco Island Personnel Policies & Procedures Manual.

Hazard Analysis

The Basic Plan details hazards relevant to the department's day-to-day office and its surrounding area. Hazards specific to this particular department are related to its geographic location relative to the Gulf of Mexico, the Fire and Police Departments and the nearby NCH Urgent Care Center. The City's streets and water control infrastructure could be subject to flooding from storm surge and rainfall flooding. Additionally, the Human Resource departments requirements to make site visits to locations which may expose employees to additional risk, such as; the City's Water & Wastewater facilities, Fire Stations, Beaches and boating facilities and other sites which may contain hazardous materials or additional risk. Because of this requirement additional safety training and safety equipment should be considered in support of both the day-to-day duties of these departmental employees, as well as during their emergency operations role.

Concept of Operations

The City utilizes three Levels of Activation to manage emergencies, including normal day-to-day operations (level 1 – Monitoring), Partial Activation (Level 2) and Full Activation (Level 3). The Human Resources Department has key roles and responsibilities during all of these activation levels. Specific activities are identified for each Activation Level below.

Notification

The City of Marco Island can use an automated *Code Red* system for notifying its employees, volunteers and when appropriate its residents in emergency situations. Employees to be utilized outside of their normal work place during emergencies will be

coordinated, and notified by their Department Director or the Human Resources Department.

LEVEL 3 ACTIVATION: Normal Operations; (Monitoring).

This level is the City's normal operational posture monitoring local state and world events, responding to the community's routine emergencies and needs. At Level 3; Plans, procedures, training and supplies are ready for activation upon detection of a situation or threat requiring a higher level of activation. Moving to a higher level of activation is determined by the City Manager, their designee or the City's emergency manager (Fire Chief) if the situation dictates). The Human Resources Department will:

1. Keep all employee records up to date, including:
 - Current contact information
 - Employee ID cards
 - Drivers Licenses, including types and classes/endorsements
 - Current status (Vacation, Travel, Sick)
 - Emergency Contact/Next of kin
 - Training records, including emergency/alternate skills
2. Ensure that all City employees prepare in accordance with Appendix B
3. Maintain and coordinate the City's Family Care Plan
4. Contract labor issues/options
5. Check with Police Department on *Code Red* status
6. Coordinate contingency and temporary housing
7. Provide meals and refreshments as appropriate
8. Maintain manual and back-up personnel records

LEVEL 2 ACTIVATION: Potential Emergency Situation, or Threat of Storm Impact; (Partial Activation).

Initial preparedness and response actions undertaken; equipment and personnel ready to deploy, or partially deployed; Emergency Operations Center partially activated (above normal status).

1. Attend City Manager/MIEOC briefing, as the situation requires.
2. Notify employees, volunteers and residents as required.
3. Prepare to initiate the City's Family Care Plan
4. Coordinate with City Attorney regarding legal considerations of labor agreements.
5. Assist with Public Information (PIO) requirements.
6. Assist the Incident Commander (IC) with coordinating additional resources (staff, equipment & supplies).
7. Consolidate available personnel listing provided by City Departments

8. Coordinate contingency feeding and refreshments.
9. Track all expenses and man-hours relating to personnel.

LEVEL 1 ACTIVATION: Likely Threat of Emergency or Storm Impact
(Full Activation) –State of Local Disaster declared or imminent.

Emergency situation on-going, Tropical Storm or Hurricane Watch or Warning issued, Local State of Emergency (Local, County or State) declared. At a Level 1 the NEOC staffed and Emergency Plans are being implemented in accordance with the direction of the City leadership. All departments are moving to, or at full readiness and accountability status; personnel/equipment are prepared to deploy, or deployed to respond to the emergency situation.

Preparedness.

1. Update and check the status of all employees and families
2. Attend and provide staff support to the City Manager for briefings
3. Prepare the Human Resources office areas, as required. (Appendix I)
4. Provide Human Resource guidance to City personnel for conducting response and recovery operations.
5. Assist with public information activities, as required.
6. In the event of a major disaster, coordinate for personnel assistance.

Response.

1. Provide Human Resource support as needed by the City Manager/MIEOC.
2. Assist with public information needs.
3. Coordinate food and refreshment requirements.
4. Coordinate Family support requirements.
5. Continue to track all expenses and personnel-hours relating to personnel.

Recovery.

1. Provide Human Resource support as needed by the City Manager/MIEOC.
2. Assist with public information needs.
3. Coordinate Family requirements.
4. Consolidate all Human Resource expenses and personnel-hours – continue to track all expenses relating to the emergency/disaster.

Information, Training and Exercises

The City Manager's Office will monitor through the Human Resources Department, the training level of the City staff as it relates to the required and recommended National Incident Command System (NIMS) courses required by the NRP. Additionally,

participation in the County/State annual hurricane exercise (Sponsored by Collier County and the State of Florida) will be encouraged, as will participation in any Airport emergency drills and exercises. An annual report will be prepared prior to May 1 of each year summarizing the required emergency training level of the City staff and volunteers.

Human Resources Activation Check-list

- Establish the status of the City's employees
- Brief the City Manager
 - Employee status
 - Resource status
 - Issues (holidays, key employee vacancies, other)
 - Available resources

Public Information:

- Check *Code Red* system status
 - Message to the community
 - Local media briefing
 - Rumor control (provide phone help)
 - Coordination (with County/State)
-
- Check supplies
 - Forms and logs
 - Office supplies
 - Coordinate with Union representatives, as required
 - Establish a MIEOC staffing roster for extended hours
 - Meet with the City Finance Director
 - Emergency funds
 - Budget issues
 - Meet with the City Attorney
 -
 - Visit MIEOC

Appendices

Employee Roster:

(should include name, address, cell phone, home phone, e-mail, other contact info.)

Human Resources Director

Assistant

Other

Human Resources Organizational Chart

Finance Departmental Emergency Plan

Introduction

The Finance Department comprises budget, investment, purchasing, accounting and payroll for the City of Marco Island. This office interacts with all departments in City government, including elected officials (City Council), as well as residents and vendors. The office is headed by a Finance Director, with a Budget and Investment Manager, Purchasing and Fiscal Analyst, Payroll Coordinator and Accounting Staff. The City's Finance Department advises the City Manager in the administration, development and monitoring of the operating and capital budgets.

The Finance Department is the central fiscal control, accounting and auditing agency, with the Director of Finance serving as Chief Financial Officer for the City of Marco Island. The Finance Department deals with daily finance and accounting activities including purchasing and accounts payable, payroll, preparation of operating and capital budgets, contract management, preparation of monthly financial reports, investment and debt management, assessment administration, and cash-flow management.

Before, during and post emergencies the Finance Department, maintains all necessary emergency contracts, provides financial support and management to the City Government in the form of; emergency purchasing, emergency and contingency contracting, record keeping, project worksheet management and financial recovery planning, as well as the coordinating agency for all County, State and Federal financial assistance and reimbursement.

Authorities and References

Emergency activities in this office and for the City of Marco Island are governed locally by this plan and the Marco Island Code of Ordinances. This office manages the Interlocal Agreement with Collier County for debris Removal (O.R. 4256579, Pg. 0759). They maintain an emergency vendor list including; equipment, professional services, catering, manpower and food and water supplies, and temporary housing but also may do local purchasing utilizing a City purchasing card such things as; pallets of bottled water, and other emergency supplies. Other governing County, State and Federal legislature is identified in the Basic Plan.

Hazard Analysis

The Basic Plan details hazards relevant to the City of Marco Island and its surrounding area. Hazards specific to this particular office location are related to the geographical location relative to the Gulf of Mexico, the nearby, Fire Department and Police Department. The City Hall

building, where The Finance Department offices are located on the second floor, could be subject to storm surge, extremely high winds, tornado activity and rainfall flooding. High winds associated with tropical weather can cause significant power outages, and disruptions to the normal functions of government and business. The building is also located near and NCH Urgent Care Center, where emergencies related to pandemic or biological/chemical hazards could cause a disruption to City Hall activities.

Notification

The City of Marco Island uses a call down roster or their Code Red system for notifying employees in the event of emergencies and for contacting residents. Employees are required to provide their Department Director with current contact information at all times.

Concept of Operations

The City utilizes three Levels of Activation to manage emergencies, including normal day-to-day operations. Specific activities are identified for each Activation Level below.

LEVEL 3 ACTIVATION: Normal Operations; (Monitoring).

This level is the City's normal operational posture monitoring local state and world events, responding to the community's routine emergencies and needs. At Level 3; Plans, procedures, training and supplies are ready for activation upon detection of a situation or threat requiring a higher level of activation. The contracts and purchasing systems, including, current FEMA reimbursement tables, identified vendors for emergency assistance with activities such as debris removal, canal clean up, post disaster and continuity of operations contracts need to be in place for use during emergencies and available during power outages. Emergency purchasing activities are in place to allow efficient and timely ordering of supplies and services without an extended bidding process. Establish contract with major (non local) bank to provide emergency cash to, provide City operations and pay employees in cash during the emergency and recovery. Moving to a higher level of activation is determined by the City Manager, their designee or the City's emergency manager (Fire Chief) if the situation dictates.

Potential Contingency Contracts:

- Emergency worker feeding
- Bottled water
- Emergency Equipment rental
- Supplemental manpower
- Temporary housing
- Debris removal
- Portable toilets
- Canal clean up
- Project management
- Temporary workspace
- Continuity of operations issues

LEVEL 2 ACTIVATION: Potential Emergency Situation, or Threat of Storm Impact;(Partial Activation).

Initial preparedness and response actions undertaken; equipment and personnel ready to deploy, or partially deployed; Emergency Operations Center partially activated (above normal status).

Monitor potential threat.

1. Brief the City Manager and other Department Heads about Finance Department issues as the situation requires (Emergency purchasing, accounting and record keeping).
2. Make contact with all emergency contract vendors to ensure availability.
3. Notify and provide all department directors with necessary documentation requirements for FEMA
4. Maintain a representative in the Marco Island Emergency Operations Center (MIEOC).
5. Participate in emergency planning meetings with department heads and staff as required.
6. Coordinate with City Manager and City Attorney for necessary legal considerations.
7. Based on the type of emergency and anticipated or actual effects, determine emergency operating actions required and issue necessary implementing directions.
8. Perform emergency purchasing services as needed, including food and supplies for the MIEOC. Activate emergency purchasing procedure process after conferring with department heads and City Manager at MIEOC.
9. Ensure activities are documented and use reimbursement forms as appropriate.
10. Brief customer service staff on situation and supplement their staffing if necessary.
11. Ensure communications devices are functioning, and have back-up communications and notification systems available.
12. Ensure routine back-ups have been completed for all digital records. Ensure paper records and sensitive data are ready to be moved/protected, including payroll data.
13. Secure accounting records, payroll journals, purchasing records, journals etc. in vault.
14. Prepare two payrolls in advance, paying all employees 80 hours starting time to be adjusted when operations return to normal.
15. Identify personnel who will remain in the department and which will be available for temporary assignment during emergency conditions, and provide to Human Resources.
16. Prepare to move operations off-island (i.e. Collier County EOC).

LEVEL 1 ACTIVATION: Likely Threat of Emergency or Storm Impact

(Full Activation) –State of Local Disaster declared or imminent.

Emergency situation on-going, Tropical Storm or Hurricane Watch or Warning issued, Local State of Emergency (Local, County or State) declared. At a Level 1 the MIEOC staffed and Emergency Plans are being implemented in accordance with the direction of the City leadership. All

departments are moving to, or at full readiness and accountability status; personnel/equipment are prepared to deploy, or deployed to respond to the emergency situation.

Preparedness

1. Brief the City Manager and other Department Heads on Finance Department issues.
2. Provide guidance for Finance and Accounting issues for conducting response and recovery operations, including documentation for possible disaster reimbursement requests.
3. Participate in customer service activities as required.
4. Monitor and maintain emergency supplies at the MIEOC.
5. In the event of a major disaster declaration, provide guidance and coordination for purchasing, finance and accounting issues, including disaster reimbursement requests.
6. Secure individual and departmental work areas.
7. Ensure staff has completed emergency record back-up for Finance Department assets and equipment.

Response

1. Coordinate with the City Manager, IC and Department Heads.
2. Conduct and guide purchasing and disaster reimbursement activities.
3. Provide priorities and guidance to the IC on Finance and Accounting issues and requirements.
4. Monitor and provide guidance to the overall response effort.
5. Contact division supervisors and communicate emergency information to them for dissemination to employees and their families
6. Assign any work to be completed at home, or off-site.
7. Secure the vault at City Hall.
8. Increase cash limits on P-cards of appropriate personnel.
9. Monitor and maintain emergency supplies at the MIEOC.
10. Obtain \$5,000.00 in cash for emergency use.
11. Notify employees of call-in number for them to check for work status.
12. Maintain staffing at MIEOC.
13. Receive, record and process reports, project worksheets, estimate vouchers, claims and other documents relating to fiscal matters.
14. Record fiscal obligations, disbursements and allocations.
15. Prepare vouchers and payroll for payment of expenses and personnel.
16. Compile and record documentation/information concerning cost of the emergency.

Recovery

1. Provide guidance and priorities to City Manager and Department Heads for Finance Department assets.
2. Conduct and provide guidance and management for Disaster Reimbursement requests and monitor and provide oversight to that process.
3. Coordinate with Incident Commander (IC) for additional assets as needed.

4. Monitor and maintain emergency supplies at the MIEOC.
5. Work with the City Manager and IC to accomplish the transition from emergency operations to the return to normal operations for the City.

Information, Training and Exercises

The Human Resource Director will serve as the lead for recording the training level of the City staff as it relates to the required and recommended National Incident Command System (NIMS) courses required by the NRP (Basic Plan pg 12 & 13). Finance staff will complete NIMS courses as outlined in the CEMP on line

Additionally, participation in the County/State annual hurricane exercise (Sponsored by Collier County and the State of Florida) will be encouraged, as will participation in any other emergency drills and exercises.

Finance and Accounting Activation Check-list

- Gather the facts
- Alert staff – start event log and record keeping procedures
- Attend briefing with the City Manager and Department Heads. Discuss Finance and Accounting issues.
- Coordinate with IC, City Manager and Department Heads
- Maintain communications with Finance and Accounting Staff and provide direction and control for those offices
- Ensure emergency purchasing system is in place and activated when deemed necessary
- Check with key vendors to ensure their availability
- Purchase emergency supplies as required.
- Check to see if temporary housing (hotel rooms) may be needed
- Document all activities and purchases
- Complete disaster reimbursement forms as needed
- Provide guidance to other departments with disaster reimbursement requests
- Back-up records
- Secure work areas if necessary
- Maintain MIEOC staffing

Appendices

Employee Roster:

(should include name, address, cell phone, home phone, e-mail, other contact info.)

Name	Title	Office Phone	Emergency Phone
Guillermo Polanco	Director	389-5016	
Lina Upham	Purchasing	389-5011	
Debi Mueller	Accountant	389-5014	
Lynn Musgrave	Accountant	389-5063	
Keith Shinabarger	Utilities	389-3923	
Robert Lange	Budget Mgr	389-5192	
Sandy Moore	Accounting	389-5015	
Karen Twilla	Accounting	389-5008	
Brandi Garwood	Payroll	389-5007	

Information Technology Department

Introduction

The City of Marco Island Information Technology Department oversees Information Technology, Technology Support, Telephones, Television, Web site, GIS, Broadcast of Council Meetings and other related tasks and services.

Technology Services Network Services Division installs maintains and supports:

- City Desktop PCs, Notebook & Tablet Computers, Printers, Scanners and Plotters
- Desktop Productivity Software
- Network servers and associated operating systems, fiber, wiring, switches, VPN, wireless access points
- Telephone system and phone support and repair
- Internet and Intranet design and content management
- The City's web site www.cityofmarcoisland.com
- TV channel 95 production
- Granicus live and archived meetings
- E-Mail services via Exchange
- Data protection and back-up

Applications Services

The Division maintains and supports software and hardware related to the financial system, including:

- General Ledger Accounting
- Accounts Payable
- Payroll
- Cash Receipts
- Purchasing/Inventory
- Applicant Tracking
- Utility Billing
- Building Permits
- Code Enforcement
- Land Management
- Work Order System
- Document Management/Imaging
- Granicus
- Custom Programming

Authorities and References

Emergency activities in this office and for the City of Marco Island are governed locally by this plan and the Marco Island Code of Ordinances. Other governing County, State and Federal legislature is identified in the Basic Plan.

Hazard Analysis

The Basic Plan details hazards relevant to the City of Marco Island and its surrounding area. Hazards specific to the facilities and properties for which the Information Technology Department is responsible are related to their geographic location relative to the Gulf of Mexico, the Fire and Police Departments and the nearby NCH Urgent Care Center. The City's streets and water control infrastructure could be subject to flooding from storm surge and rainfall flooding. In addition, power outages caused by severe weather and other events can impact the City's technology resources and disruptions to the normal functions of government, business and recreation, requiring temporary electrical power and off-site back-up and hosting arrangements.

Notification

The City of Marco Island uses a call down roster or their Code Red system for notifying employees in the event of emergencies and for contacting residents. Employees are required to provide their Department Director with current contact information at all times.

Concept of Operations

The City utilizes three Levels of Activation to manage emergencies, including normal day-to-day operations. Specific activities are identified for each Activation Level below.

LEVEL 3 ACTIVATION: Normal Operations; (Monitoring).

This level is the City's normal operational posture monitoring local state and world events, responding to the community's routine emergencies and needs. At Level 3 Plans, procedures, training and supplies are ready for activation upon detection of a situation or threat requiring a higher level of activation. This agency, along with other city agencies, will work with Collier County to identify mitigation projects which, if funded and installed, will prevent, deter or diminish damage to City of Marco Island and other facilities and infrastructure. Moving to a higher level of activation is determined by the City Manager, their designee or the City's emergency manager (Fire Chief) if the situation dictates/ Incident Commander (IC).

During this time, and prior to June 1 of each year, the Information Technology Department will:

1. Review emergency preparedness procedures, and update staff on any changes to overall City preparedness plans – have staff review Appendix B (Emergency Workers Check List).

2. Inventory and supplement supplies needed to secure and protect equipment, assets and properties.
3. Ensure the Emergency Preparedness section of the City's web site is up to date
4. Coordinate with the Police Department for any assistance needed to assure that the MIEOC is ready for use
5. Test and maintain back-up and UPS systems so they are always ready for use.
6. As needed, assign tasks to specific staff members for both preparation and restoration operations.

LEVEL 2 ACTIVATION: Potential Emergency Situation, or Threat of Storm Impact; (Partial Activation).

Initial preparedness and response actions undertaken; equipment and personnel ready to deploy, or partially deployed; Emergency Operations Center partially activated (above normal status).

1. Brief the City Manager and other officials as required.
2. Send representative to the Marco Island Emergency Operations Center (MIEOC)
3. Participate in emergency planning meetings with department heads and staff as required.
4. Ensure that the City's TV station and web site are broadcasting accurate information – prepare for a Council meeting to discuss the emergency
5. Coordinate with the Collier County Government and other business partners.
6. Secure all equipment and supplies (See Appendix I).
7. Confirm back-up equipment is operating properly.
8. Fuel and secure vehicles.
9. Contact prequalified contractors to ensure availability.
10. Set up extra PC's in MIEOC to ensure availability.
11. Ensure back-ups are performed for all departments and store back- up - Send copy of back-ups to hot-site or other back-up facility.
12. Identify by name and position title employees who will remain in the department and which will be available for temporary assignment during the emergency event. Provide this roster to Human Resources.

LEVEL 1 ACTIVATION: Likely Threat of Emergency or Storm Impact (Full Activation) –State of Local Disaster declared or imminent.

Emergency situation on-going, Tropical Storm or Hurricane Watch or Warning issued, Local State of Emergency (Local, County or State) declared. At a Level 1 the MIEOC staffed and Emergency Plans are being implemented in accordance with the direction of the City leadership. All departments are moving to, or at full readiness and

accountability status; personnel/equipment are prepared to deploy, or deployed to respond to the emergency situation.

Preparedness

1. Secure all equipment and other critical assets IAW Appendix I.
2. Ensure critical record back-up on have been completed.
3. Begin an events log (ICS 214).
4. Ensure all appropriate tasks in Appendix B are completed.
5. Confirm protection of computers in City buildings, including network and I Series.
6. Ensure the Building Department is prepared to issue emergency permits.
7. Based on the type of emergency and anticipated or actual effects, determine any other emergency operating actions required and issue necessary implementing directions.
8. Provide guidance for City assets for conducting response and recovery operations by prioritizing requests for manpower, supplies, and/or equipment through appropriate agencies.
9. Brief the City Manager and other officials as necessary.

Response

1. Coordinate IT Department requirements with the City Manager and other officials.
2. Provide updated information to the public via web site and City TV
3. Coordinate with the County and State and other agencies as required.
4. Monitor and provide IT guidance to the overall response effort.
5. Monitor and provide guidance on IT related financial and legal requirements.
6. Provide guidance IT issues and priorities to the IC for the recovery effort.
7. Provide GIS assistance to the damage assessment process for the city.
8. Work with vendors to ensure computers and other systems are operational.

Recovery

1. Brief the City Manager and other officials on the situation and on-going IT activities.
2. Assist in the damage assessment process as required.
3. Inventory and restore all equipment and IT infrastructure to normal operation, reporting to the MIEOC any damage or malfunction.
4. Conduct necessary actions to restore City IT functions to enable emergency operation to include contractor assistance if necessary.
5. Replace records and assess condition of the City's IT infrastructure.
6. Resume normal work schedules in accordance with City Manager's instruction.
7. Provide guidance and priorities for City IT assets of manpower, supplies, and equipment.

8. In the event of a Federal disaster declaration, coordinate with the County and provide guidance to the City staff for record keeping and documentation.
9. Manage the IT department's transition from emergency operations to the return to normal operations for the City.

Information, Training and Exercises

The Information Technology Department will participate, along with other City Departments in the National Incident Command System (NIMS) courses required by the NRP. Additionally, when appropriate they will participate in the County/State annual hurricane exercise (Sponsored by Collier County and the State of Florida) and other drills and exercises.

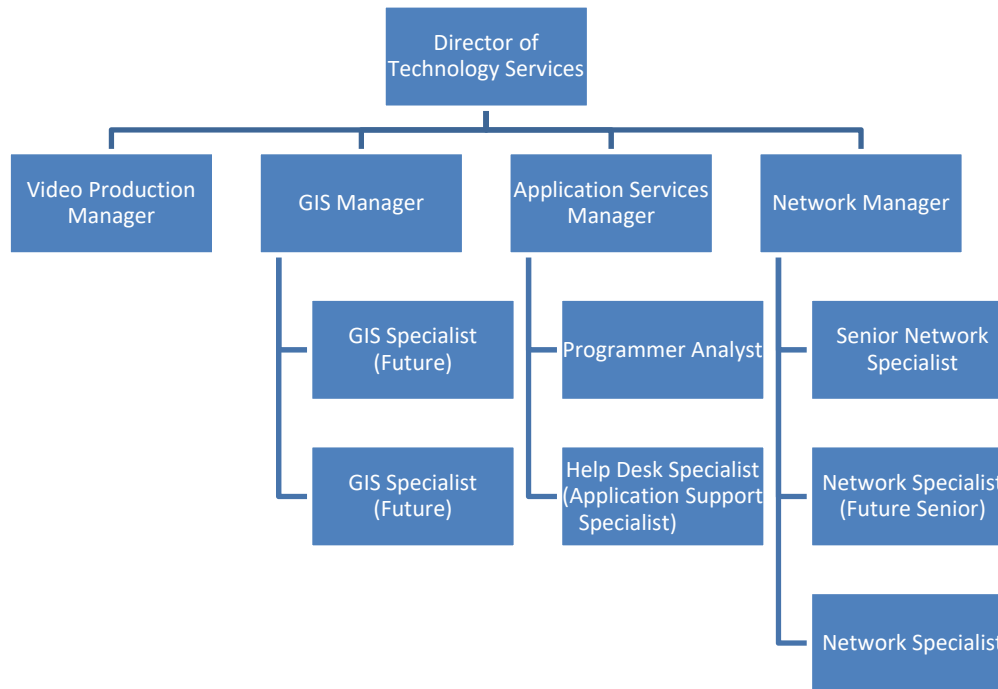
Appendices
Employee Roster:

Name

Title

Telephone

Technology Services Organizational Chart



Vendors/Suppliers/Contractors Roster

Name	Contact Name	Telephone Number	Address
IBM			
Enterprise Software			
Comcast			

Agreements and Understandings:

Agreements for contracted services are maintained by individual departments. The Basic Plan addresses interlocal agreements and other information related to partnerships with other governmental agencies.

FEMA Forms & Instructions

The Information Technology Department will maintain records for their labor, equipment and contracted services sufficient to complete forms necessary for disaster reimbursement requests.

Support Material (i.e. inventories)

The Information Technology Department maintains inventories and supplies at the following locations: All City Buildings with technology equipment, as well as generator locations.

Vehicles and Equipment Available

- 1.
- 2.
- 3.

Evacuation of Technology Services Facilities/Shelter-In Place Procedures:

The Information Technology Department will protect equipment, documents and other assets by covering them with plastic and elevating equipment when appropriate. Administrative Offices are located at the City Hall on Bald Eagle Drive. Flooding may impact this location, as well as other City facilities. The facilities may receive Storm Surge flooding from a Tropical Storm or higher. Wind protection at the Administrative Offices consists of _____.

Communications

The Information Technology Department communicates using telephones, cellular phones and internet. The MIEOC maintains a full array of communications and back-up communications equipment as listed in their communications plan.

IT Security and Records Back-Up

This office is responsible for performing Essential Records back-up for all City Departments and ensuring technology resources are available and operational.

Information Technology Department Activation Check-list

- Get a briefing on the situation/emergency
- Identify City IT issues that may be affected
- Meet with the City Emergency Manager (Fire Chief), Police Chief and PIO
 - EM:
 - Potential threat impact
 - Ability to respond
 - Resources status
 - Resources needed
 - Issues (special events, elections, etc.)
 - Possible evacuation
 - PIO:
 - Message to the community
 - Local media briefing
 - Rumor control
 - Coordination (with County/State)
- Coordinate with Collier County for any assistance needed
- Coordinate with other elected officials, as necessary
- Meet with the City Clerk
 - Election Issues
 - Critical Records back-up
- Meet with the City Finance Director, if appropriate
 - Emergency funds
 - Budget issues
- Meet with the City Attorney
 - Emergency Ordinances
 - State of Local Emergency
- Visit MIEOC

(list of facilities and preparation and shut-down procedures)

Parks & Recreation Department

Introduction

The City of Marco Island Parks and Recreation Department oversees City Parks, Beaches and Recreational facilities. The main administrative office is located in the Mackle Park facility, with several other facilities at various locations around the city. During emergencies the City's Parks and Recreation Department provides staffing, facilities and management of volunteers and donations in support of the City of Marco Island.

Authorities and References

Emergency activities in this office and for the City of Marco Island are governed locally by this plan and the Marco Island Code of Ordinances. Other governing County, State and Federal legislature is identified in the CEMP Basic Plan. The City recreational facilities may have special requirements due to fuel storage and food services activities that may fall under regulatory requirements of the County Health Department, State Department of Environmental Protection (DEP), Federal Environmental Protection Agency (EPA), United States Coast Guard and the United States Army Corps of Engineers (COE).

Hazard Analysis

The Basic Plan details hazards relevant to the City of Marco Island and its surrounding area. Hazards specific to the facilities and properties for which Parks and Recreation Department is responsible are related to their geographic location relative to the Gulf of Mexico, the nearby Water treatment plant and their intended purpose(s) or function. The City's beaches could be subject to tropical cyclone storm surge, extremely high winds, tornado activity and rainfall flooding. In addition, man-made hazards such as oil spills and other hazardous material situations can occur, requiring action by city staff and others. Severe weather can also cause significant power outages, and disruptions to the normal functions of government, business and recreation. Activities inherent to public use of parks and recreational facilities, such as swimming and other recreational uses, can pose hazards as well.

Notification

The City of Marco Island uses a call down roster or their Code Red system for notifying employees in the event of emergencies and for contacting residents. Employees are required to provide their Department Director with current contact information at all times. Additionally, the Parks and Recreation Department is responsible for managing the City's volunteers in an emergency a keeps a call-down roster for those resources as well.

Concept of Operations

The City utilizes three Levels of Activation to manage emergencies, including normal day-to-day operations. Specific activities are identified for each Activation Level below.

LEVEL 3 ACTIVATION: Normal Operations; (Monitoring).

This level is the City's normal operational posture monitoring local state and world events, responding to the community's routine emergencies and needs. At Level 3 Activation, plans, procedures, training and supplies are ready for activation upon detection of a situation or threat requiring a higher level of activation. Moving to a higher level of activation is determined by the City Manager, their designee or the City's emergency manager (Fire Chief) / Incident Commander (IC).

if the situation dictates. During this time, and prior to June 1 of each year, the Parks & Recreation Department will:

1. Review emergency preparedness procedures for all facilities, and update staff on any changes to overall City preparedness plans.
2. Participate in City emergency planning meetings, as required.
3. Participate in the State "Hazardous Weather Awareness" week.
4. Inventory and supplement supplies needed to provide required services and plan to secure equipment, assets and properties during emergencies.
5. Coordinate with Contractors and Vendors, update agreements.
6. Update the volunteer call-down roster.
7. As needed, assign tasks to specific staff members for both preparation and restoration operations.
8. Identify staff that may be available for temporary assignment during a City emergency and provide list to the Human Resources Department.

LEVEL 2 ACTIVATION: Potential Emergency Situation, or Threat of Storm Impact; (Partial Activation).

Initial preparedness and response actions undertaken; equipment and personnel ready to deploy, or partially deployed; City of Marco Island Emergency Operations Center (MIEOC) partially activated (above normal status).

1. Brief the City Manager and other officials as required.
2. Send representative to the MIEOC
3. Participate in emergency planning meetings with department heads and staff as required.
4. Secure facilities and workplaces IAW Appendix I of the Marco Island CEMP
5. Coordinate with City Attorney for necessary legal considerations (potential Local State of Emergency, hold harmless agreements.)
6. Coordinate with the Collier County Government and other business partners.
7. Coordinate with other agencies, such as the U.S. Coast Guard and the Department of Environmental Protection (DEP) as required.
8. Secure all buildings and equipment located at City owned parks, property and beaches.

9. Reconfirm Contactor and Vendor ability to provide equipment and services.
10. Coordinate with non-city vessel owners regarding their preparations and readiness for property at City facilities.
11. Confirm by name and position title employees and volunteers who will remain in the department and which will be available for temporary assignment during the emergency event. Provide this roster to Human Resources.

LEVEL 1 ACTIVATION: Likely Threat of Emergency or Storm Impact (Full Activation) –State of Local Disaster declared or imminent.

Emergency situation on-going, Tropical Storm or Hurricane Watch or Warning issued, Local State of Emergency (Local, County or State) declared. At a Level 1 the MIEOC staffed and Emergency Plans are being implemented in accordance with the direction of the City leadership. All departments are moving to, or at full readiness and accountability status; personnel/equipment are prepared to deploy, or deployed to respond to the emergency situation.

Preparedness

1. Secure all City assets and coordinate with private vessel owners regarding the security of their property.
2. Prepare offices and work areas in accordance with the City’s storm preparedness procedures (Appendix I).
3. Review record keeping procedures to assure that current forms and procedures are ready for use.
4. Brief staff and volunteers on the current situation and its anticipated effects – review Appendix B of the City CEMP with them.
5. Review known issues and concerns and brief the staff and City Manager.
6. Provide guidance for City assets for conducting response and recovery operations by prioritizing requests for manpower, supplies, and/or equipment through appropriate agencies.
7. Ensure there is proper Parks & Recreation staffing at the MIEOC.
8. Brief the City Manager and other officials as necessary.

Response

1. Coordinate issues and activities with the City Manager and other officials.
2. Coordinate with the County, State and other agencies as required.
3. Monitor and provide guidance to the overall response effort.
4. Coordinate volunteers and unmet needs for the City.
5. Monitor and provide guidance on financial and legal requirements.
6. Provide guidance and priorities to the Incident Commander for the recovery effort.
7. Provide facilities and equipment as required to meet the emergency needs of the City.
8. Participate with personnel and equipment in the damage assessment process for city properties.
9. Assist emergency crews as required, to clear debris blocking critical emergency vehicle routing.
10. Secure City Parks and Recreation facilities pending structural and safety assessment.

Recovery

1. Brief the City Manager and other officials on the situation and on-going issues.
2. Inventory and restore all equipment to normal operation, reporting to the MIEOC any damage or malfunction.
3. Coordinate debris removal from all City Parks & Recreation Department properties using a prioritized list.
4. Conduct necessary operations to restore City owned beaches accesses, parks and other recreational facilities to normal operation to include engineering and safety inspections.
5. Replace equipment and records and assess their condition.
6. Resume normal work schedules in accordance with City Manager's instruction.
7. Provide guidance and priorities for City assets of manpower, supplies, and equipment.
8. Provide a list of volunteers and the number hours and scope of the assistance they provided to the MIEOC.
9. In the event of a Federal disaster declaration, coordinate with the County and provide guidance to the City staff for financial assistance and reimbursement.
10. Manage the department's transition from emergency operations to the return to normal operations for the City.

Information, Training and Exercises

The Parks & Recreation Department will participate, along with other City Departments in the National Incident Command System (NIMS) courses required by the NRP. Additionally, when appropriate they will participate in the County/State annual hurricane exercise (Sponsored by Collier County and the State of Florida) and other drills and exercises.

Appendices

Employee Roster:

(should include name, address, cell phone, home phone, e-mail, other contact info.)

Parks & Recreation Department Organizational Chart

Vendors/Suppliers/Contractors Roster

(should include business name, contact name, business address, cell phone, office phone e-mail and other contact info, such as 24 hour/emergency contact information.)

Agreements and Understandings:

Agreements for contracted services are maintained by individual departments. The Basic Plan addresses inter-local agreements and other information related to partnerships with other governmental agencies.

FEMA Forms & Instructions

The Parks & Recreation Department will maintain records for their labor (including volunteers), equipment and contracted services sufficient to complete forms necessary for disaster reimbursement requests.

Support Material (i.e. inventories)

The Parks & Recreation Department maintains inventories and supplies at the following locations:

- 1.
- 2.

Evacuation of Parks & Recreation Facilities/Shelter-In Place Procedures:

The Parks & Recreation Department will protect equipment, documents and other assets in accordance with the procedures outlined in appendix I of the City of Marco Island CEMP. The Parks & Recreation administrative offices are located at 1361 Andalusia Terrace. Flooding may impact this location due Storm Surge flooding or heavy rainfall from a Tropical Storm. Wind protection at the Administrative Offices consists of _____.

Communications

The Parks & Recreation Department Offices communicates using telephones, cellular phones, internet and radios (issued by the Public Works Department) when necessary. Additionally, all staffed park facilities have NOAA weather radios with S.A.M.E. capability for early warning of hazardous weather events. The MIEOC maintains a full array of communications and back-up communications equipment as listed in their communications plan.

IT Security and Records Back-Up

Essential Records for this office are backed up on the City's computer server by the Information Technology Department. In addition, the Clerk's Office backs-up their computer files and has off-site records storage of key documents.

Parks & Recreation Department Activation Check-list

- Get briefed on the situation
 - Potential threat impact
 - Ability to respond
 - Possible evacuation
 - Issues regarding the Parks & Recreation Department (Sheltering)

- Brief Staff
 - Resources status
 - Resources needed
 - Volunteers Needed
 - Issues (events, etc.)
 - Personal and family preparedness (Appendix B)

- Coordinate with Collier County
 - Parks & Recreation
 - Sheriff
 - Emergency Medical Services

- Coordinate with the Chamber of Commerce
 - Scheduled events
 - Community business issues

- Coordinate with City PIO:
 - Message to the community
 - Local media briefing
 - Rumor control/Phone Information
 - Coordination (with County/State)

- Meet with the City Manager
 - Potential community issues
 - Potential Budget issues
 - Status of Volunteers and donations

- Coordinate with State and Federal Agencies as appropriate
 - U.S. Coast Guard
 - Department of Environmental Protection
 - Environmental Protection Agency (EPA)
 - Other

- Visit MIEOC and participate as required.

Standard Operating Procedures for Facility Shut-Down

Parks and Park Facilities (*one SOP for each site*)

Facility Name and Address:

On-Site Contact Information (telephone numbers, radio locations, etc.)

Staff Assigned to Property:

Map of Property:

List of Buildings on Property, and Shut-Down procedures for each:

Utility Information for Facility and Shut Down procedures for each:

Other Assets on Site and Shut Down procedures for each:

Hurricane Shutter Procedures:

Shutters are stored at _____. Access to the storage area can be obtained by _____, and shutters should be transported to City Hall using _____.

Equipment necessary to install shutters includes: _____.

Personnel necessary to install shutters include (# of staff) _____.

Example

1. Each panel is individually marked for placement location (i.e. "east-lower" means east side of building, first floor)
2. Panels for "west-lower" are separated into "north" and "south" since the windows on the north side are an inch shorter.
3. To install panels over doorways (west City Hall entrance and north City Council Chamber entrance):
 - a. Unscrew bolts in the concrete.
 - b. Place the bottom track down and match up the holes.
 - c. Bolt down the track.
 - d. Install panels in the usual fashion (?). Panels for east and west entrances are numbers from the left starting with #1.
 - e. Panels for the north side of the City Council Chambers are labeled C.C.N. and are numbered from #1 up starting on the right hand side.



MARCO ISLAND POLICE DEPARTMENT

"The mission of the Marco Island Police Department is to provide for the security and safety of all persons within the City of Marco Island."

Policy Title Critical Weather and Emergency Operations		General Order # 14-1
Effective Date 01-01-17	Revision Date	Re-evaluation Date 01-01-18
Accreditation Standards CFA 14.01M		
References None		

PURPOSE

The purpose of this General Order is to establish rules and procedures to efficiently and effectively coordinate the resources of the Marco Island Police Department (MIPD) in the event or threat of a major tropical storm, hurricane or other emergency. It is extremely important that all members of the Marco Island Police Department (MIPD) recognize their role in providing governmental services during a critical weather event or an emergency.

POLICY

In the event of a major tropical storm or hurricane, the Marco Island Police Department (MIPD) will respond to calls for service and assist the visitors and residents of the City of Marco Island to evacuate prior to a land falling. During and after the storm, as weather conditions permit, officers will patrol for looting, provide for traffic control, assist in damage assessment and maintain a safe atmosphere for the return of citizens and business owners of the City of Marco Island. The public must be aware that due to weather conditions there may be a period of time that police service is not available.

Additionally, contingency planning for emergency preparedness is a continuous process. The Marco Island Police Department (MIPD) makes immediate response to unusual occurrences to save lives and property. The department's goal in emergency preparedness is to stabilize each situation as quickly as possible by effective command and control of police resources during critical weather events, emergencies, mass disorders or disasters. Marco Island Police Department (MIPD) response includes liaison, cooperation and mutual aid with other agencies.

DISCUSSION

Marco Island Police Department (MIPD) employees must be sure of their roles and responsibilities to maximize lifesaving efforts. In the face of a riot or the wake of a natural disaster, potential destruction is far greater than destruction from other events during a year. All too often, tornadoes, floods, hurricanes, plane crashes, and other disasters or emergencies happen with little or no warning.

DISCUSSION, CONT.

The Marco Island Police Department may have to quickly establish responsibilities for personnel, logistics, intelligence and handling casualties. This General Order provides a field operations plan for critical weather operations and emergencies.

DEFINITIONS

Advisory - Weather advisory messages are issued by the National Hurricane Center concerning tropical storms and hurricanes. An advisory provides details relative to the location, intensity, direction of travel and speed of the tropical storm or hurricane.

Coastal Flood Advisory - A Coastal Flood Advisory is issued when minor or nuisance coastal flooding is occurring or imminent.

Coastal Flood Warning - A Coastal Flood Warning is issued when moderate to major coastal flooding is occurring or imminent. This flooding will pose a serious risk to life and property.

Coastal Flood Watch - A Coastal Flood Watch is issued when moderate to major coastal flooding is possible. Such flooding would potentially pose a serious risk to life and property.

Emergency Situation - An actual or potential condition that poses an immediate threat to life or property.

Gale Warning - A warning from the National Hurricane Center during periods between advisories, announcing the latest details on the tropical storm or hurricane.

Hurricane Season - This period begins on June 1st and ends on November 30th each year.

Hurricane Watch - Hurricane conditions are possible in the specified area of the watch, usually within 36 hours. During a Hurricane Watch, prepare to take immediate action to protect your family and property in case a Hurricane Warning is issued. Winds during a Hurricane will exceed 74 mph.

Hurricane Warning - Hurricane conditions are expected in the specified area of the warning, usually within 24 hours. Complete all storm preparations and evacuate if directed by local officials.

Hurricane - A violent a storm originating over tropical waters with winds near its center of circulation reaching 74 mph and greater. The storm may range from 50 to 1,000 miles in diameter.

Hurricane Types:

- A. **Landfall** - A storm moving from water to land and continuing inland.
- B. **Paralleling** - A storm moving parallel to the coastline.
- C. **Exiting**- A storm retiring to open water after traversing a land mass.

DEFINITIONS, CONT.

Hurricane Hazards:

- A. **Storm Surge** - The most dangerous hazard, it is wind driven water that crosses the coastline just ahead of and to the right of the eye of the hurricane.
- B. **High Winds** - Most damaging to mobile homes/manufactured housing. High winds arrive at the coast line several hours before the eye of the storm. Additionally, tornadoes develop as a hurricane moves on shore.
- C. **Rainfall** - There is no way to accurately predict the rate/distribution of the expected 6 to 12 inches of rainfall. Rainfall normally parallels the arrival of tropical storm force winds.

Hurricane Classifications:

- A. Category 1 74-95 mph, surge 5-7 ft.
- B. Category 2 96-110 mph, surge 7-12 ft.
- C. Category 3 111-130 mph, surge 12-15 ft.
- D. Category 4 131-154 mph, surge 15-20 ft.
- E. Category 5 155+ mph, surge 20-24 ft.

Tornado Warning - A Tornado Warning is issued when a tornado is imminent. When a Tornado Warning is issued, seek safe shelter immediately.

Tornado Watch - A Tornado Watch is issued when severe thunderstorms and tornadoes are possible in and near the watch area. It does not mean that they will occur, it only means they are possible.

Tropical Storm Warning - A Tropical Storm Warning is issued when sustained winds of 39 to 73 mph or higher associated with a tropical system are expected in 36 hours or less. These winds may be accompanied by storm surge, coastal flooding, and/or river flooding.

Tropical Storm Watch - Tropical Storm conditions are possible in the specified area of the watch, usually within 48 hours. Winds during a tropical storm will generally be between 39 and 73 mph. These winds may be accompanied by storm surge, coastal flooding, and/or river flooding. The watch does not mean that tropical storm conditions will occur, it only means that these conditions are possible.

POLICY AND PROCEDURE

14-1.1 CRITICAL WEATHER INCIDENTS

A. Hurricane/Tropical Storm Watch:

1. All MIPD personnel will be notified of Hurricane/Tropical Storm Watch status. Any member who is aware of a hurricane/tropical storm watch, and has not been notified by the department, shall contact his or her supervisor. If the supervisor cannot be reached, contact the Chief of Police or his/her designee.
2. On-duty personnel will maintain normal operations as directed by the Chief of Police or his/her designee.
3. The Marco Island Police Department is responsible for establishing the Marco Island Emergency Operations Center (MIEOC).
4. The Chief of Police or his/her designee will broadcast a department-wide message placing ALL officers on stand-by. Upon notification, ALL off-duty officers are to make the appropriate arrangements to secure their families and homes including packing uniforms, food, personal items and medications sufficient to maintain the officer for seven (7) days. Upon notification, ALL scheduled leave is cancelled unless otherwise approved by the Chief of Police or his/her designee. It is imperative that all members have pre-arranged personal plans to safeguard their families and property to allow them to carry out their duties with the Marco Island Police Department.
5. The Administrative Captain will assign specific duties and be responsible for the following:
 - a. Assigning one (1) or more department employee(s) that will be stationed at the police department and will be responsible for supervising the relocation of records from the Records Section to safe storage within the Marco Island Police Department; removal and/or safe storage of computer hard drives; security for MIEOC; walk-in requests for services and miscellaneous administrative duties as the need arises.
 - b. Assigning one (1) or more department employee(s) that will be responsible to supervise the readiness of the fleet. The employee will ensure the vehicles are fueled, tires inflated, each vehicle is equipped with a fully inflated spare tire and otherwise properly equipped and in good running condition. The employee will also supervise the safe storage of all MIPD marine vessels and equipment in addition to the four-wheel ATV at an appropriate location.
 - c. Supervising community service officers, who will be available for multiple responsibilities, as determined by the needs associated with the hurricane/tropical storm watch.
6. The Operations Captain shall be responsible for assigning one (1) department employee that will supervise the activities of patrol officers on the street. This will include but not be limited

to responding to normal calls for service, monitoring traffic flow all over the Island, especially at the major intersections, and any other patrol-related responsibilities to include the assessment of damage caused by the storm.

7. On-duty personnel will, upon receiving notification or direction, will: top-off fuel tanks in their assigned vehicles, and do a complete check of their vehicles looking for deficiencies in supplies and confirming the presence of all assigned equipment. Officers will then resume normal operating procedures while maintaining a heightened sense of awareness for signs of increased traffic flow due to initial signs of resident evacuation.
8. All attempts will be made to allow personnel, who are on-duty at the time a Hurricane/Tropical Storm Watch is issued, sufficient time to return to their homes and make arrangements to secure their homes and families. The shift supervisor will allow officers to leave temporarily as other officers report for duty.
9. Note: The Chief of Police or his/her designee shall reserve the right to assign personnel to non-traditional assignments as needed.

B. Hurricane/Tropical Storm Warning:

1. Upon the National Weather Service issuing a Hurricane or Tropical Storm Warning, the following actions and assignments will be the responsibility of the Administrative Captain:
 - a. Recall all off-duty personnel. Note: The only exceptions are for those employees who are on pre-approved leave and are more than five hundred (500) miles from the city and for employees who are excused by the Chief of Police due to exigent circumstances. It is the responsibility of an employee requesting to be excused from duty to contact the Chief of Police immediately upon notification of a Hurricane/Tropical Warning and explain the circumstances of the situation. Decisions of the Chief of Police shall be final.
 - b. Issue vehicle/personnel assignments as practical.
 - c. Assist other city departments as needed.
 - d. Broadcast mandatory evacuation announcement.
 - e. Coordinate appropriate operations with appropriate agencies.
 - f. Manage/coordinate Marco Island Emergency Operations Center (MIEOC) as needed and assign one (1) MIPD officer to the Collier County Emergency Operations Center (CCEOC) to act as liaison.
2. Upon the National Weather Service issuing a Hurricane or Tropical Storm Warning, the following actions and assignments will be the responsibility of the Operations Captain:
 - a. Assist other city departments as needed.
 - b. Maintain essential police services.

- c. Establish and monitor main traffic intersections.
 - d. Coordinate appropriate operations with appropriate agencies.
 - e. Stop all non-essential traffic from entering the city as directed.
3. Normal police services will be maintained as the conditions of the hurricane or tropical storm allows. Officers assigned to patrol will remain on the street until such time as the Emergency Operations Command Staff conclude that conditions are too severe to justify normal patrol services.
 4. When the projected intensity and current conditions of the hurricane or tropical storm dictates, unauthorized access to Marco Island may be restricted.
 5. Depending on the direction of the forecast path of the hurricane or tropical storm, and the amount of rain and flooding that may occur, evacuation routes may vary. Conditions will dictate which intersections demand the most police intervention.
 6. Persons taken into custody will be transported to the Collier County Jail unless otherwise instructed by a supervisor.
 7. Persons employed by MIPD shall use extreme caution when operating department-owned vehicles on roadways or other areas covered with water when the person reasonably believes that the amount of water on the roadway or other area could possibly endanger the operator's safety. This also includes debris that are covering an intended path of an officer. If the circumstances dictate, an officer may be required to exit their vehicle and physically remove debris to ensure safe passage.
 8. Note: The Chief of Police or his/her designee shall reserve the right to assign personnel to non-traditional assignments as needed.

14-1.2 EMERGENCY OPERATIONS

A. Emergency Operations Planner.

1. The Chief of Police or his/her designee is responsible for planning emergency operations responses and updating emergency operation plans.

B. Emergency Operations Notice.

1. In event of an emergency, the Chief of Police will be notified immediately.

C. Operational Readiness of Equipment.

1. The Chief of Police or his/her designee is responsible for operational readiness of departmental equipment, including monthly inspections, maintenance and replacement, as necessary.

2. The Chief of Police or his/her designee shall study current ordinances and laws regarding emergency restrictions (i.e., restrictions on access to affected areas, curfew, liquor sales, etc.) and make recommendations for legislative needs to permit responsive and preventive law enforcement actions during emergency operations.

- D. Note: The Chief of Police or his/her designee shall reserve the right to assign personnel to non-traditional assignments as needed.

14-1.3 RECALL OF OFF-DUTY PERSONNEL

- A. Upon the notification of an emergency event, the Administrative Captain shall recall appropriate off-duty personnel. Note: The only exceptions are for those employees who are on pre-approved leave and are more than five hundred (500) miles from the city and for employees who are excused by the Chief of Police due to exigent circumstances.

14-1.4 NATURAL AND MANMADE DISASTERS

- A. Natural and manmade disasters include tornadoes, earthquakes, floods, hurricanes, airplane crashes, hazardous material spills, attack on the United States, or other similar circumstances.

14-1.5 CIVIL DEFENSE

- A. The Chief of Police or his/her designee maintains liaison with civil defense authorities and coordinates contingency plans with other affected agencies.

14-1.6 EMERGENCY COMMUNICATIONS

- A. The City of Marco Island maintains Code Red™ simultaneous telephonic notification capability within its emergency services departments. This capability allows for simultaneous notification of residents and visitors (upon voluntary and gratis subscription) within the city limits to their home, business telephone, cellular phone, or smart device utilizing a computerized interface, which can limit notification to only the phone, text and/or email system, or any form of communication authorized by the City of Marco Island, designated by the Incident Commander, Dispatcher or City Official. Code Red™ shall be governed by the following procedures:
 1. Code Red™ is a contractual service and is only to be used when authorized by the City Manager, Incident Commander, Police Chief, Fire Chief or their respective designated representative. The purpose of this capability is to quickly provide life-safety information and warning to threatened Marco Island City residents. Code Red™ should be used, or considered for:
 - a. Unique criminal events.
 - b. HAZMAT evacuation.
 - c. Tropical Storm/Hurricane evacuation.
 - d. Flooding emergency.
 - e. Boil Water emergency.

- f. Other time-sensitive or fast-breaking, life-safety emergency.
2. If an emergency situation occurs in which the Code Red™ system is needed, a request to utilize it should be made to one of the listed officials above. If the emergency is such that time does not permit pre-authorization, then the system may be utilized and notification made as soon as practicable to the Chief of Police and/or Fire Chief or their respective designee.
3. In some circumstances, use of the Code Red™ system may be requested by Federal, State, Collier County Officials, City of Naples officials. In all such cases, the City Manager or his/her designated representative will be the decision authority for approval.

14-1.7 DOOR-TO-DOOR NOTIFICATION

- A. Under certain circumstances, it may be necessary to provide individual or localized notification (door-to-door) of Marco Island residents, businesses and visitors. This may be needed in the event of a fast-moving event such as a Hazmat release, serious criminal event, multi-structure fire or other fast-evacuation type event or as a follow up to a larger evacuation event where public safety authorities are checking on last minute “hold-outs” or persons with special needs. Additionally, this type of notification might be used to advise residents to “shelter-in-place” if that is the best response to a public threat.
- B. The decision to make door-to-door notifications could be either spontaneous (by an individual) or by direction of the Chief of Police or his/her designee, depending on the situation.
- C. Dispatched shall be notified as soon as possible when door-to-door notifications are authorized, and assistance should be requested, if needed.

14-1.8 EQUIPMENT

- A. The following list of equipment may be needed during a Critical Weather Event or Emergency, which shall be maintained and stocked at a location designated by the Chief of Police. If the equipment is not maintained by the department, it may be obtained from other city departments, from members (personal property), or by other legal means considering the circumstances.
 1. Additional spare tires for each vehicle including the ATV and all boat trailers.
 2. Gas powered generators.
 3. 100' electrical extension cords sufficient for 110 volts.
 4. 110-volt portable lighting and stands.
 5. One (1) gasoline tanker, to be coordinated with the Marco Island Fire Department, prior to the issuance of a Hurricane Watch.
 6. Halligan tools.
 7. Push bumpers.

8. Tow straps.
9. Portable restrooms and a bulk supply of toilet paper.
10. Rubber boots/waders.
11. M.R.E.'s and bottled water.
12. Tents.
13. Chainsaws.
14. Tactical equipment for responses to various law enforcement emergencies, such as active shooters and barricaded subjects.

BY THE ORDER OF:



Alfred Schettino
Chief of Police

Fire Rescue Department

Introduction

The City of Marco Island Fire Rescue Department oversees fire, rescue, EMS, fire prevention and inspections. The Fire Rescue Department responsibilities during emergency events include E.O.C operations, safety officer, fire suppression, search and rescue, E.M.S., assisting in damage assessment for the City, life safety concerns and assist growth management with permitting repairs and planning for recovery and reconstruction activities, including life safety considerations.

Authorities and References

Emergency activities in this office and for the City of Marco Island are governed locally by this plan, the Marco Island Code of Ordinances Chapter 22 and the Florida Fire Code and the City of Marco Island Ordinance 01-24 – Post Disaster Redevelopment and Recovery. Other governing County, State and Federal legislature and regulation as identified in the Marco Island CEMP Basic Plan and the Marco Island Comprehensive Plan.

Hazard Analysis

The CEMP Basic Plan details hazards relevant to the City of Marco Island and its surrounding area. Hazards specific to the facilities and properties for which the Fire Rescue Department is responsible are related to their geographic location relative to the Gulf of Mexico. The City's streets and water control infrastructure could be subject to flooding from storm surge and rainfall flooding. In addition, power outages caused by severe weather and other events can impact the City's technology resources and disruptions to the normal functions of government and business, especially the permitting process. The building is also located near Medical Clinics, where emergencies related to pandemic or biological/chemical hazards could cause a disruption to City activities.

Notification

The City of Marco Island uses a call down roster or their Code Red system for notifying employees in the event of emergencies and for contacting residents. Employees are required to provide their Department Director with current contact information at all times. Additionally, the Fire Rescue Department is dependent on volunteers to assist with the collection of property damage data and keeps a call-down roster for those resources.

Concept of Operations

The City utilizes three Levels of Activation to manage emergencies, including normal day-to-day operations. Specific activities are identified for each Activation Level below.

LEVEL 3 ACTIVATION: Normal Operations; (Monitoring).

This level is the City's normal operational posture monitoring local state and world events, responding to the community's routine emergencies and needs. At Level 3 Activation, plans, procedures, training and supplies are ready for activation upon detection of a situation or threat requiring a higher level of activation. This agency, along with other city agencies, will work with Collier County to identify mitigation projects which, if funded and installed, will prevent, deter or diminish damage to the City its facilities and infrastructure. Moving to a higher level of activation is determined by the City Manager, or the City's emergency manager/Incident Commander (IC) if the situation dictates.

During this time, and prior to June 1 of each year, the Fire Rescue Department will:

1. Review emergency preparedness procedures, and update staff on any changes to overall City preparedness plans.
2. Inventory and supplement supplies needed to secure equipment, assets, properties and conduct damage assessments.
3. In conjunction with the other Fire Rescue agencies prepare for coordinated disaster response in coordination with the Collier County Emergency Management Department.
4. Review the Fire Rescue operational response plan.
5. Conduct outreach on CERT training.
6. Review the emergency plan procedures with the City Manager.
7. Coordinate with the Collier County Fire Rescue Division for possible assistance (Emergency Response, Damage Assessment, Inspection, and Emergency Permitting).
8. As needed, assign tasks to specific staff members for both preparation and restoration operations.

LEVEL 2 ACTIVATION: PARTIAL ACTIVATION; POTENTIAL THREAT. Initial response actions undertaken; equipment and personnel prepared to deploy. Emergency Operations Center prepared for full activation.

ACTION:

All personnel will monitor the situation as it develops and will initiate the following actions but not limited to:

1. Personnel will assure that their family preparedness kits, personal jump kits, family evacuation plans, and home property is secured and in a readied status.
2. On-duty officer is to call the Fire Chief or Deputy Fire Chief to inform him/her of the emergency notice being received that meets the Level 2 definition above.
 - a. Notification will then be made to all officers.
3. Off-duty personnel will call the department to advise of their ability, status and current contact phone number, and advise them to prepare to report to work (use phone, e-mail, text, etc.).
4. Off-duty personnel will contact their Division Chief/Officer by e-mail and advise them of their status.
 - a. On duty personnel will provide contact information to the shift officers prior to shift relief.
5. The on-duty officer will assign a person to call the off-duty personnel via telephone after a reasonable time (1/2 hour) has elapsed and the employee has failed to initiate telephone contact.
6. On-duty officers will remain in contact with the Deputy Fire Chief advising them of their shift's status, capability and current faxed bulletins.
7. The Fire Chief will remain in contact with the CCEOC for information updates. The Emergency Management Department will normally initiate these updates as more current information becomes available.
8. On-duty officers will conduct an equipment and resources readiness audit and take appropriate actions to provide 100% capabilities.
9. The Fire Chief will begin to discuss mobilization and preparedness plans with key staff personnel.
10. The on-duty officer(s) will review the CEP to begin preparation.
11. The on-duty officer will see that the training room furniture is set up according to the Department Operations Center (DOC) floor plan (see MIEOC Operations Guideline).
12. The officer on duty shall begin an accurate log of all significant events, using an ICS 214 form, to include events such as damaged equipment, actions taken, staffing changes, inquiries, etc. All divisions, groups or single resources as required by the planning section will continue a log.
13. Incident reports will continue to be completed.
14. On-duty officer will call for an oxygen delivery for the O2 cascade.
15. All apparatus and equipment will be checked out.

LEVEL 1 – FULL ACTIVATION; LIKELY THREAT: Tropical Storm/Hurricane; Emergency Conditions possible within 48 hours. Emergency Plan being implemented; EOC fully activated. Personnel/equipment at duty stations or being prepared to deploy.

ACTION:

To include but not be limited to:

1. All reserve vehicles are secured and readied for emergency use. Reserve vehicles will be shuttled to headquarters (per the parking plan).
2. The Deputy City Fire Chief will call a meeting of key personnel to review level 1 actions of the CEP, establish time lines, and provide a briefing on current situation and issues.
3. The Emergency Management Coordinator will maintain contact with CCEOC and State EOC, if appropriate.
4. A Safety Officer and Planning Officer will be appointed.
5. City liaison deployed to the CCEOC.
6. A mandatory recall plan of necessary off-duty personnel will be implemented, as required. An attempt will be made to have the upcoming shift report in a manner that allows for safety and availability.
7. The on-duty officer will schedule on-duty personnel for a 2 to 4-hour release period during the period when off-duty personnel are reporting in, to assist their families prior to evacuation, and make any last-minute preparations. (This time is not guaranteed; plan early.)
8. On-duty officers shall establish and execute a vehicle/crew assignment plan for reporting personnel.
9. On-duty officers shall inform the Fire Chief of their shifts' current status of readiness, mobilization and CEP implementation.
10. Calls for emergency service will be handled according to the communications policy.
11. Coordinate for MIEOC setup and activation, as necessary.
12. Personnel briefings will be held at regular intervals.
 - a. Incident action plan (IAP)
 - b. Review availability of resources
 - c. Purchase a variety of work gloves for personnel (60 pair).
13. A PIO will be requested for the Police Department or designated.
14. A sleeping plan will be developed and implemented:
 - a. Sleeping cots are to be brought to Station 50.

LEVEL 1 ACTIVATION (Full Activation - Warning)

An emergency has occurred, potential disaster is imminent or, Tropical Storm Warning/Hurricane Warning; storm conditions expected within 36 hours. The CEP is in the process of being fully implemented; all departments at full preparedness status; EOC fully activated; recovery ready to be initiated after storm passes; damage assessment; County, State and Federal resources available or deployed.

ACTION:

To include but not be limited to:

1. Personnel assignment sheets are to be completed by operations (apparatus, task force, etc.)
2. Personnel should prepare for their families needs ahead of time, as duty requirements cannot be forecast. Please plan ahead, as listed previously, time may not be available to release personnel.
3. Provisions may be made for on-duty personnel to tend to family needs, with supervisor approval, as necessary and report back to their respective stations.
4. All personnel called in will bring in appropriate personal supplies as outlined in the PEP.
5. Staff to perform radio and phone check with Collier County Emergency Management and post the contact phone numbers, fax numbers and e-mail addresses for the City of Marco Island liaison, Florida Fire liaison and CCSO liaison in the MIEOC.
6. All vehicle and hand held public address systems will be checked for readiness.
7. Minimize all personnel phone use. Except in emergency situations, personal phone calls must be limited to five (5) minutes.
8. The on-duty officer should conduct a station inspection for readiness.
9. The Fire Marshal will conduct an inspection of the hurricane shutter installation.
10. Fill all emergency generators, portable pump gas tanks, and all spare fuel cans with appropriate fuel.
11. All Fire Department vehicles will have their fuel tanks filled.
12. Specific functions to be staffed: (to include but not be limited to)
 - a. A CCEOC Representative
 - b. Communications Supervisor
 - c. Public Information Officer
13. Water containers should be filled, extra batteries in supply, personal equipment and station equipment doubled checked.

14. Radio antennas checked, and any loose equipment removed from the tower.
15. All loose equipment and anything that may blow off of the apparatus will be secured.
16. Liaisons to the MIEOC will be provided quarters.
17. Only authorized personnel are to be present in Fire Rescue Stations (authorized by City Manager or Fire Chief).
18. Portable LP gas bottles are to be full. Portable gas burners and large cooking utensils shall be ready for use.
19. Close and lock all windows and doors for security.
20. Incident Command System (ICS) will be used to manage the storm event.
21. After all personnel have arrived on duty, a briefing will be conducted to review the incident action plans.
22. Finalize supplies:
 - a. Food
 - b. Water
 - c. Bedding
 - d. Etc.
23. Medical supplies carried in medical kits and trauma bags will be double stocked. Large dressings will be quad (4) stacked.
24. A decision will be made by the Fire Chief, Police Chief and City Manager as to when Public Safety Services will be shut-down (normally when conditions become too hazardous to respond).

LEVEL 1 ACTIVATION FULL ACTIVATION-DURING AN EVENT OR STORM

ACTION:

1. Any operations during this period will require extreme caution and must be authorized by the IC in the EOC. As wind velocity increases, the possibility of airborne debris, flooding and hazards such as, live electric wires increases. All personnel have a responsibility for safety. BE ALERT!
2. Emergency response will be limited to specific situations, approved by the Fire Chief. At some point prior to the on-set of hurricane force winds and surge flooding, the department will make a decision to terminate response until the weather conditions permit reinstatement of responses. This decision will be made only after careful consideration and risk analysis. Factors that will influence the decision to terminate responses will be:

- a. Wind speed (sustained winds of 45 MPH and amount of wind gusts)
- b. Debris accumulation
- c. Flooding or flood levels
- d. Area accessibility
- e. Visibility
- f. General storm conditions (rain, hail, hurricane landfall, eye wall, etc.)

NOTE: This decision will be announced to all personnel.

3. All emergency calls after this point will be triaged for risk vs. benefit. At this point, apparatus shall receive authorization from operations prior to any response until conditions permit return to standard response to calls for assistance.

LEVEL 1 ACTIVATION -RECOVERY PHASE

ACTION:

The following is a list of priorities to be used as a guide during the recovery phase. This phase will commence when conditions permit and the "all safe" has been issued by the MIEOC:

1. Damage assessment.
2. Provide medical assistance and rescue.
3. Search for victims.
4. Contain and extinguish all fires.
5. Determine mutual aid needs.
6. Assist in clearing roads.
7. Marking streets with spray paint due to missing signs.
8. Rotate personnel to fit the conditions (rehab).
9. Make any needed repairs to apparatus, station or equipment.
10. Assign special duties of liaison with insurance people, including structural engineers and EOC personnel.
11. Photograph/videotape as much of recovery as possible including losses due to storm damage.

During this time it is important that all actions be logged and that everything be properly documented for accountability and potential reimbursement at a later date.

LEVEL 1 RECOVERY Full Activation –After an Event or Storm

ACTION:

The following actions can be expected after a tropical storm/ hurricane subsides and the City leadership manages activities to bring the City back to normal operation:

1. Once an "all clear" has been called, there will be a need to ascertain the serviceability of resources. Personnel will report the serviceability to their supervisor.
2. Communications with other agencies in and out of our City will be re-established via MIEOC.
3. Recon Teams will be sent out to evaluate the damage and gather information that will be used to coordinate tactics. A damage report will be provided to CCEOC.
4. Strike Teams will be sent out to conduct operations.
5. Personnel will be assigned to ensure that proper documentation is being completed.
6. Coordination with other agencies will be done to ensure that a maximum effort toward recovery is being accomplished. All out of County requests will be coordinated through the MIEOC.
7. Supervisors will not release personnel until the IC in the EOC or his designee approves confirmation of such action.
8. Resume normal relief of shift personnel.
9. City property will be returned to normal status.
10. Inventory of supplies, testing of equipment and vehicles and resupply of depleted stock will begin. Document usage for possible reimbursement
11. Clean and return private property used during emergency operations. Document the use – record owner information for acknowledgement/payment.
12. Assist the local Damage Assessment Teams as requested.
13. Implement Rescue/Recon Procedures as directed.

LEVEL 1 RECOVERY RECON/ASSESSMENT TEAMS

ACTION

Recon Teams will be the primary information gathering units after a tropical storm/hurricane has affected the Island. Their purpose is to assess a given area for damage, evaluate the immediate needs of residents in that area, and transmit that information back to the Operations Officer in the EOC for use in Recovery planning.

The primary function of the Rescue/Assessment Team is to re-enter an area impacted by a storm or other serious weather event as soon as conditions permit and ahead of all others to make an initial estimate of the damage, where the damage is, and what

specific resources are needed and in what priority. A secondary mission is to provide the minimal amount of debris removal that is needed to permit the entry of early arriving rescue units into areas where the Rescue/Assessment Team has determined they are needed. It is expected that the Rescue/Assessment Team will be able to complete their prescribed tasks in a relatively short period of time and then be withdrawn for other assignments.

The team will consist of 1-3 members in a vehicle or other type of transportation that is suitable for traversing the area after a storm. The team will be equipped with primary and secondary means of communication so information can be transmitted back to the Operations Officer in a timely manner.

SEQUENCE OF EVENTS

After a storm passes and the winds and flooding have subsided to a safe level, the Recon/Assessment Team will be deployed to their assigned areas. The following criteria is provided as a guide to facilitate a quick and efficient reconnaissance:

1. The teams will be assigned areas to evaluate as outlined in the CEP. The teams will not leave their assigned zones without authorization.
2. The team will act as an observation platform, visualizing and taking notes for the area in the quickest method possible.
3. If faced with a life-threatening situation requiring immediate intervention, the Recon/Assessment Teams will notify the Operations Officer in the EOC and provide assistance for the situation.
4. The recon teams will avoid delays in order to complete their reconnaissance and transmit their information back to Operations. The teams must understand that their information is critical to planning for recovery priorities.
5. Upon completion of their assignment, the Recon Teams will do one of the following:
 - a. Return to staging for reassignment, or
 - b. Be assigned another set of zone(s) to evaluate, or
 - c. Remain in their zone and link up with a Strike Team or other unit.

It must be emphasized how important it is for the Recon Teams to complete their assignments as quickly as possible. The information from the reconnaissance will guide the actions of initial Strike Teams and continued actions towards recovery. The first five (5) minutes determines the next five (5) hours, or in a natural disaster, the next five (5) days.

LEVEL 1 RECOVERY - SINGLE RESOURCES, UNITS, TASK FORCES AND STRIKE TEAMS

ACTION

A Strike Team is a set number of single resources of the same type with a common goal. A Strike Team must have common communications and a leader. Strike Teams may be formed either on or off the incident. If a Strike Team is formed on the incident, it will be disassembled prior to demobilization.

A task force is composed of several single resources of any kind or type with a common goal. A task force is formed when a combination of resources is needed for a particular assignment. A task force must have common communications and a leader. Task forces may be formed on or off the incident. If a task force is formed on the incident, it will be disassembled when no longer required for a particular assignment.

A team or apparatus assignment will consist of 3-5 members with 4 being the optimum number. At a minimum, a supervisor should be assigned to all teams. The team should ideally consist of the following, when possible:

1. Officer
2. Driver/Engineer
3. Firefighter(s)

A vehicle will be assigned to the teams that may be an apparatus or a vehicle functional to handle the terrain, weather conditions, and assignment. When the vehicle is not an equipped apparatus, the team leader is responsible for obtaining the necessary equipment, with assistance from the support unit leader. The teams will be provided a minimum of a portable radio with spare batteries.

The team leader is responsible for obtaining rehab supplies for the team. These supplies should include water, electrolyte solutions, food, first aid kit, etc. The teams will be rotated as necessary (or as available) through staging for rehab. The team members should expect to work long and hard following a storm event. Pacing yourself is important.

Planning for Level 4 recovery will include assignments for responding units, which will provide time for supply and equipment acquisition. The plan may change with the incoming reports from the Recon assessment to further begin the response for recovery and community aid.

When the response teams are directed by operations to respond, they will proceed to their assigned zone. The operations will cover a multitude of activities such as fire suppression, rescue, medical care, road clearing, etc. The response teams are expected to complete a 214 log and provide progress reports to communications or a division

supervisor as they proceed. Airtime for radio and cellular phones may be limited or unavailable. All teams will follow the communications plan as developed in the Incident Action Plan (IAP).

At some point mutual aid may be utilized (County, State and Federal) - flexibility will be required in these situations.

The aiding teams will be processed through staging to provide directions, communications, maps, who they report to for supervision, etc. Should any team in the field lose communications, the team will join another team available in their area to report their status to operations. If the team without communications is unable to join another team, they will return to staging to obtain equipment for communications. If possible, communications equipment will be transported to the team without communications. The conditions following a storm will be dangerous. Without communications, the danger will increase.

Remember, the response teams primary function is to HELP THE PEOPLE! PROTECT THE PROPERTY! Do not forget safety, "Risk vs. Benefit."

MANPOWER AVAILABLE- STAFFING AND ASSIGNMENTS

<u>PERSONNEL OR POSITION</u>	<u>ON-DUTY</u>	<u>ASSIGNMENTS</u>
Fire Chief	1	EOC/Incident Command
Deputy Fire Chief	1	Safety/Fire Operations
Division Chiefs	3	Operations
Fire Marshal	1	Damage Assessment
Captains	6	EOC/Operations
Lieutenants	3	Tactical/Team Leaders
Driver Engineers	6	Apparatus Operations
Firefighters	18	Tactical Operations
Communications Supervisor		Assigned Radio Watch Room
Communications Operator		Assigned Radio Watch Room
Mechanic		On Call ENFD Shop
Lieutenant	1	Collier County EOC
Admin Assistant	1	EOC
Public Information Officer		Assigned EOC
TOTAL	41	

VEHICLES / HEAVY EQUIPMENT AVAILABLEE - EQUIPMENT ASSIGNMENTS

	<u>STAFFING</u>	<u>PERSONNEL</u>
Chief 52	1	Deputy Fire Chief
Battalion 50	1	Division Chief
Marshal 50	1	Fire Marshal
Engine 50	3	OF, D/E, FF/PM,
Engine 51	3	OF, D/E, FF/PM
Ladder 50	3	OF, D/E, FF/PM,
Medic 50	3	FF/PM, FF/PM, FF/PM,
Squad 50	3	OF, FF/PM,
Squad 51	2	OF, FF/PM,
Brush 50	2	FF/EMT, FF/PM
Support 50	2	OF, FF/PM
Inspection	1	Inspector
TOTAL	25	

All apparatus, equipment or vehicles will be stationed at Station 50 for the storm unless evacuated.

VEHICLE AND EQUIPMENT - MECHANICAL HURRICANE SUPPLY KIT

1. Tire tools for emergency tire repairs.
2. Tubes for trucks with tube type tires (3 types).
3. Tire plugs (tubeless type tires).
4. Tow straps.
5. Starter ropes for pull start engines.
6. Fuel filters for all equipment/air filters.
7. Spark plugs (power tools) 2 for each piece of equipment
8. Assorted fittings, spare airlines, etc..
9. Fuel line (10 feet).
10. Extra chains for chain saws.
11. Extra oxygen and acetylene tanks (order at Level 2).
12. Extra tires to be kept on hand for each apparatus.
13. Fuel storage cans (gas and diesel).
14. Tire plug liquid (fix-a-flat).

COMMUNICATIONS FIRE DEPARTMENT

DISPATCH DURING HURRICANE OR OTHER MAJOR INCIDENTS

1. Control will dispatch as normally, until they feel they are overloaded with calls. Then the following will happen:
 - a. Control will notify all agencies that they will dispatch to main stations only. At this time each department will acknowledge Control and will identify the station that will handle all traffic for that agency.
 - b. Control will dispatch all emergency information to the identified station only. Each agency will have a person assigned to the designated radio at this point to acknowledge all calls and receive all information. Each agency will dispatch their units on their OPS group and work on their TAC group. Each agency will be responsible to keep track at all times. If additional talk groups are needed, the in-house dispatcher should make a request to Control for additional talk group assignments.
 - c. All responding field units will communicate on the OPS group with the in-house dispatcher for all needs and information. If needs exceed resources, the in-house dispatcher will contact CCEOC on the assigned group and CCEOC will find further resources to assist.
 - d. If the 800 MHz system goes down, the following options for dispatch can be used:
 - (1) VHF Red, White, Green
 - (2) Alpha Pagers
 - (3) Cell Phones
 - (4) Request the Mobile Command from CCEOC

800 MHZ RADIO SYSTEM FAILURE PROCEDURES

In disaster or emergency, if the 800 MHz radio system fails (computer failure, tower failure, etc.) – ALL Fire and Police will go to point-to-point and VHF:

1. Attempt to use mobile radios. If the Marco antennae site is down you should be able to still use the simulcast system. Portable radios most likely will not work without the Marco site. If portables do not work, switch to the mutual aid systems MA/TA. On this system use TA2 (position 10). TA2 will work for short distances on a portable. Use mobile to communicate with Control, command, or Marco Control, whichever is appropriate.
2. If mobile does not work have all personnel switch radios to the following talk group in the by-pass system. (Marco BP)
 - a. TAC 5 - All radios
3. Communications will immediately contact all equipment and personnel on TAC 5 (BP) to ensure personnel safety.
4. Notify Control and the CCSO on Control 2 that Marco is on by-pass and using Control 2 and TAC 5.

5. Notify the CCEOC of our radio status (through VHF at the EOC).
6. Mutual aid HAIL and TAC 3 are on Marco site. This is a statewide (800 MHz) mutual aid assistance checking in at a staging area. VHF white will be used for VHF units.

IT Security and Records Back-Up Essential Records for this office are backed up on the City's Server by the Information Technology Department.

**Appendices
Employee Roster:**

Name	Title	Telephone
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Planning Department Organizational Chart

Vendors/Suppliers/Contractors Roster

Name	Contact Name	Telephone Number	Address
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Public Works Department

Introduction

The City of Marco Island Public Works Department oversees: roadways, right of way, traffic management including signage, intersection signaling, bike paths, streetlights, stormwater related issues and maintenance of bridges, city owned seawalls, drainage pipes, swales and water retention areas. The staff manages major and minor infrastructures including contracted services. In response to high wind events such as tornadoes, tropical storms and hurricanes the Public Works Department acts as project manager to oversee the pre and post requirements to maintain and contracts necessary for recovery inclusive of heavy equipment, debris management, roadway clearance and emergency infrastructure repair.

Authorities and References

Emergency activities in this department and for the City of Marco Island are governed locally by this plan and the City of Marco Island Code of Ordinances. Other governing County, State and Federal regulations as identified in the Basic Plan.

Hazard Analysis

The Basic Plan details hazards relevant to the City of Marco Island and its surrounding area. Hazards specific to the facilities and properties for which the Public Works Department is responsible are related to their geographic location relative to the Gulf of Mexico, the ability of emergency response through obstructed roadway, and the City Hall Complex area. The City's streets and stormwater infrastructure could be subject to flooding from storm surge and rainfall flooding. In addition, man-made hazards such as oil and hazardous material spills from traffic accidents and other activities can occur, impacting roadways stormwater facilities, seawalls and bridges requiring action by city staff and other agencies. High winds associated with tropical weather can cause significant, roadway blockage, power outages, debris management issues and disruptions to the normal functions of city government, business and the services to residents they provide.

Notification

The City of Marco Island uses a call down roster or their Code Red system for notifying employees in the event of emergencies and for contacting residents. Employees are required to provide their Department Director with current contact information at all times.

Concept of Operation

The City utilizes three Levels of Activation to manage emergencies, including normal day-to-day operations. Specific activities are identified for each Activation Level below.

LEVEL 3 ACTIVATION: Normal Operations; (Monitoring).

This activation level is the City's normal operational posture monitoring local state and world events, responding to the community's routine emergencies and needs. At Level 3 Activation; plans, procedures, training and supplies are ready for activation upon warning or detection of a situation or threat requiring a higher level of activation. Equipment is ready for use and/or its status is known, contingency supplies such as generators, signage and cones are ready for use and deployment.

Contingency contracts and purchasing systems, including current FEMA reimbursement procedures, vendors for emergency assistance with activities such as: pre staging heavy equipment, debris removal, canal clean up, bridge repair, post disaster and continuity of operations contracts are in place. The status of major infrastructure projects that could impact the evacuation of the City are know and contingency plans and requirements have been coordinated if determined to be necessary by the City Manager, or the City's emergency manager/Incident Commander (IC). The Department is ready to move to a higher level of activation if necessary.

Review and Validate Arterial Road Clearing Priorities:

1. San Marco Rd From Emergency Fire Station to clear for unit response
2. Collier Blvd south from bridge
3. Bald Eagle Drive
4. Barfield Drive
5. Side streets

Potential Contingency Contracts:

- Debris Management
- Emergency workers
- Pre-stage heavy equipment- (Fire Station)
- Supplemental Equipment
- Additional Signage
- Roadway Clearance
- Canal Cleanup
- Emergency infrastructure repair
- Project management/engineering

LEVEL 2 ACTIVATION: Potential Emergency Situation, or Threat of Storm Impact; (Partial Activation).

Initial preparedness and response actions have been taken undertaken; equipment and personnel are ready to deploy, or partially deployed; the Marco Island Emergency Operations Center (MIEOC) is partially activated (above normal status) and the City government is monitoring the potential threat. The Public Works Department will:

1. Brief the City Manager and other Department Heads on Public Works Department issues as the situation requires (Emergency purchasing, project suspension major road/bridge and potential evacuation issues).
2. Send a representative to the MIEOC.
3. Make contact with all contractors responsible for on-going projects to ensure their availability to secure heavy equipment, on-going projects and to provide other assistance.
4. Check with emergency vendors to assure their availability.
5. Review emergency roadway clearance plan with city staff.
6. Notify all department directors and provide them with FEMA requirements pertaining to debris management issues.

7. Review emergency preparedness procedures, and update staff on any changes to overall City preparedness plans.
8. Inventory and supplement supplies needed to secure equipment, assets and properties.
9. As needed, assign tasks to specific staff members for both preparation and response operations.
10. Check and clean any storm drains or outfalls.
11. Coordinate issues and procedures with the Collier County Public Works to coordinate potential assistance.
12. Ensure all vehicles have full fuel tanks and that supplemental fuel is arranged for.
13. Continue to monitor the situation and collect information, begin project worksheets.

LEVEL 1 ACTIVATION: Likely Threat of Emergency or Storm Impact (Full Activation) –State of Local Disaster declared or imminent.

Emergency situation on-going, Tropical Storm or Hurricane Watch or Warning issued, or Local State of Emergency (Local, County or State) declared. At a Level 1 the MIEOC staffed and Emergency Plans are being implemented in accordance with the direction of the City leadership. All departments are moving to, or at full readiness and accountability status; personnel/equipment are prepared to deploy or deployed to respond to the emergency situation.

Preparedness

1. Secure offices and Public Works facilities and other assets in accordance with Appendix I of the City CEMP.
2. Coordinate employee work schedule to allow key personnel time to prepare their homes and families.
3. Coordinate staffing schedule for the MIEOC
4. Ensure that critical computer data is backed-up and usable if the main computer system is off-line.
5. Review FEMA reimbursement procedures and policies as they may apply to the event.
6. Check that vehicles and equipment are fueled, pre-positioned and/or secured, including heavy equipment at Fire Station for push out.
7. To the existent possible, secure traffic signals, signage and other equipment that could be subject to damage
8. If appropriate, pre-requests manpower, supplies, and/or equipment through County, State or Contractors through the MIEOC
9. Based on the type of emergency and anticipated or actual effects, determine any other emergency preparations required and issue necessary implementing directions.

Response

1. Coordinate issues and priorities with the City Manager and other Departments and officials – assistance to life saving measures is initially the highest priority

2. Ensure a detail log of events is kept (preferably at the MIEOC)
3. Report issues to the MIEOC, coordinate response with the County and other agencies
4. Monitor the overall situation – coordinate Public Works with the overall response effort
5. Monitor and provide guidance on financial impact and legal considerations
6. Assist and provide support to the damage assessment process report infrastructure damage to the MIEOC
7. Coordinate with the City Public Safety Departments and other County and State agencies to clear debris blocking critical emergency vehicle routes and stormwater control facilities and structures
8. Maintain records of manpower, equipment and expenditures for possible FEMA reimbursement

Recovery

1. Brief the City Manager and other officials on the current situation and on-going activities
2. Assist in the damage assessment process, record and report findings to the MIEOC and begin project managing in priority order.
3. Inventory and restore all equipment and infrastructure to normal operation, reporting to the MIEOC any damage, temporary repairs or malfunctions
4. Coordinate with other City agencies for debris removal from right of ways, streets and stormwater control facilities
5. Barricade (or restrict) impassable or hazardous streets, parking areas, bike paths and other areas as appropriate
6. Coordinate and maintain records for cleaning of catch basins and outfalls
7. Coordinate and maintain records for the repair and replacement of traffic signals and street signs and street lights
8. Conduct necessary operations to restore City owned facilities for emergency operation to include engineering inspection if necessary
9. Assist other City Departments to assess the condition of their facilities to allow for the resumption of normal work schedules and service
10. In the event of a Federal disaster declaration, coordinate with the County (through the MIEOC) and provide guidance to the City staff for financial reimbursement and other assistance
11. Participate in FEMA's "Applicants Briefing" to coordinate Federal assistance
12. Manage the department's transition from emergency operations to the return to normal operations for the City

Information, Training and Exercises

The Public Works Department will participate, along with other City Departments in the National Incident Command System (NIMS) courses required by the National Response Plan and the City of Marco Island CEMP. Additionally, when appropriate they will participate in the County/State annual hurricane exercise (Sponsored by Collier County and the State of Florida) and other drills and exercises.

Agreements and Understandings:

Agreements for contracted services need to be coordinated by Public Works and maintained by the City of Marco Island Finance Departments. The Basic CEMP addresses interlocal agreements and other information related to partnerships with other governmental agencies.

FEMA Forms & Instructions

The Public Works Department will maintain records for their labor, equipment and contracted services sufficient to complete forms necessary for disaster reimbursement requests.

Support Material (i.e. inventories)

The Public Works Department maintains inventories and supplies at the following locations:

- 1.
- 2.
- 3.

Vehicles and Heavy Equipment Available

SUV
4WD Pick-Up Truck
Vac Truck
Signal Lift Truck
Dump Truck
Front Loader

Evacuation of Public Works/Shelter-In Place Procedures:

The Public Works Department will protect equipment, documents and other assets by covering them with plastic and elevating equipment when appropriate IAW Appendix I of the CEMP. Administrative Offices are located at City Hall and _____, flooding may impact these locations. Depending on the threat personnel and equipment may be move to a safe area on the island or moved off the island if necessary.

Communications

The Public Works Department communicates using telephones, cellular phones and radios (issued by the Public Works Department) when necessary. The MIEOC maintains a full array of communications and back-up communications equipment as listed in their communications plan.

IT Security and Records Back-Up

Essential Records for this office are backed up on the City's computer server by the Information Technology Department.

Activation Check-list

- Get briefed on the situation
 - Potential threat impact
 - Ability to respond
 - Possible evacuation
 - Issues regarding the Public Works Department

- Brief Staff
 - Resources status
 - Resources needed
 - Issues (events, etc.)
 - Personal and family preparedness (Appendix B)

- Coordinate with Collier County
 - Transportation Department
 - Public Utilities
 - Sheriff

- Coordinate with the Chamber of Commerce
 - Scheduled events
 - Community business issues

- Coordinate with City PIO:
 - Travel message to the community
 - Local media briefing
 - Coordination (with County/State)

- Meet with the City Manager
 - Potential community issues
 - Potential Budget issues

- Coordinate with State and Federal Agencies as appropriate
 - Florida Department of Transportation
 - Florida Highway Patrol
 - Division of Environmental Protection
 - Others

- Visit MIEOC and participate as required.

Public Works Organizational Chart

Vendors/Suppliers/Contractors Roster

Pre-qualified Contractors

Streets Division

Video/Communication Support Services

Allied Engineering	239-334-6833
Precision Contracting Services	561-743-9737
Aztek Communications Technologies	239-659-0017

Stormwater Division

Kyle Construction	239-643-7059
DN Higgins	239-774-3130
Mitchell and Stark	239-597-2165
Quality Enterprises	239-435-7200

Traffic Signals/Street Lighting Support Services

Bentley Electric	239-643-5339
EB Simmonds Electrical	239-643-2770
Kent Technologies	239-949-9334
Posen Construction	239-390-9200
Traffic Control Devices	407-869-5300

Street and Right-of-way Maintenance and Resurfacing

Bonness	239-597-6221
Florida Highway Products	239-533-7881
Quality Enterprises	239-435-7200
Better Roads	239-597-2181

Emergency Preparedness/Response Plan

City of Marco Island, Florida

June 2006 – Original
November 2010 – Update-DRAFT
JUNE 2018 – UPDATE – DRAFT
SEPTEMBER 2018 – UPDATE

Prepared by:

Water and Sewer Department (W&S)

Contents

Section 1	Introduction	
1.1	Rule 62.555-335 of the Florida Administrative Code.....	1-1
1.2	Mission Statement	1-1
1.3	Purpose of Emergency Preparedness/Response Plan	1-2
1.4	Emergency Response Policy, Goals and Objectives	1-2
1.4.1	Emergency Response Policy Statement	1-2
1.4.1.1	Goal	1-3
1.4.1.2	Objectives	1-3
1.5	Emergency Preparedness/Response Plan Organization.....	1-4
Section 2	Emergency Organization and Communications	
2.1	Authority and Control	2-1
2.1.1	City and County Emergencies	2-1
2.1.2	Water and Wastewater Department (W&WW-D) Emergencies	2-1
2.2	Organizational Charts/Chain of Command	2-2
2.3	W&WW-D Incident Command Center (ICC).....	2-2
2.3.1	Requirements of a Command Center.....	2-3
2.3.1.1	Security	2-5
2.3.1.2	Accessibility/Vulnerability	2-5
2.3.1.3	Continuing Operations.....	2-5
2.3.2	Activation of the ICC.....	2-5
2.4	Emergency Response Team	2-6
2.5	Assignments During Emergency Resolution	2-6
2.5.1	Emergency Response Coordinator (ERC)	2-7
2.5.2	Incident Manager (IM)	2-9
2.5.3	Incident Support Manager (ISM).....	2-9
2.5.4	Financial Manager (FM).....	2-10
2.5.5	Information Coordinator (IC).....	2-10
2.5.6	Public/Media Communications Coordinator (MC)	2-10
2.5.7	Human Resources Manager (HRM).....	2-11
2.5.8	Legal Advisor (LA).....	2-11
2.6	Additional Roles and Responsibilities.....	2-12
2.6.1	Water and Wastewater Department (W&WW-D)	2-12
2.6.2	State Agencies.....	2-12
2.6.3	Federal Agencies and/or Government.....	2-12
Section 3	Levels of Emergency Response	
3.1	Emergency Levels	3-1
3.1.1	Incident Level One.....	3-1
3.1.2	Incident Level Two	3-1

3.1.3	Incident Level Three.....	3-1
3.2	Emergency Reporting Guidelines.....	3-2
3.2.1	Incident Level One.....	3-2
3.2.2	Incident Level Two.....	3-2
3.2.3	Incident Level Three.....	3-2
3.2.4	Reporting.....	3-3
3.3	Notification Requirements.....	3-3
3.4	Notification Levels.....	3-3
3.4.1	Level One.....	3-3
3.4.2	Level Two.....	3-4
3.4.3	Level Three.....	3-4

Section 4 Disaster-Specific Events

4.1	Introduction.....	4-1
4.2	Vandalism or Sabotage.....	4-2
4.2.1	Bomb Threats and Other Threatening Phone Calls.....	4-2
4.2.2	Minor Crimes (e.g., Trespassing, Vandals).....	4-2
4.2.3	Workplace Violence and Armed Intruders.....	4-3
4.2.4	Improvised Explosive Devices and Suspicious Mail.....	4-3
4.2.5	Power Failure.....	4-3
4.2.6	Source and System Contamination.....	4-3
4.2.7	Equipment Failure at WTPs and Pump Stations.....	4-4
4.2.8	Transmission Water Main and Forcemain (Wastewater) Break.....	4-4
4.2.9	Storage Tank Collapse/Structural Failure.....	4-4
4.3	Drought.....	4-5
4.4	Hazardous Material Release.....	4-5
4.5	Structural Fire.....	4-6
4.6	Hurricanes (and associated flooding).....	4-6
4.7	Use of Forms.....	4-6

Section 5 How Water and Wastewater Systems Complies with Standby Power Requirements

5.1	Standby Power for Raw Water Supply.....	5-1
5.2	Standby Power for Water Treatment and Distribution.....	5-1
5.3	Standby Power for Wastewater Treatment.....	5-2

Section 6 Storage of Water and Wastewater Treatment Chemicals and Fuels

6.1	Treatment Chemicals and Fuels for the North Water Treatment Plant (NWTP).....	6-1
-----	---	-----

6.2	Treatment Chemicals and Fuels for the South Water Treatment Plant (SWTP).....	6-1
6.3	Treatment Chemicals and Fuels for the Reclaimed Water Production Facility (RWPF).....	6-2
6.4	Treatment Chemicals and Fuels for the Marco Shores Wastewater Treatment Plant	6-2
6.5	Treatment Chemicals and Fuels for the Marco Lakes Site	6-3

Appendices - General Information Sources

<i>Appendix A</i>	Water and Wastewater System Description
<i>Appendix B</i>	Disaster-Specific Preparedness/Response Plans
<i>Appendix C</i>	Emergency Resources
<i>Appendix D</i>	Forms

Section 1

Introduction

1.1 Rule 62.555-335 of the Florida Administrative Code

Suppliers of water who own or operate a community water system serving or designed to serve 350 or more persons or 150 or more service connections shall develop a written Emergency Preparedness/Response Plan (EPRP) in accordance with the Emergency Planning for Water Utilities, AWWA, Manual 19 as adopted in Rule 62.555-335, Florida Administrative Code (FAC) and shall update and implement the plan as necessary thereafter. This EPRP has been prepared for and adopted by the Marco Island Utilities (MIU) to be in compliance with Rule 62.555-335. This plan has incorporated much of the information of the Emergency Response Plan prepared for compliance with the Public Health Security and Bioterrorism Preparedness and Response Act of 2002 (Bioterrorism Act). The results of the vulnerability assessment have been incorporated into the preparedness responses developed for each specific disaster. The plan must have communication and coordination with appropriate government agencies (such as State Emergency Response Commission for Hazardous Materials [SERC], Local Emergency Planning Committee [LEPC], communication with government agencies the community water system is to coordinate "to the extent possible, with existing Local Emergency Planning Committees established under the Emergency Planning and Community Right-to-Know Act (42 USC 1101) when preparing the emergency response plan." The City has one staff member on the SERC and another staff member on the LEPC who attend the regular scheduled meetings. The City also complies with the training of City staff in Incident Command and Managements Systems in accordance with Federal Regulations.

1.2 Mission Statement

The mission of the Water and Wastewater Department (W&WW-D) is to maintain and operate a water system that provides safe potable water in sufficient quantities to meet all the needs of its customers during normal conditions and safe potable water in quantities for life-sustaining needs during emergencies; and to maintain and operate a reclaimed water production facility to collect and treat sanitary sewage and produce reuse water for its customers.

To achieve the mission W&WW-D must:

1. Maintain sufficient quantities of alternate sources of raw water for the City's treatment plants to produce safe potable water to meet the needs of the customers.
2. Maintain water treatment plant operations and distribution during both normal and emergency conditions.

3. Maintain wastewater treatment plant operations and collection during both normal and emergency conditions, and distribution of reuse water to customers.

1.3 Purpose of Emergency Preparedness/Response Plan

For the purpose of this plan, an emergency is defined as a crucial event or situation requiring a special response to assure an acceptable solution. The emergency is characterized by time compression, enhanced attention internally and/or externally, the need for non-routine organizational profile, and the need for special analysis, planning, preparedness, and implementation to resolve.

This EPRP is not intended to replace the existing emergency plans developed by various departments within the City of Marco Island specific to their areas of responsibility, or plans required by regulation such as chemical spills. These existing situation plans are incident specific, meet localized requirements, and will be maintained.

This EPRP is designed to incorporate all the necessary resources required to deal with a host of critical incidents, some of which may be of the localized type including intentional incidents that jeopardize the ability of the W&WW-D to carry out its Mission of providing safe water to its customers, and collection and treatment of wastewater.

MIU recognizes that due to its unique Mission and the population it serves, a comprehensive EPRP is one of the critical tools necessary to carry out its responsibilities in Emergency Management.

Natural and accidental disasters affecting the W&WW-D have the same potential for adverse consequences as intentional events. The W&WW-D has a history of planning and preparation for disasters such as fire, hurricanes, and hazardous materials incidents.

1.4 Emergency Response Policy, Goals and Objectives

The Bioterrorism Act requires community water systems to have response plans that incorporate the results of vulnerability assessments, which in turn explain procedures and identify equipment that can be implemented in the event of a terrorist or other intentional act. These plans need to be coordinated with local emergency response committees as well.

This EPRP is designed to address the preparedness and response for specific disasters or emergency situations that may confront the W&WW-D. The purpose of the EPRP is to establish sequential planning and operational action that will be taken prior to, during, and subsequent to an emergency or disaster. The primary objectives are to prevent injury and/or death, prevent and/or limit property damage, and immediately restore services and functions essential to conducting normal life. Among other tasks, the EPRP incorporates the coordination mechanisms and structures of other appropriate agency plans and responsibilities into the overall response, and identifies actions that participating departments and agencies will take in the overall preparedness, Mitigation, response, and recovery activities.

1.4.1 Emergency Response Policy Statement

In all situations, it is important to maintain a position that reflects respect for truth, fairness, and an emphasis on the positive values, which emanate from our public position. To ensure our culture and value systems are not jeopardized during the efforts to resolve an emergency, the following steps will always be followed:

- Contain damage and danger, and implement a solution
- Determine liability and responsibility for the cause of the emergency (natural, accidental, or intentional)
- Ascertain that every action in response to the emergency will conform to regulatory and legal requirements

1.4.1.1 Goal

The goal of emergency response is to minimize all potential business interruptions, ensure the continuity of the W&WW-D's role in the provision of quality water, and wastewater treatment, and ensure appropriate steps are taken towards the safety of our employees and customers, and the maintenance of safe and secure facilities.

1.4.1.2 Objectives

The objectives of effective emergency response are to:

- Provide for the safety and well-being of customers, staff, distributors, and visitors
- Support the maintenance of the highest quality business practices
- Minimize the disruption to operations and resources
- Minimize immediate damages and losses - actual and perceived
- Develop and identify a readily identifiable chain of command
- Establish lines of authority and delegate responsibility
- Establish lines and means of communication - internally and externally
- Simplify response to the incident
- Permit the return to normal operations as soon as possible
- Facilitate effective coordination of post-incident tasks
- Identify participants in the resolution effort
- Identify stakeholders to the incident

- Address immediate needs of the incident
- Establish a modified organizational structure to manage the emergency
- Address long-term affects of the incident
- Manage the incident in a fiscally responsive manner
- Identify potential areas of vulnerability and allow for corrective action
- Evaluate outcome of strategies implemented
- Coordinate emergency resolution with federal, state, and local emergency personnel

1.5 Emergency Preparedness/Response Plan Organization

Below are descriptions of the four sections and four appendices of this report. The contents of the report are summarized below:

- **Section 1 - Introduction** - The introduction to this plan describes regulatory requirements for utilities to develop an EPRP. In addition, emergencies are generally defined and the purpose, policy, goals, and objectives of this plan are defined.
- **Section 2 - Emergency Organization and Communications** - This section describes implementation sequence of events the W&WW-D will implement in the event of an emergency. Events include initiation of the Chain of Command, activation of the W&WW-D's Incident Command Center, assembling the Emergency Response Team, assigning Roles, and identifying the appropriate Emergency Scenario and implementing responses.
- **Section 3 - Emergency Levels of Response** - This section discusses three incident levels that have been established. The levels vary depending on how the incident affects water quality and/or the W&WW-D's ability to deliver water adequately. Levels are defined in low, moderate, or high scenarios in which the emergency staff can determine the appropriate response.
- **Section 4 - Disaster-Specific Events that Trigger Emergency Scenarios** - This section describes thirteen (13) disaster-specific events that trigger emergency scenarios that could prevent MIU's water and wastewater systems from functioning normally and affect the ability to supply water and treat wastewater, constituting an emergency situation. Ten (10) of the events are also contained in the Emergency Response Plan prepared for the Public Health Security and Bioterrorism Preparedness and Response Act of 2002. Three additional events, a structure fire, a drought, and a hurricane are included in this plan. A flood could occur with a hurricane and is covered by that event.

A Specific Emergency Preparedness Response Plan (EPRP) for each disaster-specific event is contained in Appendix B.

■ **Section 5 – How Water System Complies with Standby Power Requirements**

This section describes the existing standby power at the raw water, and water and wastewater treatment facilities. It also discusses future standby power to accommodate growth.

■ **Section 6 – Storage of Drinking Water and Wastewater Treatment Chemicals**

This section provides information on the minimum amount of drinking water treatment chemicals always stored at the various facilities. The discussion presents the volume of potable water that can be produced with the minimum number of water treatment chemicals and the number of days that drinking water can be provided to the customers. It also presents the volume of wastewater that can be treated to produce reuse water with the minimum number of chemicals and the number of days that reuse can be provided to the customers.

Appendices – General Information Sources – The Appendices provide detailed information on the MIU water system, and disaster-specific preparedness/responses plans.

Section 2

Emergency Organization and Communications

In the event that the Water and Wastewater Department (W&WW-D) experiences a disaster-specific event (a.k.a. incident) that results in an emergency situation, a series of response events becomes critical to minimize or prevent negative impacts and to maximize response time, efficiency and communication among the various respondents. After identifying the incident as an emergency, the W&WW-D may implement the following sequence of events to achieve these goals:

- Initiate Chain of Command
- Activate the Utility's Incident Command Center
- Assemble Emergency Response Team (ERT)
- Assign Roles (as indicated within this report)
- Identify the appropriate Emergency Scenarios identified in Section 4 and implement the more detailed Disaster-Specific Emergency Preparedness/Response Plan described in **Appendix B**.

Each of these items is discussed in the following sections.

2.1 Authority and Control

2.1.1 City and County Emergencies

Emergencies that involve resources from outside the MIU water utility are controlled by the City Fire Department, City Police Department or the County Sheriff's Department.

2.1.2 Water and Wastewater Department (W&WW-D) Emergencies

Responsibility for internal the W&WW-D operations lie with the General Manager of Water and Sewer or designees who will:

- Coordinate emergency response through use of the ERT
- Coordinate effort through appropriate involvement of other agency Command Centers and ERTs
- Coordinate emergency response within the W&WW-D
- Coordinate private or volunteer help as circumstances warrant

The primary reason for an ERT is to facilitate the communication process necessary to resolve an emergency. Communications in times of trying and unusual circumstances can be very difficult if there is not a clear delineation of authority among those empowered to resolve the emergency. Communication involves the flow of information, particularly as it relates to providing a basis for making decisions. There

are decisions that must be made by those provided the authority to do so. Team members need to know exactly what authority has been delegated to them, as well as delegated to others. It is important that the lines of authority be clearly drawn to avoid confusion and activities operating at cross-purposes. Emergencies will not always require the active involvement of the entire ERT for resolution. Depending on the nature of the emergency only selective elements of the ERT may be needed. The number of personnel utilized will be determined as the incident unfolds, and will be modified and adjusted, as necessary, during the evolution of events.

An important element in an emergency organization is the need to separate support functions from those involved directly in making decisions directed toward incident resolution. Those involved in the resolution of the emergency need to focus on resolution procedures, and not be encumbered by concerns over the acquisition of support. The support functions are critical to incident resolution, as they will be part of the team operating under the Incident Support Manager. The Emergency Response Coordinator (ERC) will supervise and instruct those groups that are responsible for resolving and supporting emergency response. They will both operate under the direction of the ERC.

2.2 Organizational Charts/Chain of Command

A chain of command has been compiled for the W&WW-D that is essentially universal for all the Disaster-Specific Emergency Preparedness/ Response Plans. An organizational chart is presented in **Appendix C**. This chart illustrates the chain of command, or the order in which various respondents should be contacted for each event. Once an incident has been identified, notification of each member on the organizational chart shall begin from the top down.

A phone list for each response department is located in Appendix C. The individual at the top of each department's phone list corresponds with the chain of command on the organizational chart. This individual should be the primary contact for the response effort unless otherwise indicated during the event.

2.3 W&WW-D Incident Command Center (ICC)

The Incident Command Center (ICC) is a location where the utility personnel can centralize activities and coordinate response efforts to achieve the W&WW-D's goal of responding to an incident quickly and effectively during major incidents (LEVEL 3 - see Section 3). The ICC is specific to the needs of the water system during and after the incident at hand. During an event, the ICC shall coordinate with local law enforcement (City, County, and State), fire department(s), applicable local and state government agencies, and all other parties essential to an effective response effort for low to moderate emergencies. The ERC will determine the best solution for activating the ICC.

2.3.1 Requirements of a Command Center

The Public Safety Building has been identified as the location for the W&WW-D's ICC/EOC. The location was selected based on its ability to provide the following basic necessities while dealing with an incident.

Communications/Telephones

The ICC requires reliable sources of communication. A phone line is the preferred primary form of communication for an emergency incident. In the event that the telephone communication is compromised or otherwise unavailable, secondary communications must be available for coordination purposes. Secondary forms of communication can include hand held radios, cell phones, pagers, etc. **The Public Safety Building (located at 1280 San Marco Road)** has the capability to provide all necessary forms of communication. The ICC should provide for or be equipped with:

- FM radio to communicate with distant entities. FM radio should not be used within 500 feet of a bomb threat area.
- Radio monitoring of other emergency channels.
- Commercial radio and weather alert radio for emergency broadcasts.
- Sufficient hardline connections for staff and computers. The ICC should have at least eight dedicated phone hookups.
- Cellular telephones currently used by plant staff are to be used as backup.
- Batteries and chargers for cellular phones.
- Radio communication systems in event of telephone line problems.
- Inventory of available telephones and radios available in the field.

Televisions

The ICC should be equipped with television capabilities. Television provides for communication with the rest of the community and can serve as a method of rumor control within the community. The ability to watch/listen to media broadcasts and correct any Misreported facts as soon as possible will make for a more successful response. The ICC should provide for or be equipped with:

- Commercial televisions to monitor news casts
- Recording devices for taping of newscasts

Situation Boards

Chalk or marker boards large enough to have categories regarding the emergency that are visible to all in the ICC should be provided to communicate the following information to all members of the ERT:

- Personnel on site
- Personnel on call
- Personnel enroute
- Key locations
- Telephone numbers
- Critical times
- Available equipment
- Involved agencies
- Tasks to be completed
- Tasks completed
- Scheduling

Additional supplies associated with the situation boards should be included, such as chalk and markers, flip charts, and tape.

Computers/Logs

Computers should be provided in the ICC to accommodate the following:

- For accessing web
- For word processing
- For recording events

In addition to the computer records, paper logs should be in place for documenting decision, events, notifications, etc.

Lighting and Temperature Control

The ICC needs to support an environment for many people. Special cooling or heating may be required, as well as additional lighting.

Supplies

Expendable supplies need to be available. These include paper, pens, computer discs, flip charts, and other general office supplies.

Rules Governing Activities in ICC

The function of the ICC can easily be disrupted if a disciplined approach to governing activities is not adhered to. The ICC is designed to be a center for receiving information in order that effective decisions can be made with that information.

Therefore:

- No unauthorized personnel
- Have a separate briefing room
- Place personal telephone ringers on quiet mode
- No unnecessary TV or radio programs
- Keep space clean and organized

In addition to the location's ability to provide the above amenities, the ICC was also selected based on its available security features, accessibility/vulnerability, and its availability to provide for continuing operations in the days/weeks following the incident.

2.3.1.1 Security

The security of the ICC is a first and most important priority. For bomb threats, terrorist actions, or chemical releases, the ICC should be established at a location that proved adequate safe distance between the danger and the ERT. Do not take for granted that everyone in the ICC needs to be there. Individuals that are not on the ERT may disrupt the Team's operations.

2.3.1.2 Accessibility/Vulnerability

These two issues conflict with each other at times. While it is important to have an ICC that allows access to the people that need to be there, the more accessible the facility the greater the vulnerability to disruption of resolution efforts. Balancing these two concerns requires careful planning and thought. Accessibility to the ICC during emergencies is a real problem. Everyone wants to be there. Clear guidelines on who can be in the ICC must be established beforehand, and must be strictly enforced when the ICC is operational.

2.3.1.3 Continuing Operations

Emergencies can last for hours or for months. The ICC must be able to support its people and functions on a 24-hour a day, 7-day a week basis. If MIU expects their people to perform in an efficient manner, items such as food, water, emergency generators, and rest areas must be available.

2.3.2 Activation of the ICC

The Public Safety Building has been identified as the primary ICC. The Utilities Building is designated as the backup location in the event the Public Safety Building is made inaccessible by an emergency.

Activation of the ICC requires notification of the ERT members. As the ICC becomes activated and the ERT is mobilized, communications and operations will be directed from that location. Hours of operation will be in response to the needs of the incident.

The ICC will remain activated until the incident is resolved. This determination will be made by the Emergency Response Coordinator (ERC), or as designated a backup ERC.

2.4 Emergency Response Team

The ERT will be comprised of the senior management within the W&WW-D and selected managers and staff chosen by the ERC to manage an incident. Individual responsibilities of ERT members will vary depending on the scope and seriousness of the crisis incident, and the overall needs of the resolution effort. Incident Managers (IM) will be identified based on the W&WW-D operation affected by the incident. All incidents will have an IM appointed from within the W&WW-D.

As an emergency unfolds, it is difficult to project the resource needs or potential impacts to the W&WW-D. It is essential that all resources be available at the outset of the emergency. As the incident evolves, decisions to utilize the appropriate resources will be made by the ERC or his/her designee. The Missions of the ERT are as follows:

1. Support ERC in Emergency Response and Resolution
2. Limit disruptions to operations
3. Maintain the safety of personnel, customers, and those affected by the emergency
4. Ensure reliable internal and external communication
5. Meet continuing needs of customers, distributors, staff, and public
6. Protect record and operating systems security
7. Return the W&WW-D to normal operations as quickly as possible
8. Guard the W&WW-D's reputation within the community
9. Coordinate emergency response with federal, state, and local officials

2.5 Assignments During Emergency Resolution

This section describes the various roles and responsibilities of the ERT from the pre-emergency to the emergency resolution phase. Depending on the availability of personnel, some of the individuals involved on the team will handle multiple assignments. The purpose for making these specific assignments is to assist in identifying who is responsible for which assignment and thus assist in the development of a strong organizational structure. Careful consideration should be made when combining positions to ensure that the person holding the multiple responsibilities does not have positions that conflict with each other.

Collectively, the ERT is responsible for:

- Identifying areas prone to emergency
- Selecting group members
- Working to prevent the emergency type incident from occurring in the first place
- Preparing for response to emergency
- Preparing assigned team personnel to respond to a crisis
- Performing as part of the ERT in resolving the incident
- Coordinating ERT efforts with other agencies involved in the emergency

It is important that all group members be completely familiar with their individual role and responsibilities as part of the ERT prior to an incident. Any questions about this should be directed to the ERC. If there is any question about duties, assignments, roles, or responsibilities, it is incumbent on the individual to ask.

2.5.1 Emergency Response Coordinator (ERC)

The W&WW-D's ERC reports directly to the City Manager in matters pertaining to incident resolution. This position is responsible for the implementation of the ERP when required, and provides the City Manager with support in the decision-making process. The ERC performs delegated tasks and performs as a buffer in the providing of key information to the City Manager.

The ERC has pre-emergency responsibilities, in addition to those during and immediately following an incident.

Pre-Incident Responsibilities

The ERC is involved in necessary "pre-positioning" activities that will enhance MIU's ability to respond and manage any emergency. This "pre-positioning" activity includes identification and liaison with potential stakeholders to an emergency; identifying strengths and weaknesses of the W&WW-D's response capabilities to an emergency; identifying resources able to compliment identified weaknesses; and ensuring self and staff are alert for the signs that may allow a potential emergency to be defused. To facilitate the ERT operation, the ERC or designee will:

- Institutionalize the concept of the ERT
- Set ERT priorities
- Develop/maintain ERT policies and guidance
- Develop/maintain the ERP

- Organize and train the ERT
- Delegate authority/responsibility for ERT members
- Ensure compliance with appropriate legal, regulatory, and ethical parameters
- Develop strategies to avoid the occurrence of emergency situations
- Commit appropriate levels of resources necessary for a viable ERT
- Ensure documentation of action taken/processes followed in Emergency resolution
- Approve selection of main participants in the ERT
- Permit ERT the opportunity to learn and develop necessary skills
- Allow ERT to function independently during the resolution efforts
- Include ERT participation in the job performance standards of ERT members

During an Incident

During emergency resolution, the ERC will be responsible for keeping the City Manager and City Council apprised of events relative to the emergency and procedures being followed relative to emergency resolution. In the Midst of an emergency incident, the ERC is responsible for the following:

- Manage and support emergency response effort
- Provide liaison with senior personnel (i.e. City Manager, City Council, etc.) regarding status of operation, needs of ERT, and impact of incident on the W&WW-D functions
- Coordinate the efforts of the Incident Manager and the Incident Support Group.
- Ensure resolution efforts meet requirements of the W&WW-D's policies and procedures
- Coordinate all services relative to restoration and maintenance of physical systems and assess damage to physical plants
- Provides input relative to use and needs of the affected facilities
- Ensure all pre-emergency protocols have been developed
- Document all activities in emergency resolution
- Provide guidance and support to managers handling level one and two events (see Section 3)

Post-Incident Responsibilities

The ERC's post-incident responsibilities include:

- Hold a post-emergency review and evaluation
- Review overall performance of the ERT and compile recommended improvements to the ERP
- Conduct an annual review, test and update of the Disaster-Specific Emergency Preparedness/Response Plan described in Appendix B and ERP

2.5.2 Incident Manager (IM)

As designated by the ERC, the Incident Manager (IM) directs the resources that lead to incident resolution and is responsible for post-incident report that analyzes causes of incident, and procedural modifications to prevent future incidents.

The IM will act in the absence of the ERC in responding to issues related to emergency response. Upon notification of an emergency, the IM will be immediately notified in order to start assessment process. The IM will be responsible for areas delegated by the ERC. In support of the ERC, the IM will be responsible for providing appropriate reviews of the W&WW-D's emergency response capability. The IM will ensure that the appropriate W&WW-D services and resources are integrated into the resolution process as appropriate. The IM will ensure an assessment is made of emergency impact on all functions within the W&WW-D.

Other responsibilities of the Incident Manager include:

- Ensure adequate staffing of personnel to meet crisis needs
- Comply with established rules, policies, and protocols
- Comply with all regulatory and legal requirements relating to the crisis
- Assist in identifying needed equipment, personnel, and other resources at the onset of an emergency, specific to the incident at hand
- Support the ERC

2.5.3 Incident Support Manager (ISM)

The Incident Support Manager (ISM) directs the support team and resources required by the IM to effectively and efficiently manage the incident. The ISM is intended to provide additional depth within the Emergency Response Team (ERT) during response when the situation warrants additional support. Minor events (e.g. Level 1) may not require the assistance of the ISM. Generally, the ISM will not be required unless the ICC is activated.

2.5.4 Financial Manager (FM)

The Financial Manager (FM) has the following responsibilities:

- Develops policies and procedures for obtaining emergency funds (prior to incident)
- Provides approved financial support
- Monitors and approves expenditures
- Tracks costs during incident
- Provides an incident ending financial report

2.5.5 Information Coordinator (IC)

The Information Coordinator (IC) has the following responsibilities:

- Monitors information systems
- Provides access to needed technical information systems
- Measures the impact of an incident on immediate and future technical needs of the W&WW-D.
- Ensures resources available to assist Incident Manager in emergency response and resolution
- Is responsible for compliance matters, audit issues, and regulatory matters
- Provides current and updated inventory of equipment available to assist in emergency resolution

2.5.6 Public/Media Communications Coordinator (MC)

The assigned Media Coordinator (MC) has the following responsibilities:

- Develop and maintain a strategy for the dissemination of information – internally and externally
- Prepares and provides data and information to the media, public, and stakeholders; serves as spokesperson for the W&WW-D; and develops a communication plan.
- Ensure that factual information be developed for delivery to the media, employees, and other stakeholders pertaining to the crisis event
- Develop liaison with local media outlets
- Ensure adherence to the W&WW-D media policy by all staff
- Provide guidance on appropriate response of ERC to media inquiries

In this role, the MC will be directly responsible to the ERC to ensure that information provided to others supports the objectives established by the ERC Manager.

2.5.7 Human Resources Manager (HRM)

The Human Resources Manager (HRM) monitors staff and human resources policies and procedures, and ensures appropriate attention to staff needs during and following the incident.

2.5.8 Legal Advisor (LA)

The Legal Advisor (LA) assesses legal implications of incident responses, provides assessment of responses prepared for public comment, provides liaison to legal or regulatory authorities and selected stakeholders, and ensures that there is documentation of all incident actions.

An important part of any emergency response plan is to establish and maintain access to the LA. Most emergencies facing the W&WW-D will at some point involve the LA. This is necessary to adequately protect public interests, the interests of the W&WW-D, its employees, clients, stakeholders, and the community it serves. The LA is needed to evaluate any legal or regulatory issue. They should address legal consequences of these events, address the legal sufficiency of any allegations, and advise management of recommended avenues of action. With the limited time available to carry out all these steps, the LA should be notified immediately upon receipt of allegations or evidence suggesting legal responsibility. They must also take steps to ensure that employee rights are protected and evidence is preserved. In cases where violations of law are alleged, the LA will assist in the internal investigation and evaluate the facts and evidence to determine whether there is probable cause of a violation of law. Once all the facts have been evaluated and determinations are made, the LA will report back to the ERC with their recommended course of action, including referral to a duly authorized law enforcement agency. Priority is given to issues involving deadlines for required notifications.

In the pre-emergency phase, the LA will identify areas in which specialized legal counsel may contribute to the W&WW-D's response to the incident. The specialized counsel will provide supplemental guidance as needed at the direction of the W&WW-D's LA.

The role of the LA will include providing advice on:

- How to address the issue
- Proper courses of action to resolve the facts of the incident
- Factual and evidentiary analysis
- Course of action
- Any referral decision to a duly authorized law enforcement agency
- Law enforcement agency contacts

- Referrals and disclosures to third parties
- Review of prepared media material

2.6 Additional Roles and Responsibilities

2.6.1 Marco Island Utilities

During an incident, the W&WW-D is responsible for the following:

- Overall water production, treatment, and distribution, and collection and treatment of wastewater and distribution of reuse water
- Timely monitoring of water quality and reuse quality
- Maintaining appropriate staff to oversee and produce potable water , and collection and treatment of wastewater and distribution of reuse water

The W&WW-D operations during an incident must account for the incident at hand. For instance, if the incident is a chemical contamination, the W&WW-D is responsible for producing safe, potable water, and collection and treatment of wastewater as directed by the ERC using alternative chemical treatment until the incident is resolved.

2.6.2 State Agencies

The City of Marco Island does have a formal Agreement in place with Collier County to assist the City in the event of an incident that compromises the water production and/or distribution systems. This Agreement is limited in the amount of water that Collier County can provide to the W&WW-D. The water from Collier County is pumped into the 250,000 gallon raw water storage tank at Marco Lakes. The pipeline connection is a 12-inch diameter and the maximum flow rate that could be delivered is about 3 million gallons per day. The water from that tank needs to be pumped to the NWTP for full treatment and distribution to customers. The city would rely on state agencies and local governments, such as Collier County, to assist the City by providing necessary equipment, resources, personnel, or potable water (via the interconnection or hauling in water) as needed during an incident.

2.6.3 Federal Agencies and/or Government

- While representatives from each of the Federal Agencies and Government offices will not necessarily be present in the ICC during all incidents, a contact list of who to call in the event of an incident should be present and readily available in the ICC. A list of contacts and phone numbers for various agencies and departments to be contacted during an incident is provided in Appendix C. Identification of the contact(s) that should be notified for a specific incident is provided on the individual Disaster-Specific Emergency Preparedness/Response Plan described in **Appendix B**.

Section 3

Levels of Emergency Response

3.1 Emergency Levels

In order to designate the response that is necessary from the W&WW-D staff pertaining to different incidents (i.e., disaster-specific events), three incident levels are established and discussed in the following paragraphs.

3.1.1 Incident Level One

A level one incident is an incident that affects one or more of the following; water quality, the ability to adequately treat raw water and deliver potable water, produce and distribute reuse quality water, the health and safety of employees and the public, or the environment. The incidents are likely to:

- Require immediate action
- Be resolved internally
- Have **low potential** to adversely impact for the W&WW-D beyond the consequences of the initial event

Personnel and equipment presently on duty can handle system problems. The Incident Command Center (ICC) is not activated.

3.1.2 Incident Level Two

A level two incident is an incident that affects one or more of the following: water quality, the ability to adequately treat raw water and deliver potable water, produce and distribute reuse quality water, the health and safety of employees and the public, or the environment. The incidents are likely to:

- Require immediate action
- Be resolved internally
- Have **low to moderate potential** to adversely impact the W&WW-D beyond the consequences of the initial event

Personnel and equipment presently on duty can handle system problems, but may require off duty or additional personnel to be put on alert, be re-routed to other than their normal working areas, or work additional shifts. City of Marco Island departments may be requested to provide assistance and the ICC may be activated.

3.1.3 Incident Level Three

A level three incident is an incident that affects one or more of the following; water quality, the ability to adequately treat raw water and deliver potable water, produce and distribute reuse quality water, employee and public health and safety, or the environment. The incidents occur rapidly and are likely to:

- Endanger the health and safety of staff, visitors, and/or the community
- Require immediate action
- Have significant financial consequences to the W&WW-D due to damage to facilities and equipment.
- Cause panic and erode public confidence in the quality of the water

Level three incidents are somewhat beyond the capabilities of the W&WW-D personnel and equipment, and may require a "Declaration of Emergency" to place staff, and city and state entities on notice. Employees may be required to work additional shifts and the department may need assistance of personnel and equipment, either by mutual aid or private contracts. The ICC shall be activated.

3.2 Emergency Reporting Guidelines

Reporting requirements will always be followed regardless of the severity of the incident. This reporting will allow trends to be monitored and apparent isolated incidents to be connected with others. To assist managers in determining the required level of response and reporting, the following guidelines are provided.

3.2.1 Incident Level One

A level one incident is initially handled by the Incident Manager (IM). IM shall provide notification to superiors. Reporting must be provided in written report form. Formal Notification to the ICC will summarize incident and resolution results utilizing an Emergency Incident Report Form.

3.2.2 Incident Level Two

The IM has initial responsibility to respond to the incident but must notify the Emergency Response Coordinator (ERC) within one hour. The initial responsibilities of the IM may include calling for emergency assistance from police and fire. The ERC will be responsible for determining the need of additional notification in the administrative chain. Additionally, the ERC will, as necessary, seek the assistance of other agencies such as HAZMAT. The ICC **may** be activated to assist in resolution. The ERC will be responsible for preparation of the written report to the General Manager of Water and Sewer and regulatory agencies, as necessary, detailing the background of the incident, resolution efforts, analysis of causes of the incident, and action recommendation to prevent recurrence of incident.

3.2.3 Incident Level Three

The IM has initial responsibility to respond to the incident but must also immediately notify the ERC. The initial responsibilities of the IM may include calling for emergency assistance from police and fire. The ERC will report to the Incident Command Center (ICC) as soon as possible and assume overall responsibility and direct the IM and others as necessary. Additionally, the ERC will, as necessary, seek the assistance of other agencies such as HAZMAT. The ICC **may** be activated to assist in resolution. The ERC will be responsible for preparation of the written report to City Officials and regulatory agencies as necessary detailing background of incident, resolution efforts, analysis of causes of incident and action recommendation to prevent recurrence of incident.

3.2.4 Reporting

Due to the varied responsibilities of the W&WW-D, it is important that a universal reporting system be adopted. The ERC will be responsible for monitoring the reporting of incidents that fall under the categories enumerated above. The purpose of the reporting system is to ensure a universal approach to the management of incidents, a tracking of incidents to observe trends, and to have readily accessible data to assist in the prevention of emergencies. At a minimum the IM is required to complete the appropriate emergency form as described in Section 4.12 and found in the **Appendix D** of this plan. These forms will be sent to the ERC for subsequent distribution to others as appropriate. Reporting requirements are contained in the category descriptions. However, at a minimum, all level three emergencies will be reported to the ERC.

3.3 Notification Requirements

Upon becoming aware of a Criminal Trespass or witnessing suspicious activity, the employee should first take actions to protect their personal safety. If the employee has a phone on their person or close by, they should immediately notify 911. If they do not, they should use radio or other communications to relay information to other operators who can call 911.

In the event that an emergency or potential emergency is brought to your attention, it is important that appropriate notification be made. Upon receipt of this type of information, first assess the situation to determine the appropriate level of emergency to determine the required notification and reporting levels. If there is any question regarding the appropriate response, contact your immediate supervisor and they will assist in determining an appropriate response. During after-hours, if immediate notification is required, the involved employee will notify the IM who will then notify the ERC if it is a level 2 or 3 emergency. The contact numbers are provided in **Appendix C**.

3.4 Notification Levels

3.4.1 Level One

If an incident can be handled internally (e.g., graffiti found at remote location), the employee reports to the IM, who is responsible for reporting to the ERC. A written

report of the incident shall be made as soon as possible and internal oral reporting should occur within the day. The ERC is responsible for any required regulatory reporting.

3.4.2 Level Two

If incident is on going or requires immediate attention, the employee observing the incident shall call 911 immediately. After giving a complete report to 911, the employee reports to the IM, who reports to ERC within one hour. ERC must report upward as necessary including notification of appropriate regulatory agencies. A written report from the IM is required. The ERC will prepare a written report for the General Manager of Water and Sewer as well as regulatory agencies as necessary. If necessary, the **ERC** will alert the **County EOC** members.

3.4.3 Level Three

The employee first recognizing an event shall call 911, or if no phone is available, shall communicate to other employees to call 911 immediately. After giving complete detailed information to 911 operators, the employee shall report to the IM or designee, who reports to ERC immediately. ERC reports to the General Manager of Water and Sewer. As necessary, the ERC may seek the assistance of other agencies such as HAZMAT. The ERC will alert the County EOC members. The ERC is responsible for contacting appropriate regulatory agency of any security breach.

Section 4

Disaster-Specific Events

4.1 Introduction

The Water and Wastewater Department (the W&WW-D) water and wastewater systems are susceptible to both natural (e.g., hurricanes, floods, fire) and manmade (e.g., intentional or accident related source contamination, structural failure, or intentional destruction) disasters. Any event that could prevent the W&WW-D water and wastewater systems from functioning normally and affect the ability to supply water to customers and collect and treat wastewater from customers would constitute a disaster-specific event (a.k.a. incident) that would produce an emergency situation.

This section briefly describes such disaster-specific events the W&WW-D may be faced with in the future. Detailed Disaster-Specific Preparedness/Response Plans for each incident is included in **Appendix B**. Disaster-specific events for the following five categories apply to the W&WW-D's system:

1. Vandalism or Sabotage (Appendices B.1 to B.9)
2. Drought (Appendix B.10)
3. Hazardous Material Release (Appendix B.11)
4. Structural Fire (Appendix B.12)
5. Hurricane and potential flooding (Appendix B.13)

Within the category of Vandalism or Sabotage the following specific events have been identified in the vulnerability assessment.

1. Bomb Threats and Other Threatening Phone Calls
2. Minor Crimes (e.g., Trespassing, Vandals)
3. Workplace Violence and Armed Intruders
4. Improvised explosive device/suspicious mail
5. Power Failure
6. Source and System Contamination of Water
7. Equipment Failure at Water or Wastewater Treatment Plants and Pumping Stations
8. Transmission Main Break

9. Storage Tank Collapse/Structural Failure

A separate Disaster-specific Preparedness/Response Plan for each of the above nine (9) events have been prepared. Some of the above events such as a power failure or transmission main break may be from natural or accidental processes and not from vandalism or sabotage but the plan is essentially the same except for the need for law enforcement support.

These incidents were selected since they are the most likely emergency situations that may affect the W&WW-D. This section does not differentiate between varying degrees of emergency situations (e.g., different levels of source contamination) but instead provides information for a “worst case” scenario. The W&WW-D must therefore use discretion as to the required level of action as described herein. Following is a brief description of each of these emergency scenarios. Disaster-specific Preparedness/Response Plans that apply to each of these scenarios is included in Appendix B. The disaster-specific plan for hurricanes is the largest of the plans since the impact can be very extensive.

4.2 Vandalism or Sabotage

4.2.1 Bomb Threats and Other Threatening Phone Calls

Threatening phone calls may be received by many sources within the W&WW-D’s organization. In every case, these threats need to be acted upon and safety measures need to be employed while the threat is investigated by experienced personnel, i.e., bomb squad. Once a threat has been received, the ERC needs to be notified immediately, and the Emergency Preparedness/Response Plan documented in Appendix B.1 needs to be followed. Phone threats should be documented on the Threatening Phone Calls Report Form.

All bomb threats are criminal acts and will be charged as a felony to the guilty party(s).

4.2.2 Minor Crimes (e.g., Trespassing, Vandals)

Physical criminal trespasses, such as unsecured doors, open hatches, and unlocked/forced gates, are probably the most common threat warnings. In most cases, the Criminal Trespass is likely related to lax operations or typical criminal activity such as vandalism and theft rather than intentional contamination of the water. However, it may be prudent to assess any Criminal Trespass with respect to the possibility of contamination.

If the person who notices the trespass senses immediate danger, the police should immediately be contacted by calling 911.

In any case, the Emergency Response Coordinator (ERC) should be contacted as soon as possible and the Emergency Preparedness/Response Plan for Criminal Trespass documented in Appendix B.2 needs to be followed.

4.2.3 Workplace Violence and Armed Intruders

Work Place Violence involves violent acts that endanger personnel's lives. In every incident, the personnel should identify escape routes in order to reach a secure area. Employees should not put themselves in danger during these events. The police should immediately be contacted via 911.

The ERC and IM should be contacted as soon as possible and the Emergency Preparedness/Response Plan for Work Place Violence documented in Appendix B.3 needs to be followed.

4.2.4 Improvised Explosive Devices and Suspicious Mail

Any personnel identifying any suspicious mail or sighting a potential improvised explosive device (IED) should treat the incident with extreme caution. The personnel should not attempt to defuse any IEDs or to handle any potentially hazardous materials unless they are properly trained in the handling of such items and have the proper equipment authorization and support.

The bomb squad contact, local HAZMAT, and other proper authorities shall respond to the incident. The ERC and IM should be contacted immediately and the Emergency Preparedness/Response Plan for IEDs in Appendix B.4 needs to be followed.

4.2.5 Power Failure

A power failure may result in the inability to treat and distribute water to customers, and collect and treat wastewater and distribute reuse to customers. Damage to power lines, transformers or other electrical equipment may result in danger of electrocution of personnel. Personnel should not attempt to repair any downed power lines or transformers. The ERC should be immediately notified if a power failure occurs. The ERC should contact the Power Utility and follow the Emergency Preparedness/Response Plan in Appendix B.5.

4.2.6 Source and System Contamination of Water

Source and/or System contamination resulting in acute water quality degradation could affect any of the raw water sources and water distribution system. Acute contamination could occur by a hazardous material incident, movement of a previously undetected plume, intentional introduction of a contaminant, or other mechanism.

While the W&WW-D has taken measures to limit access to all water system facilities, it is impossible to completely eliminate the threat of intentional or unintentional contamination at all water sources or within the distribution system. Even with increased security, unauthorized personnel could remain undetected while intentionally contaminating the W&WW-D water system. Intentional contamination resulting in acute water quality degradation could affect any of the system components.

In the event that source or system water contamination is suspected, the ERC needs to be notified immediately and the Emergency Preparedness/Response Plan documented in Appendix B.6 needs to be followed.

The Sample Documentation Form and Field Testing Results Form shall be used to document testing activities.

The relationship between contamination and changes in water quality parameters is not well understood. However, it is appropriate to investigate the cause of unusual changes in water quality parameters. For water systems, changes in water quality parameters, such as pH, chlorine residual, turbidity, etc. may be detected through the use of either on-line monitors or grab samples. In utility operations, this data may arise from several sources: samples collected for plant operations, routine baseline monitoring programs, and monitoring systems designed to provide early warning of changes in water quality. The results of these approaches may be used to warn of a threat. However, it is vital to consider the reliability of the results from the particular detection method or on-line monitoring system (i.e., false positives/false negatives, known interferences, instrument reliability, and unusual water quality conditions associated with a known cause, such as overdosing of coagulant).

The specific contaminant of the water from such an incident could impact the distribution of reuse water if the wastewater treatment system cannot remove or chemically or biologically destroy the contaminant. If the wastewater treatment plant can remove the contaminant from the treated wastewater but not chemically or biologically destroy the contaminant it would most likely be present in the waste sludge and it may affect the offsite landfill disposal of the waste sludge.

4.2.7 Equipment Failure at WTPs and Pump Stations

Intentional acts on the Marco Island Water System may result in equipment failures. Any attack causing equipment failures should immediately be reported to law enforcement and the ERC should immediately be contacted.

Equipment failures can result in the inability to treat and/or distribute potable water to the customers at a sustained pressure. Damage or destruction of equipment will require the coordination with law enforcement, equipment vendors, the public/media, and operating personnel. In the event that such an attack occurs, the ERC should immediately be notified and the Emergency Preparedness/Response Plan in Appendix B.7 needs to be followed.

4.2.8 Transmission Water Main and Forcemain (Wastewater) Break

A transmission water main break may result in a localized or wide spread loss of pressure. A breach of a transmission main may also cause localized flooding, erosion and other structural damage. A transmission main break may be an unintentional act, such as a contractor excavating, or as an intentional act. In an intentional act, the transmission main break may be part of a larger attack (i.e. using the pressure drop due

to the transmission main break to be able to introduce more contaminant into the system).

A break in a wastewater forcemain would result in the release of wastewater into the environment that would require remediation of the spill as soon as possible. Every effort should be made to prevent a wastewater spill from entering a water body including slat water canals.

In the event that a water transmission main or wastewater forcemain breaks and is determined to be an intentional act, the ERC should immediately be contacted. The ERC should follow the Emergency Preparedness/Response Plan in Appendix B.8.

4.2.9 Storage Tank Collapse/Structural Failure

A breach or structural failure of a storage tank could result in localized flooding, structural damage to surrounding properties and loss of system pressure. The ERC should be immediately notified of a breach or collapse of a storage tank. The ERC needs to follow the Emergency Preparedness/Response Plan in Appendix B.9.

4.3 Drought

A drought is a naturally event that has can dramatically limit the supply of raw water used to produce potable water. Currently the City of Marco Island has two sources of raw water. One raw water source is brackish wells approximately 550 feet deep that can provide raw water to its Reverse Osmosis Plant so that the plant can provide up to half of the maximum daily demand of potable water. This source of water is not subject to cyclical drought conditions since the scale of time of flows associated with the formation is hundreds to thousands of years. The second raw water source is surface water from Marco Lakes (located just north of Route 41 and east of Route 951). During the winter and early spring months when the area has very little rainfall the quantity of surface water that can be withdrawn directly from the Lakes is reduced.

The City of Marco Island is taking steps to ensure a safe source of raw surface water that would not be impacted by drought conditions.

The City of Marco Island has been implementing a program to greatly expand its Aquifer Storage and Recovery (ASR) System for raw surface water at its Marco Lakes site. The site facilities consist of pumps that withdraw up to 4.5 million gallons per day (mgd) of surface water from Marco Lakes during the rainy season; pump the water through a filtration and chlorination system; and then inject the water into six (6) aquifer storage wells in a zone 730 to 780 feet below grade. During the dry season those six wells have the ability to withdraw up to 9.0 mgd of the injected water for transport to the NWTP. The site also has two deep monitoring wells (780 ft below grade) and one monitoring well at a depth of 440 feet that monitors an aquifer above the zone of the ASR wells. A seventh ASR is installed and has a full operating permit (as the other six wells). This seventh well is being used as a monitoring well through 2010 and 2011. It is expected to be placed in service to receive and recover water in 2012. Future plans include

expanding the system to nine (9) wells so that during the rainy season up to 13.5 mgd can be stored for future use during drought conditions.

In the event that drought conditions indicate the surface water sources from both Marco Lakes and the ASR system may not meet demand, the Disaster-specific Preparedness/Response Plan in Appendix B.10 needs to be implemented.

4.4 Hazardous Material Release

There is always some risk of a leak where a hazardous chemical is stored, handled, and used. Fuel oil could potentially leak and contaminate the raw water supply/source. Some leaks would not necessarily warrant an emergency response, but would likely require a clean up response from City of Marco Island personnel. However, if a treatment chemical vital to the treatment process becomes unavailable due to a storage failure; this could warrant an emergency response.

Some chemicals stored at water treatment plant do not have secondary containment in case of a failure or a leak in the storage unit. It is unlikely that a chemical leak or storage failure will reach any of the treatment units; however, the inability to add chemicals to certain treatment processes will likely impact finished water quality.

In the event of a hazardous chemical breach, the ERC needs to be notified immediately and the Disaster-specific Preparedness/Response Plan documented in Appendix B.11 needs to be followed.

4.5 Structural Fire

A structural fire can result in potentially very serious consequences depending on the location of the fire. If the fire is associated with electrical equipment (i.e., switches, motor control centers, etc.) it could easily impact operation of process equipment.

Since many of the hazardous chemicals stored are in double contained in plastic vessels, they could be easily be damaged and release the contents if a fire was nearby.

In the event of a fire the local fire department needs to be notified and the Emergency Preparedness/Response Plan documented in Appendix B.12 needs to be followed. In addition if there is a potential for any hazardous material release the Disaster-specific Preparedness/Response Plan in Appendix B.11 also needs to be followed.

4.6 Hurricanes (and associated flooding)

A hurricane has the potential to impact a large portion of the MIU water supply, treatment and distribution systems, and the wastewater collection, treatment, and reuse distribution system. The Disaster-specific Preparedness/Response Plan is very extensive since it deals with such a wide range of potential impacts from a hurricane and is contained in Appendix B.13.

Flooding from a hurricane probably has the most potential for damage to the entire utility plant and infrastructure system. The treatment units at the North and South

Water Treatment Plants and the Reclaimed Water Production Facility should not be severely affected by flooding but if severe flooding occurs (worse than a 100year event), damage to electrical equipment is possible.

4.7 Use of Forms

For the different Emergency Scenarios, different forms shall be filled out by the appropriate person or filled out by the ERC. These forms are in **Appendix D**. Table 4-1 lists the forms that should be used to document Emergency Scenarios:

Table 4-1 – Use of Forms for Scenarios	Bomb Threat and Other Threatening Phone Calls	Minor Crimes	Workplace Violence and Armed Intruders	Improvised Explosive Device	Power Failure
Security Incident	X	X	X	X	X
Written Threat				X	
Witness Account		X	X	X	X
Site Characterization		X	X	X	X
Threat Evaluation	X	X	X	X	X
Consumer Complaint					
Public Health Information					X
Phone Threat	X				

Security Incident Report Form:

The purpose of this form is to help organize information about a security incident, typically a security breach, which may be related to a water contamination threat. The individual who discovered the security incident, such as a Water Plant Supervisor, the Water Plant Manager, or another designated individual may complete this form. This form is intended to summarize information about a security breach that may be relevant to the threat evaluation process. This form should be completed for each location where a security incident was discovered.

Written Threat Report Form:

A threat may be made directly in writing. Historical incidents would indicate that verbal threats made over the phone are more likely than written threats. While the notification may be a hoax, threatening a drinking water system may be a crime under the Safe Drinking Water Act as amended by the Bioterrorism Act, and should be taken seriously.

Witness Account Report Form:

Awareness of an incident may be triggered by a witness account of suspicious activity, such as trespassing, breaking and entering, and other types of tampering. Utilities should be aware that individuals observing suspicious behavior near drinking water facilities will likely call 911 and not the water utility. In this case, the incident warning technically might come from law enforcement, as described below. Note: the witness may be a utility employee engaged in their normal duties.

Site Characterization Report Form:

Members of the site characterization team can use this form to record their observations at the investigation site. It also serves as a checklist for notifying incident command at key points during the characterization. Additional checklists are included in this form for sample collection and exiting the site. The completed form can also be used as a component of the site characterization report. A form should be completed for each investigation site that is characterized.

It is likely that trained HAZMAT, law enforcement, or other individuals not familiar with the Water Department may direct or lead the investigation with Water Department personnel supporting the effort by providing utility specific information.

Threat Evaluation Worksheet:

The purpose of this worksheet is to help organize information about a threat warning involving possible contamination of the system that would be used during the Threat Evaluation Process. The individual responsible for conducting the Threat Evaluation (e.g., the Water Plant Manager or Utilities Supervisor) should complete this worksheet. The worksheet is generic to accommodate information from different types of threat warnings; thus, there will likely be information that is unavailable or not immediately available. Other forms in the Appendices are provided to augment the information in this worksheet.

Consumer Complaint Report Form:

An unexplained or unusually high incidence of consumer complaints about the aesthetic qualities of drinking water may indicate potential contamination. Many chemicals can impart a strong odor or taste to water, and some may discolor the water. Taste and odor complaints are quite common for water utilities, but unique taste and odor problems, particularly very unusual tastes and odor complaints clustered in a geographical area, may indicate additional problems.

Public Health Information Report Form:

In this case, the first indication that contamination has occurred is the appearance of victims in local emergency rooms and health clinics. Utilities may therefore be notified, particularly if the cause is unknown or linked to water. An incident triggered by a public health notification is unique in that at least a segment of the population has been exposed to a harmful substance. If this agent is a chemical (including biotoxins), then the time between exposure and onset of symptoms may be on the order of hours, and

thus there is the potential that the contaminant is still present. On the other hand, the incubation period for most pathogens is on the order of days to weeks; thus, the pathogen may have moved through the distribution system and may therefore be below detectable limits, or present only in trace quantities.

Phone Threat Report Form:

This form is intended to be used by utility staff that regularly answers phone calls from the public (e.g., call center operators). The purpose of this form is to help these staff capture as much information from a threatening phone call while the caller is on the line. It is important that the operator keep the caller on the line as long as possible in order to collect additional information. Since this form will be used during the call, it is important that operators become familiar with the content of the form. The sections of the form are organized with the information that should be collected during the call at the front of the form (i.e., Basic Call Information and Details of Threat) and information that can be completed immediately following the call at the end of the form (i.e., the description of the caller). The information collected on this form will be critical to the threat evaluation process.

Section 5

How Water and Wastewater Systems Complies with Standby Power Requirements

5.1 Standby Power for Raw Water Supply

Raw Water for the North Water Treatment Plant

The raw water supply for the North Water Treatment Plant (NWTP) is from Marco Lakes. Water from the lake is pumped by one or two pumps into a 250,000 gallon storage tank. Each pump can deliver up to 5,000 gallons per minute (gpm), equal to 7 million gallons per day (mgd), which is equal to the water needed for the NWTP. In the event of a power failure one of the pumps is also powered by a diesel engine that is able to pump water into the storage tank.

The raw water in the storage tank flows to one or two operating pumps (of the four electric motor driven pumps) located in a high service pump building. In the event that there is a loss of power at the facility, the fifth pump on a diesel engine would be used to pump up to 3,300 gpm to the NWTP.

Raw Brackish Water for the South Water Treatment Plant

The South Water Treatment Plant (SWTP) currently uses up to 15 wells to provide a total of 8 mgd of raw water to the SWTP to produce 6 mgd of drinking water. The W&WW-D currently has nineteen (19) portable generators that can operate all of the offsite wells. A 2 megawatt generator onsite provides backup power for almost 100% of the power for the site (includes treatment operations and pumping to distribution). This generator can also provide power to the pumps from the two wells at the plant.

5.2 Standby Power for Water Treatment and Distribution

North Water Treatment Plant

The NWTP has a 1.6 megawatt diesel powered backup generator to run the plant in the event of a power failure from LCEC. There are two existing 1 megawatt generators at the RWPF that are interconnected with the NWTP that can also provide power to the NWTP.

South Water Treatment Plant

A lease agreement was signed in 2005 with LECE for installation at the SWTP of a 2 megawatt peak shaving generator that is used as a standby generator for treatment plant operations and also for power to the high service pumps that distribute water to the customers. The generator can operate up to five of the six treatment trains at the plant and the entire set of high service pumps that distribute water to the customers. As noted in Section 5.1 the generator would also provide the power for the three RO wells located at the plant.

5.3 Standby Power for Wastewater Treatment and Collection

Reclaimed Water Production Facility

The RWPF has the two (2) existing 1 megawatt generators for backup power. An interconnection with the 1.6 megawatt generator at the NWTP is being constructed and will also be capable of providing power to the RWPF. MIU has 19 portable generators that can be quickly installed at lift stations to provide power to the pumps.

A 500,000 gallon storage tank located at the former site of the Marco Shores Water Treatment Plant has been converted to storing reuse water. The pumping system for pumps is the 160 kilowatt generator at that location.

Marco Shores Wastewater Treatment Plant

The Marco Shores Wastewater Treatment Plant (MS WWTP) has a 125 kilowatt diesel generator to provide power to the plant. The lift stations can be powered with the portable generators.

Section 6

Storage of Water and Wastewater Treatment Chemicals and Fuels

6.1 Treatment Chemicals and Fuels for the North Water Treatment Plant

The primary chemicals used at the NWTP include lime (stored in a silo) sodium hypochlorite, liquid anhydrous ammonia, alum, phosphoric, and carbon dioxide. All the chemicals are refilled by vendors when the amount quantities have been reduced to those needed to treat approximately 30 million gallons of water (i.e., a five day supply). The quantity of lime remaining is suitable for treatment of 50 to 60 million gallons of water (i.e., 10 day supply). If necessary the plant can operate without the addition of lime. The maximum quantities of all the chemicals and fuel stored onsite are the following:

Anhydrous Lime (calcium oxide) - 100,000 lbs

Anhydrous Liquid Ammonia - 1,000 gallons only fills 85% maximum (4,250 lbs)

Carbon Dioxide - 30,000 lbs (liquid)

Sulfuric Acid - two (2) 1,000 gallon tanks of 98.6 weight % (22,500 lbs)

Citrus Acid - forty (40) 50 lb bags (total weight 2,000)

Bleach (sodium hypochlorite 11 weight %) - eight (2,000) gallon tanks
Shared with RWP
- one (1,000) gallon tank

Alum (aluminum sulfate) - 5,000 gallons of 48 weight %, (84,000 lbs)

Ortho Phosphate - 850 gallon tank (37 weight % ortho phosphate solution)

Sodium Bisulfite - one drum 55 gallons (40 weight %)

Caustic Soda (sodium hydroxide) - one (1) 55 gallons drum (650 lbs 50 weight %)

Diesel Fuel - 5,500 gallon belly tank on generator

6.2 Treatment Chemicals and Fuels for the South Water Treatment Plant (SWTP)

The primary chemicals used at the SWTP include sodium hypochlorite, liquid anhydrous ammonia, caustic soda, scale inhibitor and citric acid. The chemicals are refilled by vendors when the quantities have been reduced to those needed to treat

approximately 30 million gallons of water (i.e., a five day supply). The maximum quantities of all the chemicals and fuels stored onsite are the following:

- Caustic Soda (sodium hydroxide) - 5,000 gallons of 50 weight % (61,500 lbs)
- Anhydrous Liquid Ammonia - 500 gallons only fills 85% maximum (2,125 lbs)
- Bleach (sodium hypochlorite 11 weight %) - three (3), 2,000 gallon tanks
- Citrus Acid - twenty five (25), 50 pound bags (solid) total weight of 1,250 lbs
- Antiscalant - eight (8), 55 gallon drums (Aquafeed 1025, pH = 4 to 6)
- Diesel Fuel - 3,000 gallon tank and 5,500 gallon belly tank on generator

6.3 Treatment Chemicals for the Reclaimed Water Production Facility (RWPF)

The primary chemicals used at the RWPF include sodium hypochlorite, caustic soda, and citric acid. The chemicals are refilled by vendors when the quantities have been reduced to those needed to treat approximately 6 million gallons of wastewater (limited volume because of rapid usage of bleach). The maximum quantities of the chemicals and fuel stored onsite are the following:

- Caustic Soda (sodium hydroxide) - 3,000 gallons of 25 weight % solution
- Citrus Acid - twenty five (25), 50 pound bags (solid)
- Bleach (sodium hypochlorite 11 weight %) - eight (2,000) gallon tanks
 - one (1,000) gallon tank
 - one (500) gallon tank
- Diesel Fuel - 10,000 gallon double wall tank

6.4 Treatment Chemicals for the Marco Shores Wastewater Treatment Plant

The only chemical used at the Marco Shores Wastewater Treatment Plant is sodium hypochlorite (bleach) that is refilled by a vendor. When the quantities have been reduced to those needed to treat approximately 700,000 gallons of wastewater the tanks are refilled. The maximum quantities of the chemicals and fuel stored onsite are the following:

- Bleach (sodium hypochlorite 11 weight %) - two (2) 500 gallon tanks only filled to 90%
- Diesel Fuel - 250 gallon tank on generator

6.5 Treatment Chemicals and Fuels for the Marco Lakes Site

The chemicals used at the Marco Lakes Site include, sodium hypochlorite (bleach), carbon dioxide and anhydrous ammonia. The chemicals are refilled by vendors when the quantities have been reduced to those needed to treat approximately 100 million gallons of raw water (limited volume because of rapid usage of bleach). The maximum quantities of the chemicals and fuel stored onsite are the following:

Bleach (sodium hypochlorite 11 weight %) – one (1) gallon tank 11 weight %

Carbon Dioxide – 60,000 lbs (liquid)

Anhydrous Liquid Ammonia – 500 gallons only fills 85% maximum (2,125 lbs)

Diesel Fuel – 500 gallon tank

Appendix A – Water and Wastewater System Description

A.1	Water System Description	A-2
A.2	Wastewater System Description	A-3
A.3	Marco Island Water and Wastewater Plants Site Plans	A-4 to A-7
A.4	North Water Treatment Plant Process Flow Diagram	A-8
A.5	South Water Treatment Plant Process Flow Diagram.....	A-9
A.6	Reclaimed Water Production Facility Process Flow Diagram	A-10
A.7	Marco Shores Wastewater Treatment Plant Process Flow Diagram.....	A-11
A.8	Marco Lakes Site of ASR System and Raw Water High Service Pumps	A-12

A.1 Water System Description

The Water and Wastewater Department's (W&WW-D's) water systems serves approximately 15,000 customers off season and approximately 35,000 customers on season (January 1 through April 15).

The Marco Island water system is comprised of two water treatment plants, including a 6.67-mgd Lime Softening Plant named the North Water Treatment Plant (NWTP) on the Island, and a 6.0-mgd Reverse Osmosis (RO) Plant named the South Water Treatment Plant (SWTP) on the Island.

The raw water for the NWTP is from a 208 acre parcel owned by the City of Marco Island that has two quarry lakes. The 208 acres is just north and east of the intersection of Routes 951 and 41. Henderson Creek flows along the eastern boarder of the 208 acre site. The elevation of the water in the lakes is typically a few feet lower than the elevation of the water in Henderson Creek so that water from the Creek (and surrounding groundwater, flows through the subsurface and recharges the lakes. During the rainy season the elevations of Henderson Creek and the lakes allows withdrawal of large quantities of raw water for storage in the six aquifer storage and recovery ASR wells located at the site. Six ASR wells have been in service for several years. A seventh ASR well has been installed and is fully permitted to operate with the six other wells. This seventh well is currently being used as a monitoring well and is expected to be used as an ASR well in 2012.

The raw water stored in the ASR wells is available for recovery during the dry period of the year. The recovered water is pumped to the complete treatment and distribution to customers.

The raw water flowing into the NWTP goes to a lime softener and then to a sand filtration system that has a capacity limit of 5.0 million gallons per day. All the flow above 5.0 million gallons per day goes to a Zenon membrane filtration system. A new membrane system for filtering up to 6.67 million gallons per day will be installed in 2011 and the sand filtration and Zenon system will be demolished after successful startup of the new system.

Each of the water treatment plants has storage tanks for potable water and high service pumps to distribute the water to customers. At the NWTP there are currently two (2) 500,000 gallons tanks a new 4 million gallon storage tank.

The feed water for the SWTP is from 15 production wells located on Marco Island. At the SWTP there are three existing storage tanks, two with 2 million gallons storage capacity and one with 1 million gallons of storage capacity. A new 3 million gallon storage tanks is currently under construction and is expected to be in service early in 2011. The treatment technology at the SWTP is reverse osmosis. The SWTP has two sand separators to remove large solids (sand) in the raw water entering the plant. The

water then flows through one or more of the six prefilters and one or more of the six membrane trains that are each rated at to produce one million gallons per day of potable water.

About half of the production at the NWTP is pumped to the storage tanks at the SWTP to blend with the water produced at that plant.

A.2 Wastewater System Description

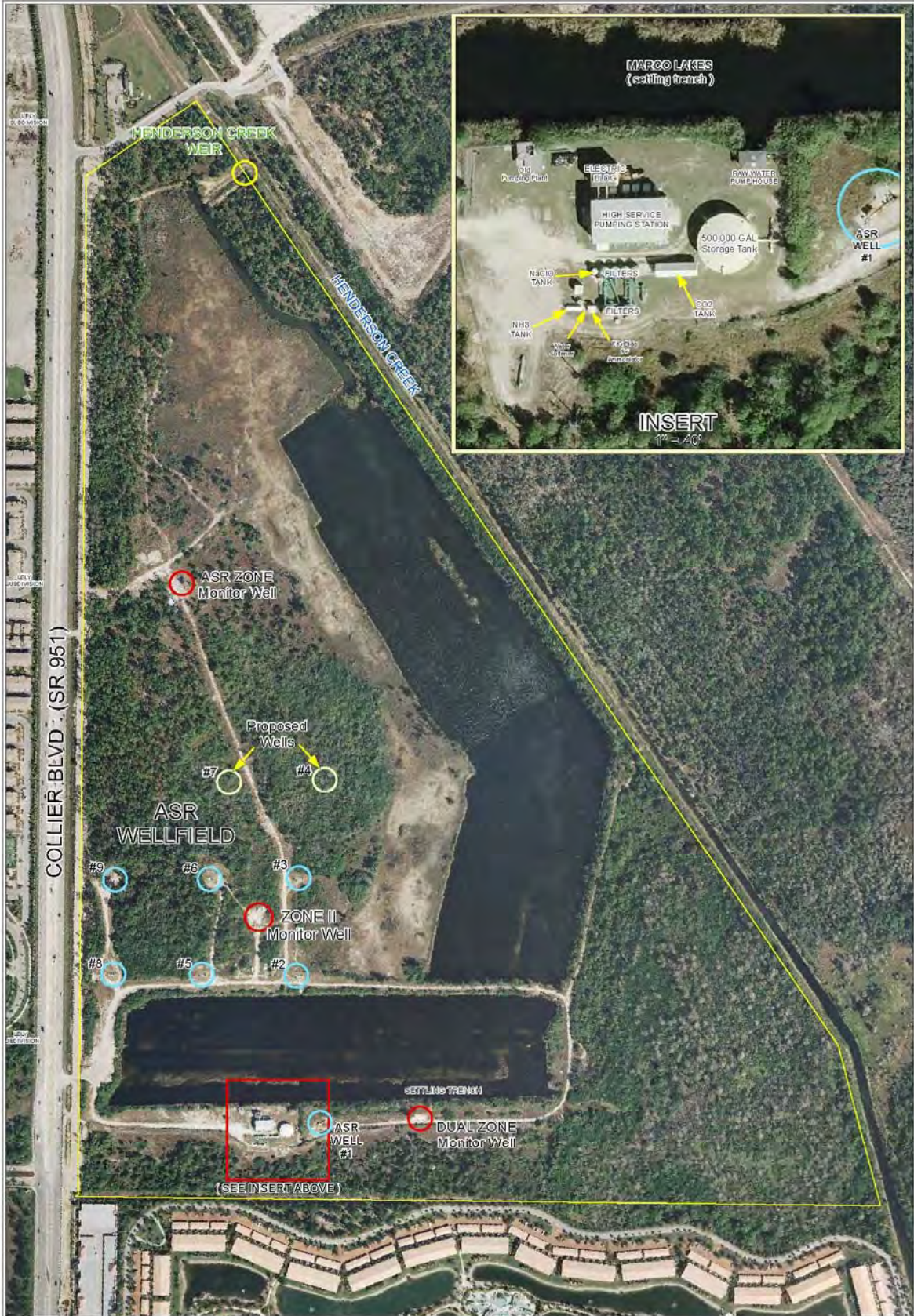
The Water and Wastewater Department's (W&WW-D's) wastewater system consists of two plants. The Reclaimed Water Production Facility (RWPF) located on Marco Island and the Marco Shores Wastewater Treatment Plant (MS WWTP) located on Mainsail Drive.

Reclaimed Water Production Facility

The RWPF uses the Modified Ludzack-Ettinger (MLE) process to biologically destroy organic contaminants in the wastewater. The incoming raw wastewater flows through the head works where three (3) Baycor rotary drum screens (with 2 mm openings) filter out solids that discharge to compactors. The solids collected in dumpsters for offsite disposal. The filtered wastewater flows to one of three aerated Equalization Tanks (one 250,000 gallons, and two, 500,000 gallons) before being pumped to the two MLE process tanks. Treated wastewater is filtered with five, parallel, Zenon membrane trains that produces a very clean permeate that is chlorinated and then pumped to one of two 500,000 gallon reclaimed storage tanks. There are three (3) variable frequency drive controlled pumps that distributes the reclaimed water to customers. Reclaimed water can also be stored in another 500,000 gallon storage tank located on Mainsail Drive. The reclaimed water stored in the tank on Mainsail Drive can be pumped back to the storage tanks at the RWPF or distributed directly to customers along Mainsail Drive.

Marco Shores Wastewater Treatment Plant

The MS WWTP is a biological process system consisting up an upflow sludge blanket clarifier for separation of the treated wastewater from the suspended solids. The solids are transferred to a sludge holding zone. The sludge is pumped to a truck and discharged into the Marco Island collection system that goes to the RWPF. The treated wastewater is chlorinated and pumped to the Rapid Infiltration Basin for reuse.



**MARCO LAKES
RAW WATER PLANT
(7130 COLLIER BOULEVARD)**

M:\gis\projects\Public\Works\Water\wpt\ML_RWP_2008\erials.mxd



Marco Island Utilities

Drawn By: D. BLALOCK

Sheet No.

Scale: 1" = 175'

1

Date: 02/05/2009



**NORTH
WATER TREATMENT PLANT**
(807 East Elkcam Circle)



Marco Island Utilities

Drawn By: D. BLALOCK

Sheet No.
1

Scale: 1" = 35'

Date: 09/27/2010

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**MARCO SHORES
RECLAIMED WATER TREATMENT PLANT
(1955 MANSAIL DRIVE)**

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10/27/2010 10:27:00 AM



Marco Island Utilities

Drawn By: D. BLALOCK

Sheet No.

Scale: 1" = 30'

1

Date: 09/27/2010

APPENDIX B

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLANS

Appendix		Page No.
B.1	Bomb Threat and other Threatening Phone Calls	B.1-1
B.2	Minor Crimes (e.g., trespassing, vandals)	B.2-1
B.3	Workplace Violence and Armed Intruders	B.3-1
B.4	Improvised Explosive Devices (IED) and/or Suspicious Mail.....	B.4-1
B.5	Power Failure	B.5-1
B.6	Source and System Contamination.....	B.6-1
B.7	Equipment Failure at WTPs and Pump Stations	B.7-1
B.8	Transmission Main Breaks.....	B.8-1
B.9	Storage Tank Collapse/Structural Failure.....	B.9-1
B.10	Drought.....	B.10-1
B.11	Hazardous Material Release.....	B.11-1
B.12	Structural Fire.....	B.12-1
B.13	Hurricane	B.13-1

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.1 THREATENING PHONE CALLS

Policy

Bomb threats are (felony) criminal acts in which suspects use or threaten to use explosive or incendiary devices. A plan and procedure is required for handling bomb threats in order to reduce anxiety, fear and panic, which may occur after a threat is received. Utility personnel must also be prepared to protect life, property and to reduce the potential for injury if panic occurs after a bomb threat is received.

Procedure

1. Purpose of Calls (Bomb Threats)

- Generally there are two explanations for a call reporting that a bomb is to go off at a particular facility:
 - A. The caller has a definite knowledge or believes that an explosive or incendiary device has been placed and wants to minimize injury to persons or property in the vicinity.
 - B. The caller wants to create an atmosphere of anxiety and panic which will, in turn, possibly result in disruption of the normal activities at the installation where the device is purportedly located.
- Panic
 - A. When a bomb threat call is received, there will be a reaction to it which may cause a state of panic at facilities where there has been no organized advance planning to handle such threats.
 - B. Once a state of panic has been reached, the potential for personal injury and property damage is dramatically increased.
 - C. Panic is defined as sudden, excessive, unreasoning, infectious terror or fear.
 - D. Panic can also be defined in the context of a bomb threat call as the ultimate achievement of the caller.

2. Bomb Squad

- The Police will likely be the first responders to secure the scene. However, Bomb Squad capabilities may come from Collier County Sheriff's Department or other FDLE responder.
- The Bomb Squad will respond to sites where explosive or bomb threats are made at the discretion of the shift supervisor.
- The Bomb Squad will respond to all calls where a suspected explosive device/ordinance has been located.

3. Decision to Evacuate

The most serious of all decisions to be made by management in the event of a bomb threat is the decision to evacuate or not to evacuate the building. There is no magic formula which can produce the proper decision.

- Evacuate – Management may plan in advance to evacuate immediately in the event of a bomb threat or make the decision on the spot at the time of the threat.
 - A. This decision circumvents the calculated risk and gives prime consideration for the safety of personnel in the building.
 - B. This can result in production downtime and can be costly if the threat is a hoax. In the past, the vast majority of bomb threats have been hoaxes; however, today more of the threats are materializing.
 - C. Predetermined evacuation routes and gathering locations, similar to Fire Evacuation Routes, should be determined. Gathering locations may be changed based on the situation, but must be in a secure location.
 - D. The Incident Manager is responsible for accounting for all personnel after the employees have gathered in the evacuation area. The Incident Manager should report to the first responders the number of unaccounted for employees, if any.
- No Evacuation – Depending on the analysis of the potential threat level, management may decide not to evacuate.
 - A. Management may plan in advance not to evacuate when numerous hoax bomb threats have been received in the past.
 - B. Management may establish in advance a procedure to weigh the potential threat level based on the information provided by the suspect/caller.
 - C. Certain facility assets may require that essential personnel remain present for safe operation.

4. Response

- If the bomb threat call is made directly to the Water and Sewer Utility, the person receiving the call will try to elicit and document as much information as possible from the suspect (i.e., motive, type of device, location, timing mechanism, etc.) and attempt to maintain telephone contact with the caller. See Item 7. below.
- Notification should then be made immediately to 911. Then notify the ERC. Operator/personnel responsibilities include:
 - A. Notifying the ERC of the threat.
 - B. Notify the Police or Sheriff's Department of the threat and provide all information gathered from the caller. See Item 7. below.
 - C. The Fire Department will be notified of the threat and will stage offsite and participate with PD in the incident command. They will be staged at a safe location and will be updated with current information on a timely basis.
- On Scene Personnel Responsibility
 - A. Turn off all radios and cellular telephones. Use conventional wire telephones for all communication with the ERC or ICC.
 - B. The policy of the City of Marco Island is to recommend evacuation for the safety of personnel to a safe area. Personnel should check for and note anything unusual in their workplace before leaving.
 - C. If on-site conditions are determined to be safe and evacuation is not required, on-site personnel may assist the person receiving the call by calling 911 and alerting them of the situation and by assisting them in tracing the call.
- Vehicle Bomb Threats
 - A. If a bomb threat is directed toward a vehicle, no attempt should be made to search the vehicle.
 - B. Personnel should clear the area within three hundred feet (300') of the vehicle, and wait for the arrival of the bomb squad personnel.
 - C. Personnel should use distance and barrier to protect themselves when possible

5. Suspect Device Located

- If a suspected device is located, **DO NOT TOUCH OR DISTURB IT IN ANY MANNER! Do not use radios or cellular telephones in area of device.**

Immediately order evacuation of the building. Secure the building and immediately notify 911 of the discovery. The bomb squad will be notified and will take charge of the scene upon their arrival. All of the area within five hundred feet (500') of the device should be evacuated and confined, with no one permitted to enter the area. Personnel should be aware that secondary devices may have been planted to harm responding police and fire units.

- A. The ERC will notify both the Police or Sheriff's Department and the Fire Department of the discovery of a suspect device.
 - B. Personnel should use distance and barrier to protect themselves when possible
 - If an explosion occurs, the Fire Department will assume command of the scene for rescue and extinguishment until they declare the area safe for further investigation.
 - A. Fire Resue Medical Personnel will attend to any injured persons.
6. Investigation of Explosive Incident
- Explosive incident investigations will be investigated by the Criminal Investigations Division in conjunction with Bomb Squad investigators.
 - After the Bomb Squad Technicians have rendered safe the explosive device, the investigators may process the device and gather physical evidence.
 - When the explosion is the cause of major damage or death, investigators may be assisted by the Bureau of Alcohol, Tobacco and Firearms, National Explosive Response Team and any other agency that may be able to render assistance.
7. Checklists
- If suspect device is found:
 - A. DO NOT TOUCH THE DEVICE OR DISTURB IT
 - B. Document as best as possible the type, description and location of device for Police.
 - C. Notify the ERC via telephone: DO NOT USE RADIOS OR CELLULAR TELEPHONES IN AREA OF THE LOCATED DEVICE.
 - D. Evacuate the area. Route personnel away from the device and keep five hundred feet (500') clearance after evacuation.
 - E. Open doors and windows to reduce pressure in case there is an explosion later.
 - F. Shut off utilities if possible.

- G. Establish a perimeter at least five hundred feet (500') from the scene. Ropes and barricades should be used.
- H. Attempt to arrange staging area or parking for emergency vehicles that will be arriving, remembering that a three hundred foot (300') clearance must be maintained.
- I. Await the arrival of the Bomb Squad.

■ Check List When A Bomb Threat Is Received

A. Time and Date Reported: _____

B. How Reported: _____

C. Exact Words of Caller: _____

D. Questions to Ask Caller:

a. When is the bomb going to explode? _____

b. Where is the bomb right now? _____

c. What kind of bomb is it? _____

d. What does it look like? _____

e. Why did you place the bomb? _____

f. Where are you calling from? _____

E. Description of caller's voice: _____

F. Male ___ Female ___ Youth ___ Middle Age ___ Old _____

G. Accent ___ Tone of Voice _____

H. Background Noises _____ Is voice familiar? _____

I. If so, who did it sound like? _____

J. Speech: Slow ___ Rapid ___ Normal ___ Excited ___ Loud ___ Disguised ___
Broken ___ Sincere ___ Accent ___

K. Speech Impediment: _____

L. Other Characteristics: _____

M. Time Caller Hung Up: _____ Remarks: _____

N. Location of the phone or extension number the call was received on?

O. Name, Address, Phone Number of Person Receiving the Call: _____

**** NOTIFY THE LOCAL SHERIFF'S OFFICE IMMEDIATELY!**

Sheriff's Department

Emergency - 911

After Incident Actions

1. After the incident is contained and it is deemed safe to return to all facilities, the IM should inspect potential affect equipment or chemicals.
2. If the incident caused the inability to treat water to all applicable potable water standards, the Public/Media Communications Coordinator shall release "boil water", "do not drink the water", or "do not use the water" alerts as deemed appropriate by the ERC.
3. The IM should compile all the applicable reporting forms and conduct employee interviews to create a comprehensive report of the incident. The completed report should be provided to the ERC who will present it to the appropriate city officials.

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.2 MINOR CRIMES (E.G., TRESPASSING, VANDALS)

Policy

Proper response to a criminal event is critical for ensuring the safety of utility personnel and their visitors, along with crime scene preservation. This policy outlines general requirements for the response to a minor criminal event (e.g., trespass, vandals) in progress and after-the-fact.

Procedure

1. Unless appropriate training has been obtained for confronting non-compliant individuals, the primary response to all minor criminal events is the immediate notification to the Emergency Response Coordinator. Subsequently, notification will be made by the ERC to the Police or Sheriff's Department.

Note: All personnel should be clearly informed and acknowledge it is the utility's policy not to directly engage any individual involved in criminal action, unless life-threatening circumstances exist. Minor events can quickly and unexpectedly escalate to a level of violence for which city personnel can be severely injured, including death. Personal safety will take priority over the prevention or mitigation of a minor criminal event at all times.

2. The on-scene caller notifying the Emergency Response Coordinator will provide the following information:

- Description of event _____
- Location of event _____
- Number of suspects / individuals _____
- Physical description of suspects/individuals _____

- Any weapons (handguns, edged weapons) observed? _____

- Any victims or injured parties observed? _____

On-scene caller should remind the ERC to inform law enforcement authorities of their on-scene presence to eliminate confusion upon scene arrival.

3. After notification, the caller will maintain visual observation of the event from a distance only if communication with the ERC can be maintained and personal safety ensured. Visual observation will be maintained until proper authorities respond to the area.

Crime Scene Preservation

Only after an incident has been resolved safely and effectively, will crime scene preservation take place. Although the Police or Sheriff's Department will be the primary authority for the handling of a crime scene, the on-scene manager is responsible for ensuring the following rules are adhered to until notified by an appropriate authority within the Police or Sheriff's Department.

1. All non-essential personnel must be removed from the area of concern. Individual movement e.g., footprints, can cause serious harm to a crime scene. This element cannot be underestimated.
2. All non-essential items e.g., equipment, must not be moved unless they pose a threat to individuals or the successful operation of the facility.
3. The IM will be responsible for documenting those individuals who remain within the area of concern for purposes of operation. A copy of this list will be provided to the Police or Sheriff's Department. If possible, a similar list of those individuals who have been removed from the scene will also be provided to the Police or Sheriff's Department.
4. The IM will heighten the facility's level of security in the immediate stages of an event. It will be the responsibility of the IM to gradually lower the level of security in accordance with direction from the Police or Sheriff's Department.
5. Positively no items will be removed from the crime scene unless authorized by the Police or Sheriff's Department or in accordance with item two above, they pose a threat to individuals or the successful operation of the facility.

After Incident Investigation

1. After the Police or Sheriff's Department has deemed that the utility personnel can return to the scene, the IM should investigate to see if any equipment or chemicals could have been damaged/contaminated during the event.
2. The IM should complete the appropriate forms and conduct employee interviews to compile an incident report. The report should be presented to the ERC who is responsible for reporting to the appropriate city officials.
3. Vandalism such as graffiti should be repaired/repainted as soon as possible after the investigation.

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.3 WORKPLACE VIOLENCE AND ARMED INTRUDERS

Latest Revision: November 17, 2004

Policy

Workplace violence or an encounter with an armed intruder can occur quickly and without warning. Such malevolent attacks may also escalate quickly if handled improperly. The following procedures are developed to mitigate such potential acts and protect additional personnel from further injury.

Procedure

1. All employees should attend training on workplace violence to understand what it entails, how to recognize it at its early stages, and what action to take in response. Without appropriate training, the primary response to all workplace violence / armed intruder events is the immediate notification of 911. Subsequently, notification will be made to the Emergency Response Coordinator (ERC).

Note: All personnel should be clearly informed and acknowledge it is the utility's policy not to directly engage any individual involved in workplace violence or armed intruder, unless life-threatening circumstances exist. Minor events can quickly and unexpectedly escalate to a level of violence for which utility personnel can be severely injured, including death. Personal safety will take priority over the prevention or mitigation of such an event at all times.

2. The on-scene caller notifying the ERC will provide the following information:

- Description of event _____
- Location of event _____
- Number of suspects / individuals _____
- Physical description of suspects / individuals _____

- Any weapons (handguns, edged weapons) observed? _____

- Any victims or injured parties observed? _____

3. After notification, the on-scene caller will maintain visual observation of the event from a distance only if communication with the ERC can be maintained and personal safety ensured.

Decision to Evacuate

The most serious of all decisions to be made by management in the event of workplace violence is the decision to evacuate or not to evacuate the building. There is no magic formula that can produce the proper decision.

1. Evacuate – Management may plan in advance to evacuate immediately in the event of workplace violence or make the decision on the spot at the time of the threat.
 - This decision circumvents the calculated risk and gives prime consideration for the safety of personnel in the building.
 - Predetermined evacuation routes and gathering locations, similar to fire evacuation routes, should be determined. Gathering locations may be changed based on the situation, but must be in a secure location.
 - The Incident Manager is responsible for accounting for all personnel after the employees have gathered in the evacuation area. The Incident Manager should report to the first responders the number of unaccounted for employees, if any.
2. No Evacuation - Depending on the analysis of the potential threat level, management may decide not to evacuate.
 - Management may plan in advance not to evacuate unless an imminent threat to life exists.
 - Management may establish in advance a procedure to weigh the potential threat level based on the event in progress.
 - Certain facility assets may require that essential personnel remain present for safe operation.

Crime Scene Preservation

Only after an incident has been resolved safely and effectively, will crime scene preservation take place. Although the City of Marco Island Police Department and/or Collier County Sheriff's Department will be the primary authority for the handling of a crime scene, the Incident Manager is responsible for ensuring the following rules are adhered to until notified by an appropriate authority within the Police or Sheriff's Department.

1. All non-essential personnel must be removed from the area of concern. Individual movement e.g., footprints, can cause serious harm to a crime scene. This element cannot be underestimated.

2. All non-essential items e.g., equipment, must not be moved unless they pose a threat to individuals or the successful operation of the facility.
3. The Incident Manager will be responsible for documenting those individuals who remain within the area of concern for purposes of operation. A copy of this list will be provided to the Police or Sheriff's Department. If possible, a similar list of those individuals who have been removed from the scene will also be provided to the Police or Sheriff's Department.
4. The ERC will heighten the facility's level of security in the immediate stages of an event. It will be the responsibility of the Incident Manager to gradually lower the level of security in accordance with direction from the Police or Sheriff's Department.
5. Positively no items will be removed from the crime scene unless authorized by the Police or Sheriff's Department or in accordance with item two above, they pose a threat to individuals or the successful operation of the facility.

After Incident Actions

1. It is the IM's responsibility to determine what personnel and/or water treatment assets may have been damaged during the incident.
2. The IM should compile any applicable reporting forms. The IM should conduct interviews of personnel after the incident. The report should be compiled and presented to the ERC. The ERC is responsible for presenting the report to the appropriate city officials.

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.4 IMPROVISED EXPLOSIVE DEVICES (IED) and/or SUSPICIOUS MAIL

Policy

To establish guidelines for reducing the risk of exposure to hazardous material that may be illegally delivered to the utility through the mail or other special delivery. The department will use available resources to control or help to eliminate health and exposure hazards to its members.

Definitions

Hazardous Materials – Any explosive, flammable, oxidizer, acids, poisons, bio-hazardous, corrosive, pesticide, radioactive substance or other substance in a quantity or form that may pose an unreasonable risk to health, safety or property.

Hazardous Materials Incident (HMI) – Encompasses a wide variety of potential situations. Each particular incident is different and must be handled according to the situations present. These incidents include, but are not limited to, fires, explosions, leaks, spills, chemical reactions, bio-hazards, transportation accidents, leaking storage containers, and any similar incidents in which hazards may include toxicity, flammability, radioactivity, corrosive qualities or hazards to health or the environment.

Bio-Hazardous Materials – Primarily medical waste but may include disease-causing agents that are not medical waste. Medical waste is often referred to as “red bag waste” due to the fact that it is packed in lined cardboard boxes. Both types of containers are clearly marked “bio-hazardous” and should display the identity of the generator of the waste.

PPE (Personal Protective Equipment) – Protective equipment, which is issued or available to employees: latex or rubber gloves, face and/or eye protection (mask), and disposable gauntlets (sleeves).

Procedure

1. All Personnel – Daily Deliveries to the Water Utility
 - Employees who open the mail are encouraged to wash their hands after handling mail or package deliveries. This is an effective method of preventing contamination and reducing the risk of exposure to hazardous materials, germs and unknown substances.
 - If desired, office personnel who open the daily mail may wear latex gloves. Additional protection can be gained by adding gauntlets (disposable sleeves) and a face shield (some types must be fit-tested). Care should be taken not to touch other

surfaces (phones, keyboards) or areas of unprotected skin or clothing until after washing with soap and water, then removing and disposing of the gloves.

- Before opening any envelopes or packages, they should be visually inspected for the following potentially suspicious characteristics:
 - A. Restrictive markings - "Personal", "Private", etc.
 - B. No return address.
 - C. Badly typed or poor handwriting, childlike writing, misspellings, etc.
 - D. Addressed to a "Title" only, (i.e., Director, President, etc.) or wrong title with a name.
 - E. Rigid, bulky, wires protruding, lopsided or uneven, excessive tape or string.
 - F. Excessive postage or unexpected mail from a foreign country, or country involved in current conflicts.
 - G. Strange odor, oily stains, powder, crystallization, or discoloration.
 - H. **IF ANY OF THE ABOVE CONDITIONS ARE OBSERVED - DO NOT OPEN THE ITEM AND CALL 911.**
- Do not allow persons to "drop-off" suspicious mail or packages at the front desk, main gate, etc.
 - A. Instruct the individual to place the item outside of the facility near the street curb and wait for a law enforcement officer to respond.
 - B. Notify the ERC to call the Police or Sheriff's Department to respond and meet the person. Reference their suspicious package incident and handle in accordance with directions listed below.

2. Suspicious Envelopes or Packages

- If an unopened piece of mail or an unopened package appears suspicious or suspect, **DO NOT OPEN THE ITEM AND NOTIFY THE ERC IMMEDIATELY.**
 - A. Employee may utilize PPE (Personnel Protective Equipment) at any time they feel necessary when handling mail or packages.
 - B. If a decision is made to open a suspect item (low threat level), the item should be taken to a designated area for opening suspicious items.

- C. The designated area for opening suspicious items is the MIU mail room. This area is isolated and can be easily decontaminated if necessary. Employees should utilize PPE (Personal Protective Equipment) when handling suspect mail and packages.
 - D. If a suspect substance is discovered, proceed with Hazardous Materials Procedures outlined below.
 - HAZARDOUS MATERIALS PROCEDURE - If item has already been opened and suspicious material (powder, granules, liquid, etc.) is present, notify the ERC and initiate hazardous materials procedures as follows:
 - A. Do not move, shake, smell, or taste the envelope or contents.
 - B. Isolate and contain the situation to limit further exposure and contamination.
 - C. By way of the ERC, notify local law enforcement/fire rescue to respond, provide requested information and follow their instructions prior to arrival of emergency personnel.
 - D. If possible, carefully cover the item with paper, plastic bag, trashcan, etc., without touching it. Do not remove this cover.
 - E. Turn off local fans and/or ventilation units in the area if possible.
 - F. Evacuate the room by the method that provides the least exposure to other employees or work areas. Close the door, or section off the area to isolate it and prevent others from being exposed, and have all persons remain away or upwind of the item or area. Stay away from contact with other employees and isolate yourself if possible. (Do not leave area and do not drive yourself to a medical facility.
 - G. Anyone that has had contact with the envelope or package should wash his or her hands thoroughly with soap and water if possible and it does not expose other workers or public to the employee. Rescue personnel will provide decon if necessary.
 - H. Rescue personnel may perform additional decontamination procedures (wash down) as needed.
 - I. Write down the names and contact information of all persons who may have handled the item and give the list to law enforcement on scene.
 - J. Rescue personnel may shut down the HVAC (Heating, Ventilation and Air Conditioning) system to that section of the building.
3. PPE Personal Protective Equipment

- Employees will be provided with Personal Protective Equipment.
 - A. Supervisors will ensure that their employees are issued PPE.
 - B. Employees will notify their supervisor when PPE has been utilized and replacement is necessary.
 - C. Supervisors should ensure that adequate supplies of PPE are available and stocked for replacement as needed.

After Incident Actions

1. First responders will remove the immediate threat including hazardous packages. However, there may be further site decontamination required. The IM should contact appropriate environment clean up contractors to decontaminate the site as required.
2. The IM should complete the applicable forms and conduct employee interviews to compile an incident report. The ERC should present the report to the appropriate City officials.
3. Mailing hazardous or otherwise dangerous items is a serious federal offence. This type of crime will involve authorities beyond the first responders and local law enforcement. The IM should coordinate with the FBI, USPS and any other federal authority that may become involved with the investigation.

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.5 POWER FAILURE

Policy

An intentional event that would cause a power failure is a criminal act. It is the policy of the Marco Island Water Utility to respond to a power outage in a manor that minimizes the effects to the potable water quality and ensures the safety of the personnel. Portable generators should be checked regularly

Procedure

During Incident

1. Upon witnessing, or receiving a report of an attack resulting in a power failure, immediately contact **911**. Subsequently, the ERC should be contacted.
2. If the attack results in a power outage, the power company should immediately be contacted by the Incident Manager. All Utility personnel shall maintain a safe distance from any downed power lines or any other damaged electrical equipment that may still be energized.
3. Any piece of equipment that may have been damaged do to the power outage or power surge should be isolated from the system.
4. The ERC shall determine if the power outage results in the inability to treat or distribute potable water meeting all applicable regulations.
5. If the attack results in necessity of a “boil water”, “do not drink”, or “do not use” warning to the public, the Public/Media Communication Coordinator shall distribute that information to the media.
6. Only essential personnel should respond to the scene to allow for access by first responders.
7. The ERC should contact the State Warning Point within 2 hours of the incident being reported.

After Incident

- 1) A complete documentation of the event should be recorded. Essential to the documentation is photographs or video tape of the scene and all adjacent properties that may or may not have been damaged during the event. Visual documentation should show the extent of all damaged areas.

- 2) All applicable Regulatory Requirements such as disinfection requirements must be met during the after incident response.
- 3) Applicable Regulatory Agencies should be contacted and informed of the incident and the response taken.
- 4) The IM should complete all applicable forms and conduct employee interviews to compile a complete incident report. The ERC should present the report to the appropriate City officials.
- 5) Based on the experience of the event, this EAP should be updated/modified as necessary.

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.6 CONTAMINATION

Policy

It is the policy of the utility to respond to a contamination event in a manner that minimizes potential health impacts on the public. The utility will protect public health to the best of its ability.

Procedure

1. Upon becoming aware of a contamination event, the ERC should immediately be contacted.
2. As much information about the potential type of contaminant and how the potential contaminant was realized must be collected as soon as possible.
3. Effective communication with the public is essential during a contamination event. The Public/Media Communications Coordinator must release information to the public as soon as possible. In addition to “boil water”, “do not drink the water” or “do not use water”, the information coordinator should release to the public all the facts that are known and all that are yet to be determined. Orders to the public will be followed more closely if there is confidence in the message. Public confidence will also reduce the likelihood of panic.
4. It is critical to quickly identify the source of the contamination and the extent that the contamination has spread. This may include: water quality sampling, asking customers if they have experienced any noticeable change in their water, etc.
5. Immediately isolate areas that have been confirmed to be contaminated.
6. After the location and degree of spreading of contamination has been determined, begin to take appropriate actions to decontaminate the system (i.e. increase chlorine residual, neutralize the pH, etc). Unidirectional flushing may be necessary.
7. A large scale contamination event may be beyond the ability of the utility to respond to by itself. In these instances, the ERC must seek the assistance of external sources. These sources are: FDEP, EPA, neighboring utilities, and laboratories with the capability to perform the necessary water quality analysis.
8. The ERC should contact the County and State Warning Point ASAP but no later than within 2 hours of becoming aware of the contamination event.
9. The ERC should coordinate with the FDEP to report the contamination event, active water sampling protocols, and decontamination efforts to ensure that regulatory

requirements are being met to the best of the utility's ability and to seek guidance on further sampling/decontamination steps.

10. For widespread contamination events, it may be necessary to haul in potable water from other sources. The ERC is responsible for coordinating with the local EOC, state EOC and/or FEMA to help direct this type of operation.

After Incident Actions

1. After the contamination has been contained, neutralized, or removed from the system it is important to continue monitoring and sampling for a period of time to be determined by the ERC and/or the regulatory authorities.
2. The Public/Media Communications Coordinator must continue to release information to the public in order to maintain public confidence.
3. The Incident Manager should complete the applicable forms and conduct employee interviews and compile a full incident report to be given to the ERC.
4. The ERC is responsible for presenting the report to the appropriate City officials and any local, state or federal investigators or regulators that may need to be briefed.

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.7 EQUIPMENT FAILURE AT WTPs, RWPF, MS WWTP AND PUMP STATIONS

Policy

An intentional event that would cause an equipment failure is a serious criminal act. It is the policy of the Marco Island Utility to respond to an equipment failure in a manner that minimizes injury to citizens and personnel as well as to surrounding properties.

Procedure

During Incident

1. Upon witnessing, or receiving a report of an attack resulting in an equipment failure, immediately contact **911**. Subsequently, the ERC should be contacted.
2. Any piece of equipment that may have been damaged during the attack should be isolated from the system.
3. The ERC shall determine if the power equipment failure results in the inability to treat or distribute potable water meeting all applicable regulations.
4. If the attack results in necessity of a “boil water”, “do not drink”, or “do not use” warning to the Public, the Information Coordinator shall distribute that information to the media.
5. Only essential personnel should respond to the scene to allow for access by first responders.
6. The ERC should contact the State Warning Point within 2 hours of the incident being reported.

After Incident

- 1) A complete documentation of the event should be recorded. Essential to the documentation is photographs or video tape of the scene and all adjacent properties that may or may not have been damaged during the event. Visual documentation should show the extent of all damaged areas.
- 2) The Incident Manager should contact any necessary contractors to perform debris clean up and should begin the process of procuring a contract to repair or rebuild the equipment.
- 3) The IM is responsible for contacting equipment suppliers to obtain parts or whole pieces of equipment if spares are not available.

- 4) Damage or destruction of pump stations may result in inadequate pressure in the distribution system. Due to typically high turn around times for receiving equipment such as pumps, a temporary rental pump system may have to be obtained by the ERC.
- 5) All applicable Regulatory Requirements such as disinfection requirements must be met during the after incident response.
- 6) Applicable Regulatory Agencies should be contacted and informed of the incident and the response taken.
- 6) The IM should complete all applicable forms and conduct employee interviews to compile a complete incident report. The ERC should present the report to the appropriate City officials.
- 7) Based on the experience of the event, this EAP should be updated/modified as necessary.

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.8 TRANSMISSION MAIN BREAK

Policy

An intentional event that would cause a transmission main break is a serious criminal act. It is the policy of the Marco Island Water Utility to respond to an equipment failure in a manner that minimizes injury to citizens and personnel as well as to surrounding properties.

Procedure

During Incident

- 1) Upon determining that a main break has occurred, immediately contact the ERC.
- 2) Locate the nearest isolation valve and isolate the break.
- 3) A main break may be used as a method to drop system pressure in order to introduce contaminants into the system. The ERC should determine the amount and location of sampling if it is determined that the main break was an intentional act.
- 4) If it is determined that the main break was a deliberate attack, then law enforcement should immediately be contacted and the scene be protected as much as possible to allow the officials to investigate.
- 5) A main break may cause localized flooding and structural damage to buildings or roadways. The IM should ensure that proper steps are taken to ensure the safety of personnel and the public, including installing road blocks as applicable.
- 6) A main break may cause a significant pressure drop in the system. If the pressure drops below the regulatory limits, the Public/Media Communications Coordinator should release "boil water", "do not drink the water" or "do not use the water" alerts as deemed appropriate by the ERC.
- 7) The ERC must contact the State Warning Point within 2 hours of the determination that the incident was an intentional attack.

After Incident Action

- 1) The IM should ensure that existing piping is used to supply customers with water to the best of their ability. As necessary, temporary bypass piping may need to be installed. It is the ERC's responsibility to secure a contractor, if needed, to perform the work. If repair is to be made in house the ERC is responsible for purchasing necessary materials (i.e. piping).
- 2) Full documentation of damage caused by the attack should be made. This includes photographs and video tape in addition to written reporting.

- 3) The ERC is responsible for coordinating with Public Works as necessary to arrange for any road repairs that may be necessary.
- 4) The Public/Media Communications Coordination should continue to release information to the public including lifting of the “Boil Water” alerts.

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.9 STORAGE TANK COLLAPSE/STRUCTURAL FAILURE

Policy

An intentional event that would cause the collapse or structural failure of a storage tank is a serious criminal act. It is the policy of the Marco Island Utility to respond to a Tank Collapse in a manner that minimizes injury to citizens and personnel as well as to surrounding properties.

Procedure

During Incident

1. Upon witnessing, or receiving a report of a tank failure, immediately contact **911**. Subsequently, the ERC should be contacted.
2. All personnel and citizens should be evacuated from the tank area until the tank or remains of the tank are deemed to no longer be a threat due to further collapse, or movement of the debris.
3. The tank should be isolated from the system as soon as possible.
4. Only essential personnel should respond to the scene to allow for access by first responders.
5. Upon witnessing or receiving a report of a water main break, the main should be located and isolated as quickly as possible. If it appears that the main break was not accidental (i.e. contractor breaking main while excavating), the law enforcement should be contacted to investigate the incident and maintain traffic as necessary.
6. System pressure should be monitored. If the system pressure dropped below the applicable regulations, then the Public/Media Communication Coordinator should release a "boil water", "do not drink the water", or "do not use the water alert" as deemed appropriate, to the media.
7. The ERC should contact the State Warning Point within 2 hours of the incident being reported.

After Incident

- 1) A complete documentation of the event should be recorded. Essential to the documentation is photographs or video tape of the tank or main scene and all adjacent properties that may or may not have been damaged during the event. Visual documentation should show the extent of all damaged areas.
- 2) The Incident Manager should contact any necessary contractors to perform debris clean up and should begin the process of procuring a contract to repair or rebuild the storage tank.

- 3) Temporary booster pumps or other such equipment that may be necessary due to the tank collapse or main break should be obtained by the IM.
- 4) All applicable Regulatory Requirements such as disinfection requirements must be met during the after incident response.
- 5) Applicable Regulatory Agencies should be contacted and informed of the incident and the response taken.
- 6) The IM should complete all applicable forms and conduct employee interviews to compile a complete incident report. The ERC should present the report to the appropriate City officials.
- 7) Based on the experience of the event, this EAP should be updated/modified as necessary.

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.10 DROUGHT

Policy

This is a naturally occurring event. It is the policy of the Marco Island Utility to proactively manage its raw water resources so that the immediate needs for the public health and fire protection can be met during an extended drought period.

Procedure

During the Drought Period

A drought is an emergency that occurs with warning. As the time period of a drought increases MIU staff will be collecting water level data from Marco Lakes (lakes) to determine current levels of available surface water. That data would be used to project the average daily combined withdrawal rate from the lakes and the Aquifer Storage and Recovery (ASR) wells that could be sustained for an extended time period to provide raw water to the Lime Water Treatment Plants. During extended drought periods MIU will rely on increasing the average daily production of potable water from the Reverse Osmosis (RO) Plant. The RO Plant uses brackish water from deep wells that are not subject to drought conditions.

If drought conditions persist such that the average daily production from the Lime Plant (limited by the limited raw surface water) along with the RO Plant operating at maximum production it is possible that MIU will not be able to meet all the daily potable water needs of the City.

Two options exist to provide potable water for public health and fire protection. One option is to use the interconnection with Collier County that can provide 3 to 4 million gallons per day of potable water into the raw water storage tank at the lakes. If this connection is used the water from the tank would be pumped to the Lime Plants for further treatment and distribution.

If the interconnection cannot be used then the Chairperson of the City Council or the Vice Chairperson, if the Chairperson is not available, or the City Manager, if neither of the Chairperson or Vice Chairperson are available, can declare an emergency in accordance with the Code of Ordinances. Under emergency conditions a ban on irrigation could be implemented. Such a ban would reduce demand on the order of 3.5 to 4 mgd. With such a reduction in demand the RO Plant should be able to meet the remaining needs for potable water and fire protection.

After Incident

The ability of the ASR System to supplement the source of raw water for the NWTP needs to be reassessed. The current plans are for expanding the ASR system to nine (9) ASR wells with

a daily capacity for storage or withdrawal of 13.5 mgd. Given the typical 120 days available in the rainy season to fill the wells would allow storage of 1.6 billion gallons of surface water which is the limit of the current Consumptive Use Permit. Therefore, if the assessment shows that even with nine (9) ASR wells we cannot sustain and extended drought without restrictions and increase in the allocation of water from Marco Lakes that can be stored in the ASR wells must be obtained from the South Florida Water Management District.

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.11 HAZARDOUS MATERIAL RELEASE

Policy

All hazardous material release will be addressed immediately to eliminate health and exposure hazards to employees, visitors, responders and the community in general; along with property damage. Any hazardous material release caused by an intentional breach will be coordinated with appropriate evacuation procedures that will then have priority, and will result in a containment measure by the City of Marco Island Police Department and/or Collier County Sheriff's Department.

Procedure

1. All accidental releases dealing with hazardous materials require immediate notification to the ERC.

Any intentional release involving hazardous materials requires immediate notification to the Police Department (911) and the institution of appropriate evacuation procedures.

The caller will provide the following information:

- Type of problem (leak, spill, etc.) _____
- Specific location of incident _____
- Material name, type and amount _____

A preliminary assessment must be made with the caller's assistance whether an evacuation or shelter-in-place situation is present.

If possible, maintain open communication with on-scene caller for the duration of the event.

2. Upon notification of such a release, the ERC shall immediately notify 911. If for any reason, 911 is not operable, contact the following departments in order, and provide the above information:
 - Marco Island Fire Department
 - Marco Island Police Department
 - Collier County HAZMAT Team (Marco Island-lead)
 - Collier County EOC
 - State Warning Point

3. Personnel responding to the incident shall first protect the scene and ensure the safety of any personnel within the vicinity of the release using distance and separation.
 - At no time should vehicle(s) or pedestrian foot traffic be allowed near the scene.
 - Emergency action taken as a result of potential chemical spills should be handled in accordance with the Spill Prevention Control and Countermeasure Plan.
4. The ERC must determine if the chemical breach impairs the ability to produce and distribute potable water that meets or exceeds all applicable regulations. For instance, a major chlorine leak would impair the ability to disinfect water.
5. Due to potential evacuation of the plant, personnel may not be able to cease production of water that may not meet standards. Therefore, the Public/Media Communications Coordinator shall release to the media “boil water”, “do not drink the water” or “do not use the water” alerts as deemed appropriate by the ERC.

After Incident Actions

1. The first responders will take measures to contain the spill or leak, however, they will most likely not provide site clean up/ decontamination after the spill or leak has been contained. It is the responsibility of the ERC to ensure that proper site decontamination occurs after the release is contained.
2. The ERC is responsible for contacting chemical suppliers as needed to replace spilled or leaked chemicals.
3. The ERC is responsible for obtaining any equipment needs resulting from the release.
4. The IM shall compile all applicable forms and conduct employee interviews. The IM should supply the compiled report to the ERC to present to the appropriate City officials.

DISASTER-SPECIFIC PREPAREDNESS/RESPONSE PLAN

B.12 STRUCTURAL FIRE

Policy

Any structural fire will be addressed immediately by the City of Marco Island Fire Department to secure the safety to employees, visitors, responders and the community in general along with property damage. Additional support from the City of Marco Island Police Department may be required for securing the adjacent areas and conducting any evacuations.

A structural fire also has the potential to cause a hazardous materials release that could cause health and exposure hazards to employees, visitors, responders and the community in general; along with property damage. Therefore if a hazardous materials release has occurred or has the potential to occur, in addition to following this disaster-specific preparedness/response plan it will be necessary to also follow the plan for a hazardous materials release (see Section B.11)

Procedure

During Incident

1. Immediately leave the area and sound the fire alarm.
2. Immediately notify 911 and the City of Marco Island Fire Department and Police Department. If a hazardous materials release has also occurred or has the potential to occur, in addition to following this disaster-specific preparedness/response plan it will be necessary to also follow the plan for a hazardous materials release (see Section B.11).
3. Confirm that all personnel at the facility are accounted for and located a safe distance from the fire. If someone is injured call 911.
4. Notify the ERC. The ERC will provide information to the Fire Department on other City or other government agencies to be notified.
5. The Fire Rescue Department is in charge of the scene and will provide all direction regarding the need for evacuation, communication, public notification and possible notification to other government agencies. Remain a safe distance from the incident area and if possible protect and remove any containers or flammable materials in areas adjacent to the incident area.
6. Gather all information on the location and quantities of flammable and hazardous materials located in the area of the fire and in adjacent areas so that they conveyed quickly to the Fire Department.
7. The Fire Rescue Department is in charge of the scene and will provide all direction regarding the need for evacuation, communication, public notification and possible notification to other government agencies. enforcement should immediately be

contacted and the scene be protected as much as possible to allow the officials to investigate.

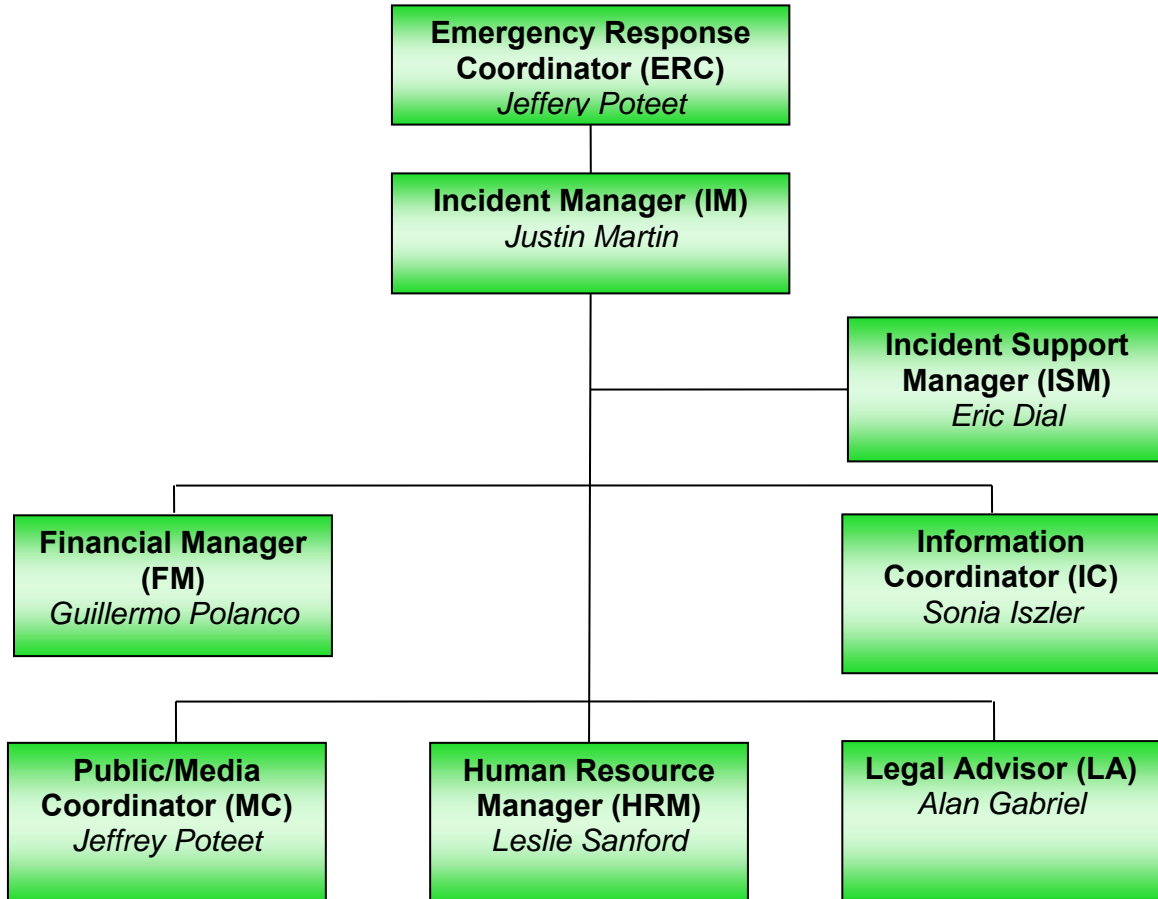
After Incident Actions

1. After the fire incident is over and the Fire Department has confirmed it is safe for staff to inspect the area, the ERC will direct preparation of an inspection of damages. If the damage from the fire has caused a loss of service the report will identify immediate actions that are needed to restore service on a permanent or temporary basis.
2. The Public/Media Communications Coordinator must continue to release information to the public in order to maintain public confidence.
3. The Incident Manager should complete the applicable forms and conduct employee interviews and compile a full incident report to be given to the ERC.
4. The ERC is responsible for presenting the report to the appropriate City officials and any local, state or federal investigators or regulators that may need to be briefed.

Appendix C - Emergency Resources

C.1	Emergency Organization.....	C-2
C.2	W&S Emergency Contacts and Phone Numbers	C-3
C.3	Agency Notification List.....	C-4
C.4	Web Pages of Interest.....	C-7

Emergency Organization Water and Sewer Department



C.2 W&S Emergency Contacts and Phone Numbers Table

Emergency Role	Position Title	Primary Contact	Phone Number (239)	Secondary Contact	Phone Number (239)
Emergency Response Coordinator (ERC)	General Manager of Water and Sewer Department	Jeffrey Poteet	D: 239-389-5181 C:239-825-9003	Justin Martin	D: 239-389-5184 C: 239-298-9188
Incident Manager (IM)	Manager of Operations, Engineering and Technology	Justin Martin	D: 239-389-5184 C: 239-298-9188	Sonia Iszler	D: 239-394-3353 C: 239-825-5243
Incident Support Manager (ISM)	Manager of Utilities Maintenance	Eric Dial	D: 239-380-5031 C: 239-825-1582	Bart Bradshaw	D: 239-389-9499 C: 239-777-9886
Financial Manager (FM)	Finance Director	Guillermo Polanco	D:239- 389-5016 C: N/A	Lina Upham	D: 239-389-5011 C: N/A
Information Coordinator (IC)	Project Engineer	Sonia Iszler	D: 239-394-3353 C: 239-825-5243	Jon Pratt	D: 239-389-3946 C: 239-450-2272
Public/Media Coordinator (MC)	General Manager of Water and Sewer Department	Jeffrey Poteet	D: 239-389-5181 C: 239-825-9003	Justin Martin	D: 239-389-5184 C: 239-298-9188
Human Resources Manager (HRM)	Human Resources Manager	Leslie Sanford	D: 239-389-3970 C: N/A	Laura Litzan	D: 239-389-5010 C: 239-877-4409
Legal Advisor (LA)	City Attorney	Alan Garbriel	D: 954-627-3456 F: 954-295-1304		
Emergency Operation Center (EOC)	City Fire Chief	Mike Murphy	D: 239-389-5047 C: 239-825-0503	Chris Burns	D:239-389-5047 C: 239-825-0507
Incident Command Center (ICC)	Utility Command Center		D N		D N

D = Day C = Cell F = fax

C.3 Agency Notification List Table

Organization	Contact Name/Title	Telephone (Day)	Telephone (Night)
<i>City of Marco Island and Collier County Local</i>			
Fire Department	Mike Murphy, Chief	(239) 389-5047	(239) 389-5040
Police Department	Al Schettino, Chief	(239) 389-3973	(239) 389-5050
Sheriff's Department	Kevin Rambosk	(239) 252-9300	(239) 252 - 9300
FBI Field Office	Carl Whitehead	(813) 273-4566	(813) 273-4566
Health Department	Dr. Joan Colfer	(239) 252-2499	(239) 252-8200
Local Hospital	Naples Community Hospital	(239) 436-5000	
Collier County Emergency Services	Richard A. Zyvoloski	(239) 252-3603	239-252-3622
EMS		(239) 252-3622	239-252-3622
Local Pharmacy	Walgreens CVS	(239) 389-2888 (239) 394-4181	
Local Nursing Home	Genesis Lakeside Pavilion	(239) 261-2554	
Local Schools	Patricia Carrol, School Board Chair	(239) 377-0001	
Local Government Official	Gillermo Polanco City Manager	(239) 389-3987	
Local Hazmat Team	Marco Island Fire Department	911	(239) 389-5040
Neighboring Water System, Collier County	Steve Messner, Director of Water	(239) 352-7010	

Organization	Contact Name/Title	Telephone (Day)	Telephone (Other)
State Agency			
Division of Environmental Protection	FDEP Warning Point	(800) 320-0519	
State Health Department	Bureau of Preparedness and Response	(850) 245-4040	
Emergency Management Agency	FDEM (24 hour operation)	(850) 413-9900	
Hazmat Hotline	Warning Point	(800) 320-0519	
Media Agency			
Designated Water System Spokesperson	Jeffrey Poteet	(239) 389-5181	(239) 825-9003
Newspaper – Local	Naples Daily News	(239) 262-3161	
Radio	Beasley Broadcast Group Naples Talk Radio WAVV Radio	(239) 263-5000 (239) 430-2428 (239) 775-9288	
Television	WINK-TV	(239) 334-1111	
Television	WZVN	(239) 939-2020	
Television	WBBH		(239) 939-3244
Service/Repair			
Local Electric Utility	Lee County Electric Coop	(800) 599-2356	
Electric Utility Company	FPL	(800) 468-8243	
Gas Utility Company	TECO (BAL GAS)	(239) 332-3811	

Organization	Contact Name/Title	Telephone (Day)	Telephone (Other)
Sewer Utility Company	North Marco Utilities Craig Woodward	(239) 394-5161	
Telephone Utility Company	Century Link	(800) 339-1811	
Plumber	Prout's Plumbing	(239) 394-1668	
Pump Specialist	Mader Electric Motors	(239) 731-5455	(239) 823-5039
"Dig Safe" or local equivalent	Sunshine State One Call	(800) 432-4770	
Soil Excavator/Backhoe Operator	Mitchell & Stark Quality Enterprise USA	(239) 597-2165 (239) 777-4418	(239) 514-0860
General Contracting	Eli Contracting	(239) 272-8484	
Roads and Utilities	Bonness	(239) 597-6221	(239) 253-7607
Fueling System	Powersecure Service	(770) 721-7111	(800) 437-4474
Debris Cleanup	Affordable Landscaping	(239) 389-1468	
Debris Cleanup	Ground Zero	(239) 821-3472	
Debris Cleanup	J.E.S. Tractor Service	(239) 642-0154	
Equipment Rental (Power Generators)	United Rental	(800)-877-3687	
Equipment Rental (Chlorinators)	Dumont Ron Cartwright	(800) 330-1369	
Equipment Rental (Portable Fencing)	United Rental	(800)-877-3687	
Equipment Repairman	Mader Electric Motor Metro Diesel	(239) 823-5039 (239) 337-0591	

Radio/Telemetry Repair Service	Consolidated Power Service Holland Whitlock	(239) 592-6801	
Bottled Water Source	Crystal Springs Crystal Springs Water Co.	(800) 982-8204 (727) 299-9649	
Bulk Water Hauler	Kentwood Springs Reliable Bottled Water Co.	(800) 982-8204 (239) 434-7090	
Pump Supplier	Acme Dynamics Bert Newton	(813) 752-3137	
Well Drillers	Gary Eckler Connect Consultants	(561) 204-4073	
Pipe Supplier	Hughs Supply Ferguson Underground	(800) 688-6074 (800) 284-0876	
Organization	Contact Name/Title	Telephone (Day)	Telephone (Other)
Chemical Supplier	Allied	(800) 437-8715	
Laboratory	Sanders Laboratories	(239) 590-0337	

C.3 Web Pages of Interest Table

Agency	Web Address
City of Marco Island	www.cityofmarcoisland.com
Florida Division of Emergency Management	www.floridadisaster.com
Florida Department of Environmental Protection	www.floridadep.gov/water/water-compliance-assurance/content/emergency-response
FDEP Storm Tracker	www.stormtracker.dep.state.fl.us
Florida Department of Law Enforcement	www.fdle.state.fl.us

New Chemical Vendors starting 10/1/16

Airgas Specialty Prod.	Ammonia	800 266-6642	
Airgas USA	CO2	229 294-0374	Camilla Branch
Allied Universal	Bleach	800 542-2672 ext. 0603	Contact: Tommy
Allied Universal	Caustic Soda (25%)	888 639-3529 ext. 0903	Contact: Karen
C & S Chemicals	Alum	770 977-2669	
Carus Corp.	PO4	800 435-6856	
Chemrite	Pebble Lime	678 409-2797	Contact: Ann
Hawkins	Ammonium Sulfate	800 330-1369	
Hawkins	Citric Acid (50%)	800 330-1369	

Chemical Costs

Airgas Specialty Prod.	Ammonia	\$ 0.74 /pound
Airgas USA	CO2	\$ 0.09925 / pound
Allied Universal	Bleach	\$ 0.498 / gallon
Allied Universal	Caustic Soda (25%)	\$ 1.15 / gallon bulk
C & S Chemicals	Alum	\$ 0.93 / gallon
Carus Corp.	PO4	\$ 7.79 / gallon
Chemrite	Pebble Lime	\$ 198.50 / ton
Hawkins	Ammonium Sulfate	\$ 1.67 / gallon
Hawkins	Citric Acid (50%)	\$ 9.43 / gallon bulk

Appendix L

Collier County Hurricane Irma After Action Report



Collier County

Hurricane Irma Response

After-Action Report

October 31, 2017



Hagerty Consulting, Inc. (“Hagerty”) provides this *Collier County Hurricane Irma Response After-Action Report* (the “Deliverable”) pursuant to its contract with Collier County Board of County Commissioners (the “Client”) dated October 9, 2017 (the “Contract”). Hagerty developed this Deliverable in a collaborative effort with the Client, and made use of input from the Client. Hagerty does not, in providing this Deliverable, make any representations about this Deliverable, oral or written, that change or are in addition to those representations that Hagerty makes in the Contract. Hagerty states that its obligations and rights with respect to this Deliverable are those expressly stated in the Contract. The only warranties to which this Deliverable is subject are any applicable warranties that are stated in the Contract, and any such warranties are subject to all limitations on warranties and exclusions of warranties that appear in the Contract and that apply to this Deliverable. All other provisions of the Contract that relate to the product to be provided by Hagerty, including statements about the performance and characteristics of that product, and all limitations on any such statements, apply to this Deliverable. Further, Hagerty here affirms that all limitations on its liability, any provisions for indemnification, any provisions for limited or exclusive remedies, and provisions for the forum or forums in which remedies may be sought, and all other applicable provisions of the Contract, apply to this Deliverable, to the exclusion of any terms not set forth in the Contract.

Hagerty intends this Deliverable to be used by the Client and by persons that are affiliated with the Client, in the undertaking for which Hagerty prepared this Deliverable, and does not intend it to be used by any other person or in any other manner. In supplying this Deliverable, Hagerty relies on the specialized knowledge of the Client about how this Deliverable should be used and should not be used, and about how it may have to be updated.

Hagerty advises any person that uses this Deliverable that Hagerty owes no duties with respect to this Deliverable to any person other than the Client. Hagerty accepts no responsibility for the results of any use or attempted use of this Deliverable by any person other than the Client.

Administrative Handling Instructions

The *Collier County Hurricane Irma Response After-Action Report* identifies areas of strength and opportunities for improvement based on the lessons learned associated with Collier County's response to Hurricane Irma from September 6, 2017, through September 16, 2017. This report is limited to observations and analysis available through October 18, 2017, a month following Hurricane Irma. The analysis outlined in this report represents an analysis of immediate or short-term issues.

Structurally, this document is aligned with the core capabilities identified by the federal government under the National Preparedness Goal (NPG) and was developed leveraging planning meetings as outlined under the Homeland Security Exercise and Evaluation Program (HSEEP).

The information contained in this document is current as of the date of publication, October 25, 2017. As of the date of publication, hurricane response and recovery efforts are still ongoing.

Input for the After-Action Report (AAR) was sought from and provided by Collier County departments and divisions under the County Board of Commissioners, as well as from Emergency Operations Center liaisons from the Collier County Sheriff's Office and the Collier County Public Schools. Appendix C: Interview Schedule and Attendance provides the list of participating agencies.

For more information about this report, please use the following point of contact.

Dan Summers, Director
Collier County Bureau of Emergency Services
8075 Lely Cultural Pkwy
Naples, FL 34113
DanSummers@colliergov.net
239-252-3600

Acknowledgements

A critical component of post-disaster processes is the identification of lessons learned to enable Collier County to enhance their capabilities before the next hurricane. Almost 50 Collier County employees and stakeholders took part in interviews and compiled their own findings to inform the *Collier County Hurricane Irma Response After-Action Report*. Collier County thanks these individuals for their work to help develop this report.

From the days preceding landfall through the weeks and months after the storm, countless community members, volunteers, and government employees have been active to prepare for, respond to, and recover from the impacts of the hurricane. As these efforts continue, Collier County would like to thank the individuals, communities, and recovery teams that are actively involved in restoring the community and maintaining Collier County's state of excellence.

Executive Summary

The *Collier County Hurricane Irma Response After-Action Report* was requested by the Collier County Board of Commissioners to help identify the strengths and challenges in Collier County's emergency response capabilities demonstrated from September 6, 2017, through September 16, 2017. This After-Action Report (AAR) highlights the positive aspects of the response by Collier County, while also noting areas in which there is room for improvement to improve response capabilities for future disaster. This report is not intended to assign blame for actions or identify shortcomings, it is an opportunity to identify improvements through the strategic organization of actions and assets. The AAR is a tool to be used as a roadmap for future development and modifications of processes, as well as to identify priorities for procurement of needed response assets.

Critical Priority Findings

The following are the critical priority findings from the *Collier County Hurricane Irma Response After-Action Report*. These findings reference observations contained in the report that provide further analysis and identified recommendations.

- ◆ The pre-landfall public information campaign was successful, but communication with the public was impacted post-landfall by power loss. (Observation 1, Observation 3)
- ◆ Fuel shortages impacted County employees responding to the hurricane, private citizens, and supply for generators. (Observation 5)
- ◆ Shelter demand far exceeded the planning assumptions, requiring last minute coordination to open sufficient number of shelters. (Observation 9, Observation 10)
- ◆ Under State licensing, some assisted living facilities and long-term care facilities did not have sufficient back-up power capabilities. (Observation 6)
- ◆ While a large number of life-safety issues were presented in this event, the presence of strong leadership and coordination and commitment at all levels led to successful operations to fulfill all life-saving and sustaining missions. (Observation 17)

Table of Contents

1.0	Introduction	6
1.1	Event Summary	6
1.2	Description of Data Sources	7
2.0	Hurricane Irma Response Analysis	8
2.1	Public Information and Warning	9
2.2	Logistics and Supply Chain Management	11
2.3	Mass Care Services	14
2.4	Operational Communications.....	18
2.5	Operational Coordination.....	20
2.6	Planning.....	25
3.0	Corrective Actions Implementation Plan.....	31
	Appendix A: Acronyms	32
	Appendix B: Glossary.....	33
	Appendix C: Interview Schedule and Attendance	36
	Appendix D: Survey Results	38
	Appendix E: Incident Timeline.....	44
	Appendix F: Planning and Regulation Resources and NIMS Resolution	45

1.0 Introduction

On Sunday, September 10, 2017, Hurricane Irma made landfall in Collier County bringing powerful winds, downing power lines, uprooting trees, turning streets into rivers, and leaving a trail of debris and devastation behind. Preparations in Collier County for Irma started 5 days before landfall with close monitoring that ramped up to a full activation of the Emergency Operations Center (EOC) on September 8. Through the hard work and dedication of Collier County employees, the County successfully responded to one of the worst hurricanes in the County's history.

The *Collier County Hurricane Irma Response After-Action Report* was requested by the Collier County Board of Commissioners to help identify the strengths and challenges in Collier County's emergency response capabilities. The findings are based on lessons learned associated with Collier County's response to Hurricane Irma from September 6, 2017, through September 16, 2017. This After-Action Report (AAR) documents the positive aspects of the response, while also noting areas in which there is room for improvement. This report is intended to be used as a roadmap for future development and modifications of processes, and for the prioritization of the procurement of needed response assets. It is not intended to place blame for any actions, or for anything to be seen as a shortcoming, but rather is an opportunity for improvement through the strategic organization of actions and assets.

Over the course of a week, Collier County personnel participated in interview sessions and provided detailed information to help inform this report. The issues identified in this report should be referenced in the coming months by each department to develop and implement corrective actions specific to their emergency response roles and responsibilities.

As the County continues to recovery from Irma, additional after-action analysis will be undertaken to incorporate city, private-sector, and volunteer agency perspectives.

1.1 Event Summary

Hurricane Irma made landfall in Marco Island at 3:35 PM EDT on September 10, 2017, as a Category 3 hurricane. Irma was an intimidating storm, having maintained Category 5 winds for longer than any other Atlantic hurricane in recorded history, and causing severe impacts on Collier County:

- ◆ Approximately five feet of storm surge and 7.5 to 11.5 inches of rainfall in different areas.
- ◆ \$325 million in estimated damage.
- ◆ 4.2 million cubic yards of estimated debris.

The storm had a massive impact on Collier County, and on the entire state. Hurricane Irma caused power outages to almost 98 percent of the County, which had cascading impacts on communication services, and resources across the state were delayed in staging areas due to the time it took the hurricane to travel

Collier County Bureau of Emergency Services (BES) is comprised of the Collier County Emergency Management Division, Collier County Emergency Medical Services, and Collier County the District 20 Medical Examiner's Officer. The Collier County Emergency Management Division holds the lead responsibility for the coordination of all disaster-related activities, including the activation and operation of the Collier County Emergency Operations Center (EOC). The EOC is housed within the BES building and serves as the central coordination hub for all agencies, departments, organizations, and other response partners who have a role in supporting the provision of services to community.

through the length of Florida. These impacts affected the resources and procedures that Collier County had identified before the storm, necessitating a large coordination effort from all response stakeholders to ensure the provision of life-safety and life-sustaining services.

The supply of resources was also impacted by the national response to Hurricane Harvey two weeks prior to Hurricane Irma. Additionally, the demand for services was higher than anticipated due to the forecasted impact of the storm and the greater public awareness due in part to the national news stories about Hurricane Harvey. Almost 8,000 more residents sought shelter than anticipated, and in the week leading up to Hurricane Irma, there was a 75 percent increase in the number of registrants on the Collier County Florida Special Needs Registry.

Collier County Bureau of Emergency Services (BES) fully activated its EOC on September 8, 2017, in anticipation of the impending landfall of the major hurricane. During response, an estimated 180 partners from over 60 agencies and departments played a role, either within the EOC or out in the field. An estimated 42,000 to 45,000 people in Collier County were ordered to evacuate their homes, with almost 18,000 people seeking refuge in one of the 30 shelters coordinated by BES and response partners.

1.2 Description of Data Sources

This report was compiled based on input provided through a series of 14 interviews conducted from October 11, 2017 – October 18, 2017 with 48 representatives from Collier County departments and divisions under the County Board of Commissioners, as well as with EOC liaisons from the Collier County Sheriff's Office and the Collier County Public Schools. The full list of participating agencies is documented in Appendix C: Interview Schedule and Attendance. In addition to interview attendance, representatives from participating agencies provided departmental or division after-action findings to inform the development of the *Collier County Hurricane Irma After-Action Report*.

Information gathered from WebEOC, the emergency management coordination platform used in the EOC during Hurricane Irma, was also referenced to inform these findings. In addition, pertinent Collier County plans and policies were researched and referenced to complete these findings.

2.0 Hurricane Irma Response Analysis

The following sections identify and describe the strengths and opportunities for improvement related to actions that Collier County took in preparation for and in response to Hurricane Irma. Both the strengths and areas for improvement offer opportunities for Collier County to improve its response capabilities and capacity for future incidents. The recommendations included in the sections below identify opportunities for Collier County to address the lessons learned identified here to improve the County’s ability to provide services in future incidents.

This analysis is strategically presented in alignment with core capabilities under the National Preparedness Goal (NPG). The NPG provides a common taxonomy and framework for local, state, and federal agencies to consider and increase their capabilities to prevent, prepare for, respond to, recover from, and mitigate against the potential impacts of future disasters. The observations are organized first by Core Capability, and then by strength and area for improvement, they are not organized in an order of overall priority.

The relevant core capabilities associated with the event and examined in this AAR are presented below.

National Preparedness Goal Core Capability	Definition
Public Information and Warning	Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
Logistics and Supply Chain Management	Deliver essential commodities, equipment, and services in support of impacted communities and survivors, including emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
Mass Care Services	Provide life-sustaining and human services to the affected population, including hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
Operational Communications	Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impacted area and all response forces.
Operational Coordination	Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
Planning	Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

2.1 Public Information and Warning

The Public Information and Warning Core Capability includes the ability of the county to deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available. The following observations relate to this core capability and include recommendations to enhance the County's capabilities in the future. The observations are organized within this Core Capability by strength and then area for improvement, they are not organized in an order of overall priority.

2.1.1 Strengths

The section below provides analysis on the observed strengths related to the Public Information and Warning Core Capability.

Observation 1: Pre-Landfall Public Communication

The use of the County's established traditional and social media platforms allowed for effective public information and warning messages to be delivered before Hurricane Irma made landfall.

Analysis

The Public Information Officer (PIO) from the Communication and Customer Relations Division coordinated with BES, Collier County departments, and the Collier County Sheriff's Office to disseminate public information and warnings, ensuring that all residents received timely and effective evacuation information as the track of Hurricane Irma shifted. The PIO leveraged Spanish and Creole language media and organization contacts, as well as an American Sign Language contracted interpreter, to ensure the County's messages were accessible to the largest possible percentage of County residents. Additionally, the PIO utilized the Collier County website and social media platforms, including Facebook live, to disseminate storm-related messages and provide real-time responses to questions and misinformation.

Collier County held 18 press conferences and interviews in order to disseminate information about Hurricane Irma to the public.

The efforts of the PIO and public information stakeholders ensured that all County residents had reliable and timely evacuation information to guarantee their safety before Hurricane Irma landfall. These efforts over traditional and social media platforms, including through National Oceanic and Atmospheric Administration (NOAA) weather radio and simulcasted television and radio stations, ensured that information about Hurricane Irma was available to as many County residents as possible.

Observation 2: Hurricane Hotline

Collier County provided real-time response to community questions and needs via the 3-1-1 and Hurricane Hotline services.

Analysis

The Administrative Services Department operated a phone bank with 16 stations, and 104 staff and volunteers manning these stations, from September 6 – 22, 2017 to provide Collier County residents information before the hurricane about preparedness efforts, including details about evacuation and

sheltering procedures, and after the hurricane about response and recovery efforts. The 3-1-1 and Hurricane Hotline services received at least an estimated 30,000 calls during this period. This service ensured residents had a source for real-time information about Collier County services leading up to and after the hurricane.

2.1.2 Areas for Improvement

The section below provides analysis on the observed areas for improvement related to the Public Information and Warning Core Capability.

Observation 3: Communication Disruption due to Power Loss

The County's ability to communicate with the public immediately after the storm was limited due to widespread loss of power.

Analysis

The widespread loss of Internet and power during Hurricane Irma impacted Collier County residents' ability to receive communications, especially due to cell phone tower power outages, and highlighted the need to be prepared for alternate methods of public information dissemination during future disasters. Text messaging, broadcast radios, and community message boards are potential alternative methods that can be employed when web-based and television communication methods are not available.

Recommendations

- ◆ Identify and create procedures and pre-scripted messages to support alternative public information messaging when web-based and television mediums are not available.
- ◆ Continue to implement the Everbridge system purchased by FDEM as part of AlertFlorida to support text message alerts during disasters.

2.2 Logistics and Supply Chain Management

The Logistics and Supply Chain Management Core Capability includes the ability of the county to deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains. The following observations relate to this core capability and include recommendations to enhance the County's capabilities in the future. The observations are organized within this Core Capability by strength and then area for improvement, they are not organized in an order of overall priority.

2.2.1 Strengths

The section below provides analysis on the observed strengths related to the Logistics and Supply Chain Management Core Capability.

Observation 4: Coordination to Support Resource Requests

EOC representatives coordinated to provide support to the Logistics and Disaster Resources Section in order to ensure all critical resource requests were fulfilled.

Analysis

The EOC received over 500 logged resource requests during Hurricane Irma. The resource requests had the potential to overwhelm the planned capacity of Emergency Support Function (ESF) #7 – Resource Support and the Logistics and Disaster Resources Section. EOC representatives from supporting divisions supplemented the Section to provide targeted support for critical requests, including fuel disbursement, to ensure that there was no gap in life-saving or life-sustaining service provision.

2.2.2 Areas for Improvement

The section below provides analysis on the observed areas for improvement related to the Logistics and Supply Chain Management Core Capability.

Observation 5: Fuel Shortages

The lack of fuel severely impeded the County's ability to support emergency response efforts.

Analysis

The county's disaster fuel vendor was unable to provide the level of support contracted, and the County's fuel reserve tanks were not fully filled before Hurricane Irma made landfall. The fuel shortage impeded the County's ability to supply full fuel reserves for operating generators at critical facilities and to fuel cars for County employees providing response services. The County ensured all life-safety needs were met with the available fuel supply.

Recommendations

- ◆ Identify multiple fuel vendors, including those who specialize in disaster and those out of the immediate region, with contract penalty clause to prevent future vendor shortages.
- ◆ Identify all County assets that can be used for fuel distribution (e.g., department fuel trucks, portable tanks for pickup trucks).

- ◆ Explore potential public/private agreements with developers to build additional fuel storage facilities at new private facilities (e.g., government pays for the storage component and helps with permitting) for government use in a disaster.

Observation 6: Generators at Non-County Owned Critical Facilities

Not all non-Collier County owned or managed critical facilities, including private lift stations, shelter facilities, nursing homes, and assisted living facilities, had adequate alternate power sources.

Analysis

Over 205,000 Florida Power and Light (FPL) customers in Collier County were without power after Hurricane Irma. This meant that critical facilities not owned by the County, including private lift stations, shelters, assisted living facilities, and nursing homes, relied on alternate power sources in order to provide services for their residents. Many of the generators in these facilities were not adequate, or sufficiently maintained, to provide these services. For example, the generator at Palmetto Ridge, which served as the Special Needs Shelter, failed almost immediately after power loss. The backup generator only provided power for one building, where the patients requiring oxygen were housed, and emergency lights in all remaining buildings.

The County maintains a supply of portable generators, and provided these as well as fuel as needed, to ensure life-safety and life-sustaining services at these facilities. Additionally, Collier County Emergency Medical Services (EMS), the Public Transit and Neighborhood Enhancement Division, and the Collier County Public Schools provided vehicles with air conditioning to provide relief for clients in these facilities. The County's current supply of portable generators was insufficient to meet the demand due to increased amount of shelters, as well as critical facilities in need of alternate power supply.

Recommendations

- ◆ Work with non-County owned critical facilities to identify generator status, facility functions supported by generators, and maintenance plan.
- ◆ Prioritize list of critical facilities to receive portable generator support in a disaster based on fixed or temporary needs.
- ◆ Identify additional generator requirements, including on-site generators or portable generators, to support all planned shelter facilities.
- ◆ Identify and implement policy to require non-County owned critical facilities to maintain their generators, test them with potential load on a regular (e.g., alternate power industry standard) basis, and keep enough fuel in supply to support continued operation for up to three days.
- ◆ Closely review the plans submitted by assisted living communities and nursing home facilities to ensure their viability and to identify any areas where there may be too much reliance on one vendor to supply fuel for the generators. BES should work with these facilities to make their plan operationally effective by having the local authority to impose more stringent requirements than the present rules from the Florida Agency for Health Care Administration.

Observation 7: Generators for County Owned Critical Facilities

Not all of the Collier County identified critical facilities, especially lift stations, have alternate power sources.

Analysis

There are over 425 lift stations in Collier County. While Collier County provides alternate power sources for the majority of the critical facilities that they own or manage, the number of lift stations makes the provision of alternate power sources for all of these economically non-viable. The failure of lift stations during Hurricane Irma caused wastewater system failures and spills in limited areas across the County.

While Collier County maintains a supply of portable generators to meet the needs of these facilities, this was not a sufficient supply to meet the high demand due to the large power outages in the immediate aftermath of the storm. There was also a high national demand for generators in the aftermath of Hurricane Harvey and the preparation for Hurricane Irma.

Recommendations

- ◆ Prioritize list of critical facilities to receive portable generator support in a disaster based on fixed or temporary needs.
- ◆ Identify additional generator requirements, including on-site generators or portable generators, to support high demand for alternate power at County owned critical facilities.

Observation 8: Emergency Management Storage Space

The amount and logistics of the emergency management supply storage space is not adequate for efficient storage or response-related distribution.

Analysis

The County maintains a cache of emergency supplies in warehouse spaces in the Emergency Services Building. The largest of these spaces is the East Bay, a non-environmentally controlled space. Additionally, some commodities are stored in trailers, which are exposed to heat and humidity. The lack of adequate environmentally controlled space results in loss of resources due to mildew, and creates challenges for unloading commodities in the East Bay during inclement weather. There are forklift and liftgate capabilities at the East Bay site, but this space does not have a loading dock to enable a more efficient movement of supplies. This has caused delays in getting resources out to those who need them.



Figure 1: Rain coming into the east bay storage area.

Recommendations

- ◆ Renovate the existing emergency management covered parking area to include environmentally controlled areas as well as a loading dock. Or Identify an alternative storage area that fully meets the needs of the County.
- ◆ Form agreements with potential shelter locations to build or convert on-site existing space to be environmentally controlled supply storage to provide easier access for shelter operation and substantially reduce the burden of storage on the Emergency Services Building.

2.3 Mass Care Services

The Mass Care Services Core Capability includes the ability of the county to provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies. The following observations relate to this core capability and include recommendations to enhance the County's capabilities in the future. The observations are organized within this Core Capability by strength and then area for improvement, they are not organized in an order of overall priority.

2.3.1 Strengths

The section below provides analysis on the observed strengths related to the Mass Care Services Core Capability.

Observation 9: Shelter Identification and Activation

The coordination between Collier County, Collier County Public Schools, and all response stakeholders enabled the identification and activation of 29 shelters to ensure all residents had access to shelter services.

Analysis

Pre-hurricane Collier County plans allowed for staff, resources, and shelter locations to support approximately 10,000 evacuees; an estimated 17,620 people sought shelter during Hurricane Irma. The County, Collier County Public Schools, and all response stakeholders made heroic efforts to identify and open 29 shelter locations in a 22-hour window between 1300 hours on September 8, 2017, when the first shelters opened, and 1100 hours on September 9, 2017. These efforts to identify suitable locations, and the resources to support these locations, ensured that all residents who needed sheltering services received them during Hurricane Irma.

2.3.2 Areas for Improvement

The section below provides analysis on the observed areas for improvement related to the Mass Care Services Core Capability.

Observation 10: Pre-Hurricane Shelter Planning

The pre-hurricane identification of available potential shelter locations and resources was insufficient for the number of evacuees who sought shelter in Collier County facilities.

Analysis

As noted above, Collier County shelter plans identified space for approximately 10,000 people in 10 shelter locations. During Hurricane Irma, the shelter demand was approximately 17,620. The Special Needs Shelter was planned to have a capacity of 40 special needs clients, and there were 396 special needs clients that were served at this facility during Hurricane Irma. As the County identified shelter locations, there was sometimes a lack of awareness of the status of potential locations. One of these facilities, the University of Florida's Institute of Food and Agricultural Sciences (IFAS) extension building, was evacuated due to concerns of stability and suitability. The roof on the IFAS extension building failed due to high winds during the storm, after it was evacuated of all shelter clients.

Table 1: Shelter Locations, Capacity, and Occupancy

Shelter Name	Capacity	Occupants During Irma Sheltering
Ave Maria Field House	1000	500
Calusa Park	744	183
Corkscrew Middle School	1031	1000
Cypress Palm Middle School	1675	800
Eden Park Elementary	250	564
First Baptist Church Naples	150	250
Golden Gate Elementary	310	310
Golden Gate High School	1300	1300
Golden Gate Middle School	500	500
Golden Terrace Elementary	250	500
Gulf Coast High School	1018	1525
Highlands Elementary	420	420
Hodges University	250	250
Immokalee High School	1500	1500
Immokalee Middle School	450	450
Lake Trafford Elementary School	419	419
Laurel Oak Elementary School	250	315
Lely High School	750	1002
Mike Davis Elementary School	900	900
North Collier Regional Park	489	489
North Naples Middle School	500	500
Oak Ridge Middle School	500	512
Palmetto Ridge High School	880	880
Pine Crest Elementary School	875	875
Sabal Palm Elementary	250	287
St. Agnes Catholic Church	200	200
Temple Shalom	250	250
Veteran's Memorial Elementary	250	152
Village Oaks Elementary	250	427
Vineyards Elementary	175	360
Total Planned Shelter Capacity		Total Number of Sheltered
8,562		17,620
Total Shelter Capacity		
17,786		
Key	Pre-Planned Shelter	Operated Over Capacity

Recommendations

- ◆ Perform a shelter needs assessment to determine potential demand during future incidents, including the demand for critical care and those with access and functional needs.
- ◆ Perform shelter assessments on all potential shelter locations to determine vulnerability to hazards, alternate power supply, and other suitability considerations. Assessments should include a structural engineering component to determine the wind load capacity of the building.
- ◆ Continue to work with neighboring counties on regional shelter planning efforts to leverage and share resources.
- ◆ Enforce Enhanced Hurricane Protection Area standards for retrofitted or new facilities.

Observation 11: Pre-Hurricane Shelter Resources

The County did not have an adequate numbers of pre-hurricane trained staff in all the activated shelters to support the high shelter demand.

Analysis

The shelters were managed and staffed with a combination of Collier County employees, American Red Cross volunteers, Collier County Public School employees in school facilities, and Florida National Guard troops. The shelter staff were not all pre-identified and so did not all receive training in shelter processes from Collier County BES before the hurricane, and there was reported confusion about who was responsible for managing the shelter and making decisions. EOC Shelter Coordinators could not communicate directly with schools and had to use school liaisons to pass and receive information. National Guard troops were unfamiliar with shelter protocols, and they did not provide an opportunity in advance of deployment to receive local coordinating instructions.

Recommendations

- ◆ Develop a shelter management plan that involves all key parties and clearly specifies roles and responsibilities. Consider developing these plans at an individual shelter facility level.
- ◆ Expand the frequency and curriculum for the implementation of the annual shelter training program to clearly communicate what shelter staff should expect while working at a shelter, including information about what they should bring with them to care for themselves.
- ◆ Develop an on-the-job abbreviated training that shelter staff can take immediately before being activated to support shelter activities.

Observation 12: Pet Sheltering

The Governor publicly guaranteed that all shelters in the state would receive pets, but not all Collier County shelters had the processes and resources in place for these services.

Analysis

Co-locating pets with their owners is now a national emergency management standard to ensure that all people, including those with pets, will seek shelter during a disaster. Many shelters did not have supplies to house pets (e.g., pet tarps, carriers, food), and they did not have pet policies defined. The County had to pay for the cleanup of these facilities from minor damages made by pets.

Recommendations

- ◆ Develop campaign about what owners should do with pets during a disaster; include this with pet licensing materials the County sends to owners.
- ◆ Perform a pet shelter needs assessment in alignment with sheltering needs assessment.
- ◆ Determine resources needed to provide services in all sheltering locations.
- ◆ Identify staffing resources needed to provide services in all sheltering locations; begin recruiting and training staff.
- ◆ Form a County Animal Response Team to coordinate with other county and state teams to help develop a plan and policies, identify resources, and train potential pet sheltering staff.

Observation 13: Paratransit Services

There was insufficient paratransit transportation to take special needs residents to shelters.

Analysis

Residents needing paratransit transportation waited for hours to be picked up to be taken to shelters. The demand was so great that paratransit providers were picking up evacuees long after their pre-determined shut down time, up to the first bands of the storm, to ensure all evacuees made it into a shelter.

Recommendations

- ◆ Coordinate with Public Transit and Neighborhood Enhancement Division to identify ways to reduce the coordination time to dispatch paratransit.
- ◆ Identify alternative solutions, using private companies or volunteer groups, such as cabs that have wheelchair lifts, to support transportation efforts.
- ◆ Expand the Special Needs Coordination team in the EOC to improve dispatch determination and timing.

Observation 14: Post-Hurricane Support for Individuals with Continuing Care Needs

Due to the large county- and state-wide demand for healthcare services, there was insufficient available support for individuals with access and functional needs that require continuing care after the storm.

Analysis

The County's plan to provide services to those with access and function needs that require continuing care after the storm is limited to the availability of resources from local or regional hospitals or nursing homes, and the support from state departments to assist with client care and post-event placement. Due to the large county- and state-wide impact of the storm, these resources were not available to assist Collier County upon closure of the special needs/critical care shelter. Collier County had requested state support to meet these needs; however, while the state offered five personnel from the Agency for Health Care Administration, these personnel did not become available to assist the County. These services are essential for providing care for individuals who cannot return to their previous living situation due to home damages or because their daily care giver is not available.

Recommendations:

- ◆ Identify additional mutual aid resources to engage before and after future incidents to support this mission.

2.4 Operational Communications

The Operational Communications Core Capability includes the ability of the county to ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces. The following observations relate to this core capability and include recommendations to enhance the County's capabilities in the future. The observations are organized within this Core Capability by strength and then area for improvement, they are not organized in an order of overall priority.

2.4.1 Strengths

The section below provides analysis on the observed strengths related to the Operational Communications Core Capability.

Observation 15: Restoration of the Public Safety Radio System

Collier County was able to quickly restore full operations of the public safety radio systems to ensure minimal disruption of communications immediately after the storm.

Analysis

A generator failure at the County Barn site and wind damage at three sites caused disruption to the radio system operations and capabilities across the County. The Information Technology Division provided support to restart the generator and verify system operations at the County Barn during Hurricane Irma, and additional technicians began inspections and repairs on September 11 when the conditions were safe for travel. This quick identification of system issues and completion of repairs needed for restoration ensured that the disruption of the public safety radio system was minimal, and very short-term.

2.4.2 Areas for Improvement

The section below provides analysis on the observed areas for improvement related to the Operational Communications Core Capability.

Observation 16: Communication Disruptions

Damaged infrastructure caused disruptions to multiple modes of communication during and immediately after the storm.

Analysis

After Hurricane Irma made landfall, there were multiple failures in communications across different modes of communication, causing intermittent loss in communications between the EOC and shelters and facilities across the county, especially in Immokalee and Everglade City. As described above, there were areas with low fault tolerance in the existing radio network and radio antenna damage that caused communication outages along this mode of emergency service provider communication. Additional disruptions were caused by loss of power, and inadequate alternate power supply, for cell towers and internet system

providers. This lack of communication capability impeded the County's ability to coordinate some response actions.

Recommendations

- ◆ Evaluate and validate the new radio system when installation is complete in 2018 to ensure it addresses the issues identified in radio pathway fault tolerance during Hurricane Irma.
- ◆ Require that all departments and divisions identify their COOP locations to the IT Division to ensure primary and alternate data and voice communications connectivity.

2.5 Operational Coordination

The Operational Coordination Core Capability includes the ability of the County to establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities. The following observations relate to this core capability and include recommendations to enhance the County's capabilities in the future. The observations are organized within this Core Capability by strength and then area for improvement, they are not organized in an order of overall priority.

2.5.1 Strengths

The section below provides analysis on the observed strengths related to the Operational Coordination Core Capability.

Observation 17: Incident Coordination and Leadership

While a large number of life-safety issues were presented in this event, the presence of strong leadership and coordination and commitment at all levels led to successful operations to fulfill all life-saving and sustaining missions.

Analysis

The response to Hurricane Irma was led from the EOC under the leadership of the Bureau of Emergency Services (BES) Director, and supported by the County Manager, Deputy County Manager, and County Attorney. All the Collier County partners who served in roles in the EOC and across the County to prepare for and respond to the needs of the County residents during Hurricane Irma worked tirelessly together under this leadership to ensure that they were identifying and addressing critical issues that arose throughout the incident.

This was a complex incident, and there were many factors that caused complications beyond the County's control, including the changing path of the storm, the heightened awareness of consequences due to the recent impacts of Hurricane Harvey, and a shortage of resources due to vendor failures and national resources being previously deployed to other parts of the country.

Observing operations in the EOC "pre-event and post-event was one of the most impressive things I've seen in my life. I'm very proud of the work that was done here."

-Jeff Klatzkow, County Attorney

The strong coordination of Collier County BES and all departments and divisions ensured that any issue that arose, as detailed in other sections of this report, was addressed as efficiently and effectively as possible during the response to Hurricane Irma. This coordination was critical in ensuring that no fatalities occurred as a result of evacuation operations, hurricane landfall, storm surge, structural failure, or re-entry operations.

2.5.2 Areas for Improvement

The section below provides analysis on the observed areas for improvement related to the Operational Coordination Core Capability.

Observation 18: WebEOC Use

EOC staff found it difficult to maintain an adequate situational awareness of all events and resource needs through WebEOC.

Analysis

WebEOC is an incident management tool that helps maintain situational awareness and supports resource management issues. Staff received information from WebEOC, email, phone, and face-to-face interactions. This was partially due to some personnel being unfamiliar with WebEOC as they were assigned to the EOC for the first time without the benefit of attending previously offered monthly training, and it quickly became difficult to maintain awareness of information and resource requests in WebEOC without prior training. This caused issues for situational awareness

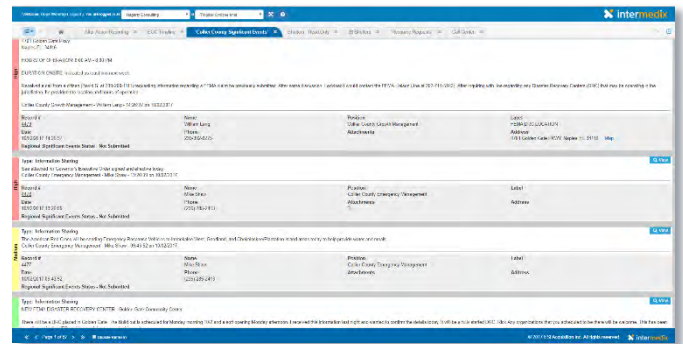


Figure 2: WebEOC Significant Events board

in the EOC as well as in the call centers, which did not have adequate visibility of up-to-date information. In some instances, the public was given misinformation about sheltering procedures or available locations due the quickly filling shelters and data entry lag from County shelter workers or Red Cross.

Lack of awareness of command, control, coordination, and communication flow protocols inside the EOC caused difficulty for EOC staff, as well as staff in the field relying on the EOC for information. If information was being accurately captured by all partners in WebEOC, this would have alleviated some of the cross-communication and difficulty in maintaining information integrity and awareness.

Recommendations

- ◆ Provide all County employees with EOC responsibilities **mandated training** multiple times a year on using and monitoring WebEOC to ensure all resource requests are made and tracked through this system.
- ◆ Develop a method to incentivize emergency management training—including Collier County-specific procedures, FEMA Independent Study courses, EOC exercises, and Incident Management Team concepts—for employees who take trainings to become proficient in their emergency response-related role (e.g., four hours of comp time for every fifteen hours of approved trainings).
- ◆ Remind EOC staff of the handy job aides at each workstation to ensure the use of command, control, and coordination communication flow diagram included in the EOC reference binder.

Observation 19: Coordination with Immokalee

Communication system interruptions led to challenges in the coordination with government and non-governmental organizations in Immokalee, resulting in barriers, and perceived barriers, in service provision.

Analysis

Communication system interruption and physical distance contributed to challenges in coordination with Immokalee residents. Previously established interagency and post Hurricane Wilma coordination recovery committees were not still functioning during Hurricane Irma, and they were not able to reform to serve as a liaison to the County and with other community groups, which resulted in a general lack of awareness of activities in Immokalee, impacting decision making, and leading to disorganized messaging of relief and recovery efforts.

Recommendations

- ◆ Sign an interlocal agreement with a suitable facility to ensure its use as a satellite EOC during any activation involving Immokalee.
- ◆ Identify multiple liaisons from BES and other Collier County departments who will staff the satellite EOC with relevant operational structure and ESF representatives during an activation.
- ◆ Assign responsibilities to liaisons to maintain robust community contacts in Immokalee year-round to ensure lines of communication and coordination after a disaster, in coordination with a Volunteer and Donations Manager if the position is approved.



Figure 3: Food and water distribution at the Immokalee Growth Management Department Office.

Observation 20: External Resource Coordination Barriers

Two notable instances in barriers in coordinating with the State and deployed team resulted in delays to temporary housing and volunteer and donations management missions.

Analysis

A request to the State of Florida for a temporary housing assessment for Immokalee and Everglade City submitted on September 15, 2017, was delayed by the state for 10 days. BES followed procedures identified in the *2010 Collier County Board of Commissioners Disaster Housing Strategy* and confirmed during Hurricane Irma response by the state and FEMA liaisons to request a temporary housing assessment as a precursor to deployment of a direct temporary housing mission. The state did not process the request appropriately because it was not a request for a temporary housing mission. This failure in communication resulted in additional distress in these communities for residents whose housing loss threatened their health, safety, and welfare. Additionally, the EOC experienced a barrier in coordination with an Incident Management Team (IMT) that did not follow its mission assignment to support volunteer and donations management efforts in Immokalee. The IMT wrote a recovery plan without input from the community. This error was compounded after the plan was made public without validating the information contained within the plan.

Recommendations

- ◆ Coordinate with the Florida Division of Emergency Management to determine any additional resource request protocols to ensure all requests receive timely consideration.
- ◆ Ensure all IMT leadership meets directly with EOC leadership daily to address issues not typically reported in traditional National Incident Management System (NIMS) reporting.

Observation 21: Public Perception of Service Provision

There is a reported public perception that Collier County was not at the forefront of service provision after Hurricane Irma due to a lack of “branding” in the service provision.

Analysis

Reports from County staff in the field noted that the public did not fully recognize the service provision efforts of Collier County. This was noted to be caused at least in part by the lack of “branding” in the field (e.g., personnel in County shirts or hats, signs at points of distribution). This perception was somewhat exacerbated by not timing the dispersal of press releases and information with the Sherriff’s Office. The community’s perception of the County’s ability to provide services during and after a disaster is critical to the success of continuing response and recovery efforts. While the Communication and Customer Relations Division PIO coordinated with the Sherriff’s Office to validate and disseminate information, the timing of the releases was not coordinated.

Recommendations

- ◆ Establish a battle rhythm with all participating agencies to coordinate the timing, as well as message, of press releases.
- ◆ Provide better branding (e.g., shirts, hats, signs) for Collier County employees providing services in the field.

Observation 22: EOC Layout

The current EOC layout does not adequately meet the needs of the County when the EOC is fully activated.

Analysis

Throughout the response, there was insufficient space to allow for coordination and completing essential functions. For example, the Special Needs Phone Bank only had spaces for four to five positions during the incident, but this was not enough staff to appropriately fill the needed amount of case workers due to the most recent surge in clients with functional and special needs requirements, such as oxygen, skilled care, and electricity dependent clients. Ensuring that all activated stakeholders have the ability to attend briefings and have access to other response stakeholders is critical to ensuring coordination and situational awareness.

Recommendations

- ◆ Reconfigure existing and contiguous space to provide more room for Human Services, Finance, Logistics, and Planning operations during an EOC activation.
- ◆ Conduct an analysis to identify ways to maximize current space. Potential opportunities include:
 - Reprogram recently vacated space, formally used by Communications and Customer Relations.
 - Attempt to reconfigure the in-house EOC audio and television view of EOC status and activity, which was lost as a result of the forced migration from analog cable signals to digital cable systems implemented by Comcast in 2015.

2.6 Planning

The Planning Core Capability includes the ability of the county to conduct a systematic process of engaging the whole community as appropriate in the development of executable strategic, operational, and tactical-level approaches to meet defined objectives. The following observations relate to this core capability and include recommendations to enhance the County's capabilities in the future. The observations are organized within this Core Capability by strength and then area for improvement, they are not organized in an order of overall priority.

2.6.1 Strengths

The section below provides analysis on the observed strengths related to the Planning Core Capability.

Observation 23: Available County Planning Resources

The Comprehensive Emergency Management Plan (CEMP) outlines all ESF functions and responsibilities during a disaster.

Analysis

The CEMP is a critical resource for all departments, divisions, and other response stakeholders to identify their role in the 18 Collier County ESFs and the responsibilities of these ESFs. Additionally, the CEMP outlines the operational structure to enable communications, coordination, and information sharing during an incident in the EOC and the field. This CEMP is used as a resource for departments and divisions when identifying their pre- and post-disaster responsibilities and plans.

2.6.2 Areas for Improvement

The section below provides analysis on the observed areas for improvement related to the Planning Core Capability.

Observation 24: EOC Finance Section

The County EOC needs to have a defined and named Finance Section staffing roster, with procedures and sufficient trained staff to cover all EOC shifts.

Analysis

The County EOC does not have a defined Finance Section, outside of a Procurement Unit in the Logistics and Disaster Resources Section, or enough qualified and trained staff assigned to serve in positions related to a finance section. Without an EOC Finance Section to provide technical and back-up documentation support to some of the procurement processes, generated additional efforts in the days to follow to assemble back-up data. An expanded finance team, organized under NIMS principles of EOC operations, could offer timely support for analysis and information sharing during an event

Recommendations

- ◆ Expand the Finance Section with roles, responsibilities, and guidance in the CEMP.
- ◆ Identify and assign staff from Collier County Corporate Financial and Management Services Division and the Collier County Clerk's Office to serve as dedicated EOC Finance Section staff when the EOC

is activated. Ensure that their day-to-day responsibilities are assigned to other employees so they can fully dedicate themselves to the essential emergency response tasks.

- ◆ Provide training on CEMP procedures to identified staff who will serve as finance section personnel during EOC activation.

Observation 25: County Department and Division Emergency Plans

County department and division emergency plans did not comprehensively identify critical emergency roles and responsibilities, resulting in employees that were not sufficiently trained to perform their disaster roles.

Analysis

Many of the County departments and divisions do not have fully comprehensive plans that adequately identify all the necessary emergency response tasks required or assign staff to support specific activities. Many employees reported for duty but spent a considerable amount of time waiting to be assigned to a task. There was considerable confusion among staff that had been trained to support shelter operations about their activation to a shelter, especially if their department or division also assigned them roles during the hurricane response. Others expressed confusion on what was expected of them during an emergency response.

Divisions that had comprehensive and up-to-date hurricane response plans and/or clearly identified and communicated employee responsibilities before Hurricane Irma did not experience major issues with employee turnout.

Recommendations

- ◆ The County should engage in a countywide effort to revise emergency plans for each department using established planning development tools. These plans should outline the critical roles and responsibilities and be assigned to staff to complete. If BES is unable to support this effort given critical staffing shortages, the County should procure external subject matter expertise to assist with this task.
- ◆ Upon completion of plans, each department should implement a comprehensive and annual training and exercise program to ensure all staff understand their roles and responsibilities. These efforts could be a part of, or separate from, the annual Collier County hurricane exercise.
- ◆ Pre-script partial and full EOC activation messages to clearly state expectations for ESF staff both serving in the EOC and the field.
- ◆ Build a WebEOC county staffing data board that will allow all Department Directors an on-line tool for assigning staff to EOC support roles or critical Departmental or Divisional assignments.

Observation 26: EOC Staffing

Some sections and ESFs within the County EOC did not have adequate staff for multiple shifts to complete all required tasks within this complex incident.

Analysis

Many of the command staff in the EOC did not have adequate backup staff from County departments, as well as positions traditionally filled by Fire Services or EMS personnel, to maintain multiple shifts during the immediate response to Hurricane Irma. The ramifications of this were highlighted in the Logistics and Disaster Resources, detailed elsewhere in this report, and the Planning Section. Due to limited Planning Section staffing and many conflicting demands during Hurricane Irma, key pieces of information were not

able to be documented, such as specific shelter opening and closing times. Decisions on generator and fuel allocation were often made without this critical information. Maintaining situational awareness and establishing a common operational picture is critical to making informed response decisions.

Recommendations

- ◆ Identify additional County staff that can support all shifts during EOC operations to ensure adequate coverage of the Planning Section for extended operations.
- ◆ Train newly-identified staff on Planning Section processes.
- ◆ Research mutual aid partners that could be called upon to provide EOC support during an extended emergency in all sections.
- ◆ Prior to a disaster, obtain authorization to establish pre-disaster contingency contracts for EOC support in all sections. Once this authorization has been provided for, identify external partners (such as private consulting vendors or non-profit agencies) that can provide assistance.

Observation 27: EOC Logistics and Disaster Resources Section

The County does not have sufficient trained staff pre-identified to fulfill the responsibilities of a robust Logistics and Disaster Resources Section.

Analysis

The Collier County emergency management resource management process requires a more comprehensively staffed Logistics and Disaster Resources Section to appropriately manage resource requests, fill and assign resources, track and monitor deployed resources, and demobilize assets once the mission has been filled. Throughout the incident, logistics personnel were called away from the EOC to support field activities, and there were not staff available to manage operations out of the warehouse. Resource and logistics management is critical for an effective response. Without additional trained staff in the Logistics and Disaster Resources Section to manage the operations in the EOC and warehouse, the resource request and management process was sometimes delayed.

Additionally, to consistently maintain a strong readiness posture, BES Logistics employees carry out a series of maintenance tasks for the response asset inventory, such as deliveries, cleaning, and other associated tasks, that consume a significant amount of time that could instead be used for planning and working on the strategic aspects of a strong readiness posture. Additional support from contract and existing County department personnel would free BES experienced and trained employees to use their skills on their more targeted planning and training tasks.

Recommendations

- ◆ Hire a part-time Logistics Technician to improve preparedness efforts.
- ◆ Identify and provide pre-disaster training for additional County staff that can support all logistics section shifts in the EOC and warehouse.
- ◆ Review the resource management process outlined in the Collier County CEMP to identify ways to streamline and make the process less time-intensive and define a Supply Unit.

Observation 28: County Employee Disaster Services

Many County employees faced challenges in fulfilling their disaster response roles due to issues with shelter and fuel provision.

Analysis

While the County had identified and opened a “county-employee” shelter, many employees were turned away because of a misunderstanding in the policy, and others were turned away because it was only for immediate family members. Employees sought refuge for their families at their workplace, which were not equipped to serve as shelters. This was especially evident in the Emergency Services Building, where an estimated 400 EOC and Sherriff’s Office staff and some family members sought shelter. The population was higher than expected, due to the Sherriff’s Office activated strike teams of dispatchers for the 9-1-1 center and mutual aid officers to prepare for anticipated needs. The high population exacerbated sanitation issues caused by low water pressure and an in-building booster pump failure, as well as resulted in insufficient space to allow assigned responders and critical EOC staff and relief personnel to rest and recharge to ensure peak performance.

Employees, whether driving their own vehicles or County vehicles, did not always have adequate fuel to report to work or carry out their responsibilities due to the regional and statewide shortage following the impacts of both Hurricanes Harvey and Irma. While the County had identified County fueling stations that were reserved for first responders such as fire and law enforcement, they were often turned away due to confusion by the contractor operating the refueling sites from the Division of Emergency Management.

Recommendations

- ◆ The County should conduct an assessment of the potential shelter needs of Sherriff’s Office, EMS, and essential county employees. This assessment should also examine the need to support employees’ extended families and the impact on employee performance if not addressed.
- ◆ Once this assessment has been completed, the County should identify a facility that is suitable to meet the needs, covering essential requirements such as essential county employee childcare and facilities for pets.
- ◆ The County should widely distribute the rules, policies, and procedures for utilizing the employee shelter facility and ensure that those assigned to manage this shelter are fully trained.
- ◆ Coordinate with Sherriff’s Office to identify alternative locations for mutual aid resources prior to, during, and after a disaster.
- ◆ The County should conduct a review of the fuel supply issue to identify potential solutions, including alternative transportation options to support staff following an emergency, giving consideration to increases in year-round fuel inventory, identifying multiple contract vendors outside of the region with mobile dispensing capabilities, and priority designation for the County employees as a second responder or essential emergency worker.

Observation 29: Initial Debris Management Communications

While the debris management mission is progressing efficiently, earlier messaging to the public and site identification could enhance these services, and the public perception of these services.

Analysis

Debris Management in response to Hurricane Irma has been managed in the weeks since Hurricane Irma in a sufficient manner to clear an estimated 4.2 million cubic yards of horticultural and construction and

demolition debris; however, there are opportunities to take actions to further improve future large debris management missions in the County. Some of the previously identified debris management sites were no longer available either due to development or Florida Department of Environmental Protection concerns that they were too wet at the time, thus hampering the debris collection efforts. Additionally, four cities were identified as having mixed construction and demolition debris with vegetative debris, and some hazardous materials on the curbside.

Recommendations

- ◆ The County should revisit its Disaster Debris Management Plan to identify additional debris management sites.
- ◆ The revised plan should also include public messaging procedures and pre-scripted outreach materials that PIOs and BES can use as part of annual hurricane preparedness outreach efforts as well as specific hurricane messaging. The hurricane messaging can include the identification of drop-off sites, once a pre-approved site has been chosen and debris management contractors are positioned to monitor drop-off operations.

Observation 30: Emergency Management Trained and Focused PIO

Collier County does not have a full-time PIO trained in emergency management, or guidance relevant to coordination with state or federal elected officials, which could have been leveraged to enhance the County's public information and external affairs efforts.

Analysis

The ESF #14 – Public Information appendix to the CEMP establishes roles and responsibilities for public information, but it is limited to coordinating with the media and directly to the public through social media or the county's incident hotline. During a national incident like Hurricane Irma, state and federal elected officials need to be continuously apprised of the situation, and the staff from the Communication and Customer Relations Division were not trained in the external affairs aspects of the emergency management public information mission. It is critical to have a trained full-time staff member and a standard process for communicating with these officials to ensure their needs are being met and to obtain their support for Collier County response and recovery efforts.

During the response to Hurricane Irma, BES employees coordinated with the Communication and Customer Relations Division PIO to ensure the timeliness and effectiveness of the public messaging. While the Communication and Customer Relations Division showed great strength in its ability to utilize available media sources to reach all communities, they did not have a depth of knowledge in messaging related to emergency management, response, and long-term recovery that a full-time PIO at BES would contribute to the joint information coordination.

Recommendations

- ◆ Engage mutual aid and Emergency Management Assistance Compact (EMAC) resources for additional public information surge staffing.
- ◆ Hire a full time PIO at BES to establish media and elected official relationships and procedures and to lead joint information coordination with the Communication and Customer Relations Division during future disasters.
- ◆ Develop plans and procedures to support coordinating with state and federal elected officials.

Observation 31: Volunteer and Donations Management

There was a large influx of unsolicited donations and self-deployed volunteers in the aftermath of Hurricane Irma, which could have been more efficiently coordinated by a Volunteer and Donations Manager.

Analysis

After Hurricane Irma passed, there was a large influx of unsolicited donations and self-deployed volunteers to Immokalee; an estimated 50 non-governmental and governmental organizations were in Immokalee, without a central point of contact to organize activities. The volunteers coordinated with some members of the community, but the large outpouring of volunteer and donation support was not centrally organized. This helped precipitate a perception of gaps in government leadership after the storm passed. A full-time Volunteer and Donations Manager at BES would coordinate with local, state, and federal non-governmental organization contacts to identify needed resources and manage volunteers, as well as function as needed surge support within the Logistics Section.



Figure 4: Unsolicited donations in Immokalee (Source: Mormon Helping Hands)

Recommendation

- ◆ Engage mutual aid and EMAC resources for volunteer and donations management surge staffing.
- ◆ Hire a full time Volunteer and Donations Manager at BES to coordinate and form relationships with local, regional, state, and national non-governmental volunteer organizations and manage the Voluntary Organizations Active in Disaster (VOAD) and Community Organizations Active in Disaster (COAD) groups to increase participation and communication to enhance coordination after a disaster.

3.0 Corrective Actions Implementation Plan

The Collier County Bureau of Emergency Services will submit a list of corrective actions after the recommendations are discussed and priorities determined with the County Departments and Divisions.

Appendix A: Acronyms

Acronym	Definition
AAR	After-Action Report
BES	Collier County Bureau of Emergency Services
CMA	County Manager Administrative Procedure
COAD	Community Organizations Active in Disasters
COOP	Continuity of Operations
EOC	Emergency Operations Center
EMAC	Emergency Management Assistance Compact
EMS	Emergency Medical Services
ESF	Emergency Support Function
HSEEP	Homeland Security Exercise and Evaluation Program
IFAS	University of Florida's Institute of Food and Agricultural Sciences
IMT	Incident Management Team
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NPG	National Preparedness Goal
PIO	Public Information Officer
SpNS	Special Needs Shelter
VOAD	Volunteer Organizations Active in Disasters

Appendix B: Glossary

AlertFlorida: A statewide emergency notification initiative sponsored by the Florida Division of Emergency Management

Core Capability: 32 identified activities in the National Preparedness Goal that address the greatest risks to the nation. This report pertains to:

- ◆ Planning- Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
- ◆ Operational Coordination- Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
- ◆ Public Information and Warning- Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.
- ◆ Logistics and Supply Chain Management- Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
- ◆ Mass Care Services- Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
- ◆ Operational Communications- Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Emergency Support Function (ESF): The structure for coordinated governmental interagency support for response to an incident. In Collier County, the ESFs are:

- ◆ ESF 1: Transportation
- ◆ ESF 2: Communications
- ◆ ESF 3: Public Works & Engineering
- ◆ ESF 4: Firefighting
- ◆ ESF 5: Planning and Intelligence
- ◆ ESF 6: Mass Care
- ◆ ESF 7: Resource Support
- ◆ ESF 8: Health, Medical, & Human Services
- ◆ ESF 9: Urban Search & Rescue
- ◆ ESF 10: Hazardous Materials
- ◆ ESF 11: Food & Water
- ◆ ESF 12: Energy
- ◆ ESF 13: Military Support
- ◆ ESF 14: Public Information

- ◆ ESF 15: Volunteers & Donations
- ◆ ESF 16: Law Enforcement
- ◆ ESF 17: Animal Issues
- ◆ ESF 18: Business & Industry

Emergency Operations Center (EOC): A central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level during an emergency

Hurricane Category: The Saffir-Simpson Hurricane Wind Scale is the classification system used to denote the strength of a hurricane based on estimated potential property damage. This scale is a 1 to 5 rating based on a hurricane’s wind speed. Category 3 hurricanes and higher are considered major hurricanes because of their potential to cause significant loss of life and damage.

Table 2: Saffir-Simpson Hurricane Wind Scale, NOAA National Hurricane Center

Category	Sustained Winds	Types of Damage Due to Hurricane Winds
1	74-95 mph 64-82 kt 119-153 km/h	Very dangerous winds will produce some damage: Well-constructed frame homes could have damage to roof, shingles, vinyl siding and gutters. Large branches of trees will snap and shallowly rooted trees may be toppled. Extensive damage to power lines and poles likely will result in power outages that could last a few to several days.
2	96-110 mph 83-95 kt 154-177 km/h	Extremely dangerous winds will cause extensive damage: Well-constructed frame homes could sustain major roof and siding damage. Many shallowly rooted trees will be snapped or uprooted and block numerous roads. Near-total power loss is expected with outages that could last from several days to weeks.
3 (major)	111-129 mph 96-112 kt 178-208 km/h	Devastating damage will occur: Well-built framed homes may incur major damage or removal of roof decking and gable ends. Many trees will be snapped or uprooted, blocking numerous roads. Electricity and water will be unavailable for several days to weeks after the storm passes.
4 (major)	130-156 mph 113-136 kt 209-251 km/h	Catastrophic damage will occur: Well-built framed homes can sustain severe damage with loss of most of the roof structure and/or some exterior walls. Most trees will be snapped or uprooted and power poles downed. Fallen trees and power poles will isolate residential areas. Power outages will last weeks to possibly months. Most of the area will be uninhabitable for weeks or months.
5 (major)	157 mph or higher 137 kt or higher 252 km/h or higher	Catastrophic damage will occur: A high percentage of framed homes will be destroyed, with total roof failure and wall collapse. Fallen trees and power poles will isolate residential areas. Power outages will last for weeks to possibly months. Most of the area will be uninhabitable for weeks or months.

Special Needs Shelter: A shelter for people who have special needs according to the definition in the [Florida Administrative Code \(Chapter 64-3\)](#):

"someone who during periods of evacuation or emergency, requires sheltering assistance, due to physical impairment, mental impairment, cognitive impairment or sensory disabilities"

The basic eligibility criteria to stay in a special needs shelter are:

1. Special medical needs
2. Needed care exceeds the basic first aid provided at general population shelters
3. Impairments or disabilities are medically stable and do not exceed the capacity, staffing and equipment of the special needs shelter to minimize deterioration of the individual's pre-event level of health

WebEOC: An internet-based platform allowing for secure and real-time sharing of information related to management of emergencies among emergency management personnel, first response agencies, and cooperating agencies.

Appendix C: Interview Schedule and Attendance

Date and Time	Agency/Interview Topic Group	Attendees
October 11, 2017, 8:30 – 9:30 am	Emergency Services	Dan Summers
		Mike Shaw
		Rick Zyvoloski
		Christine Boni
		Kathy Heinrichsberg
		Lauren Bonica
		Melanie Collins
		John Neuman
October 11, 2017, 10:15 – 11:15 am	Administrative Services	Len Price
		Mike Sheffield
		Ted Coyman
		Jeff Walker
October 11, 2017, 11:30 am – 12:30 pm	Administrative Services	Dan Croft
		Travis Gossard
		Mario Menendez
		Mike Burks
		Ron Miller
		Tanya Williams
October 11, 2017, 1:45 – 5:15 pm	Public Services	Steve Carnell
		Barry Williams
		Ilonka Washburn
		Rick Garby
		Darcy Andrade
		Sean Callahan
		Nick Casalanguida
		Jeff Klatzkow
October 12, 2017, 8:30 – 9:30 am	County Manager and Attorney	Tim Durham
		Deborah Forester
October 12, 2017, 10:00 – 11:00 am	Corporate Business and Community Redevelopment	Geoff Williy
		Ed Caum
October 12, 2017, 11:15 am – 12:15 pm	Business and Economic Development	Michelle Arnold
October 12, 2017, 1:45 pm – 2:45 pm	Transportation	Don De Tesso
		Braian Morales
October 12, 2017, 3:00 – 4:00 pm	Community and Human Services	Lauren Bonica
		Louise Pelletier
		Melanie Collins
October 12, 2017, 4:15 – 5:00 pm	Shelters	Tim Kutz
		Kathleen Marr
		Amy Lyberg
		Beth Johnssen
October 13, 2017, 8:30 am – 12:30 pm	Public Utilities	Alister Burnett
		Dennis Linquidi

Date and Time	Agency/Interview Topic Group	Attendees
October 13, 2017, 1:45 – 2:45 pm	Public Safety and Emergency Services	Chief Tabatha Buther Sgt. Jose Carillo Artie Bay
October 13, 2017, 2:45 – 3:45 pm	Airports	Justin Lobb
October 17, 2017, 9:00 – 10:00 am	Information Technology	John Daly Mike Berrios

Appendix D: Survey Results

A survey was conducted with Hurricane Irma response partners from October 18-20, 2017. The purpose of this survey was to gather information about Hurricane Irma response from the point at which the Collier County government and Emergency Operations Center (EOC) began preparation activities on September 6, 2017 through September 16, 2017. The survey consisted of 27 questions and received 139 responses.

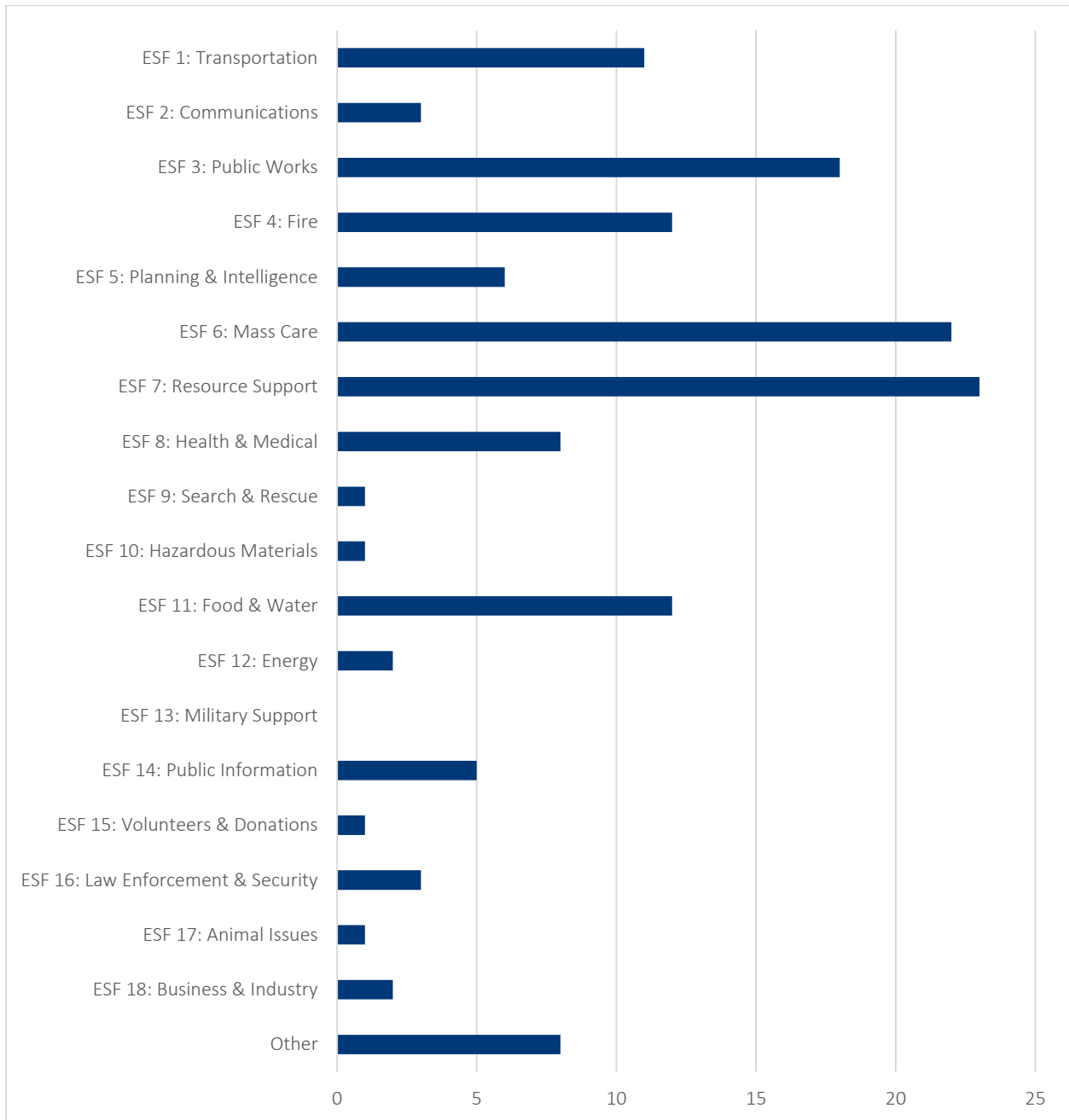
A list of the survey questions is included below as well as analytics from key survey questions. The survey is hosted on Emergency Management's Survey Monkey account and all specific responses can be accessed through that account.

Hurricane Irma Response After Action Survey Questions

1. Did you serve primarily in the Collier County Emergency Operations Center (EOC) or in the field during Hurricane Irma response?
2. What Emergency Support Function (ESF) did you serve during Hurricane Irma response?
3. What was your role in the Collier County Hurricane Irma response?
4. What was your organization's mission during the first week?
5. What were your responsibilities related to this mission upon activation?
6. Did you have responsibilities outside of the scope of this mission? If so, what were some of the activities you performed that were outside of your expected or perceived scope?
7. What were your responsibilities throughout this first week?
8. Did your responsibilities evolve or change throughout this week?
9. Who did you coordinate primarily with during the first week?
10. What information did you rely on during the first week to enable decision-making and ensure you could meet your mission?
11. Who did you receive this information from?
12. How did you receive this information?
13. Did you experience any issues in receiving this information?
14. Was the coordination with other agencies and organizations during the week adequate to ensure you had the support needed to meet your mission?
15. Did you experience any issues in coordination during the week?
16. What programs or systems do you consider to be your primary tools to accomplish your mission or responsibilities throughout the first week?
17. Did you reference any plans or procedures during your activation? Which ones?
18. What operational tools did you use during your activation?
19. Did you experience any gaps in achieving your mission or responsibilities during the first week?
20. What were the causes, or potential causes, of these gaps?
21. Do you have examples of achievements or successes, where you worked to overcome a complex issue or a gap?
22. Please Check All That Apply: How did you receive incident-related information during Hurricane Irma?
23. What was your experience with notifications and receiving information related to this event?
24. Did you feel that you had adequate information related to the storm and preparedness activities?
25. How helpful was the available information for your organization and its needs?
26. What was your experience with WebEOC in this event?
27. To what level do you feel that organizations were working together collaboratively during this event?

Key Analytics

Question 2: What ESF did you serve during Hurricane Irma Response? (139 total responses)



Question 10: What information did you rely on during the first week to enable decision-making and ensure you could meet your mission?

- ◆ Meetings
- ◆ Supervisor/Manager/Director
- ◆ Emails
- ◆ Briefings

- ◆ EOC
- ◆ Reports

Question 11: Who did you receive this information from?

- ◆ EOC
- ◆ Staff/Personnel
- ◆ Supervisor/Manager/Director

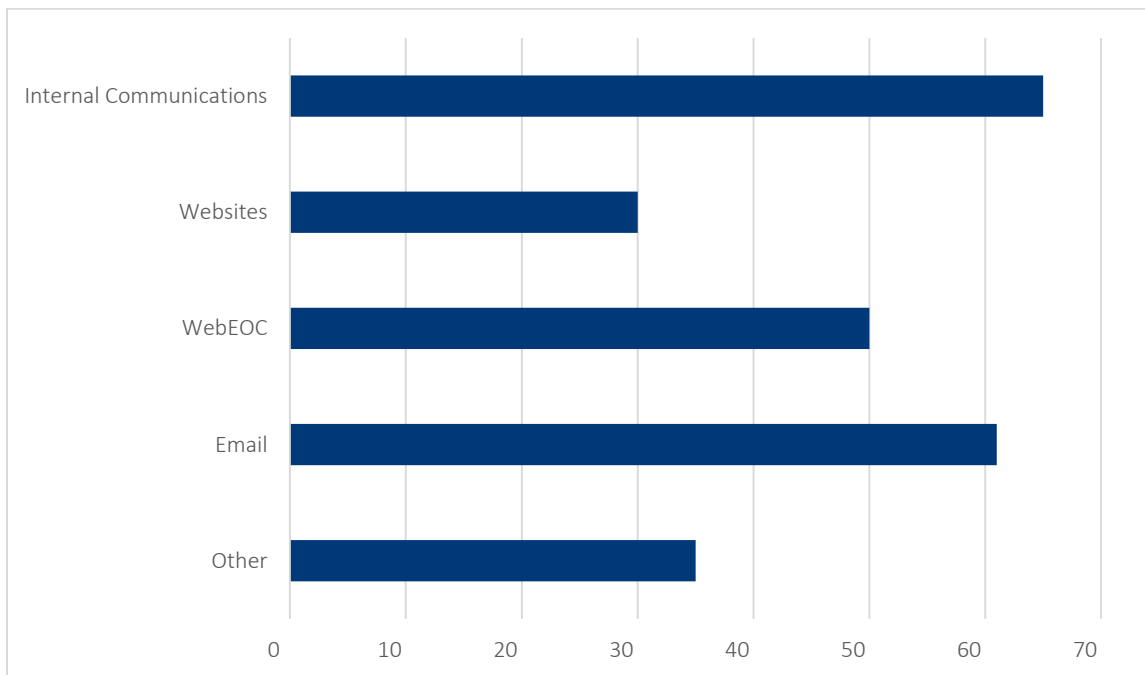
Question 12: How did you receive this information?

- ◆ E-mail
- ◆ Phone
- ◆ Radio
- ◆ Verbally
- ◆ EOC

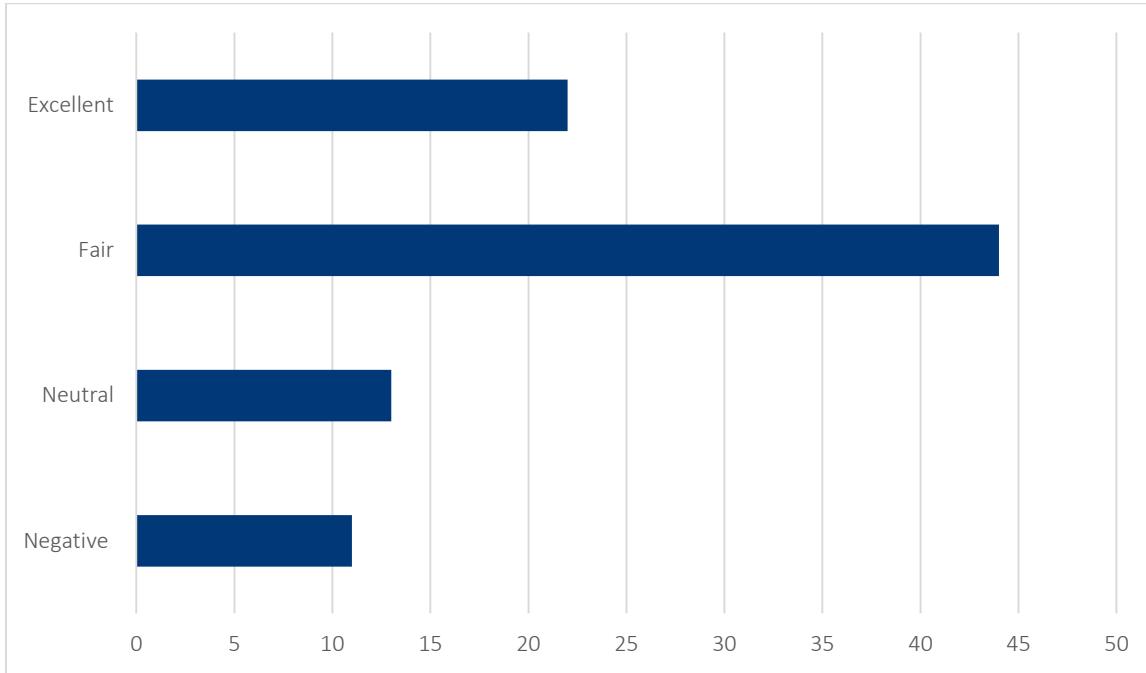
Question 16: What programs or systems do you consider to be your primary tools to accomplish your mission or responsibilities throughout the first week?

- ◆ WebEOC
- ◆ Phone
- ◆ Radio
- ◆ Email

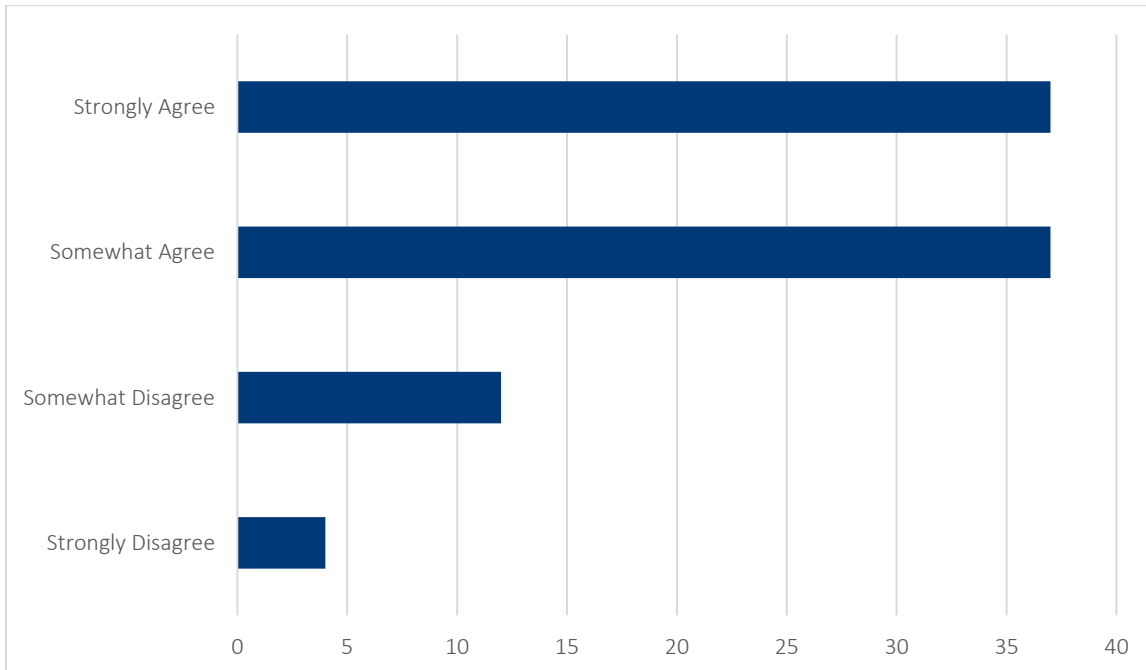
Question 22: Please check all that apply: How did you receive incident-related information during Hurricane Irma? (90 total responses)



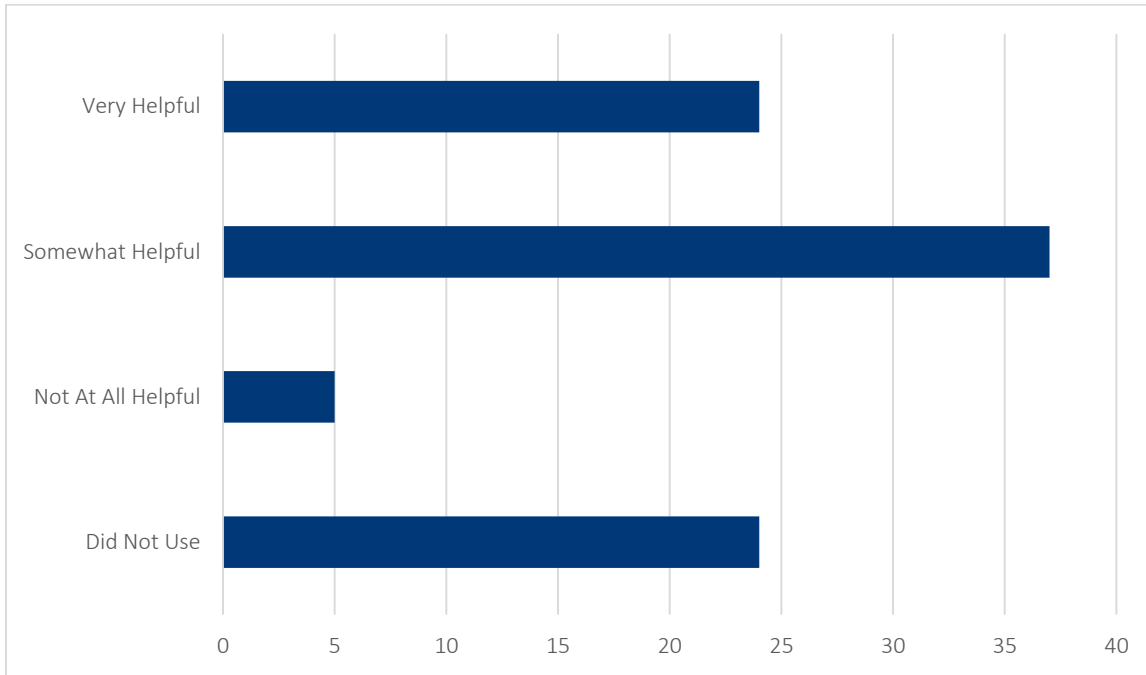
Question 23: What was your experience with notifications and receiving information related to this event?
(90 total responses)



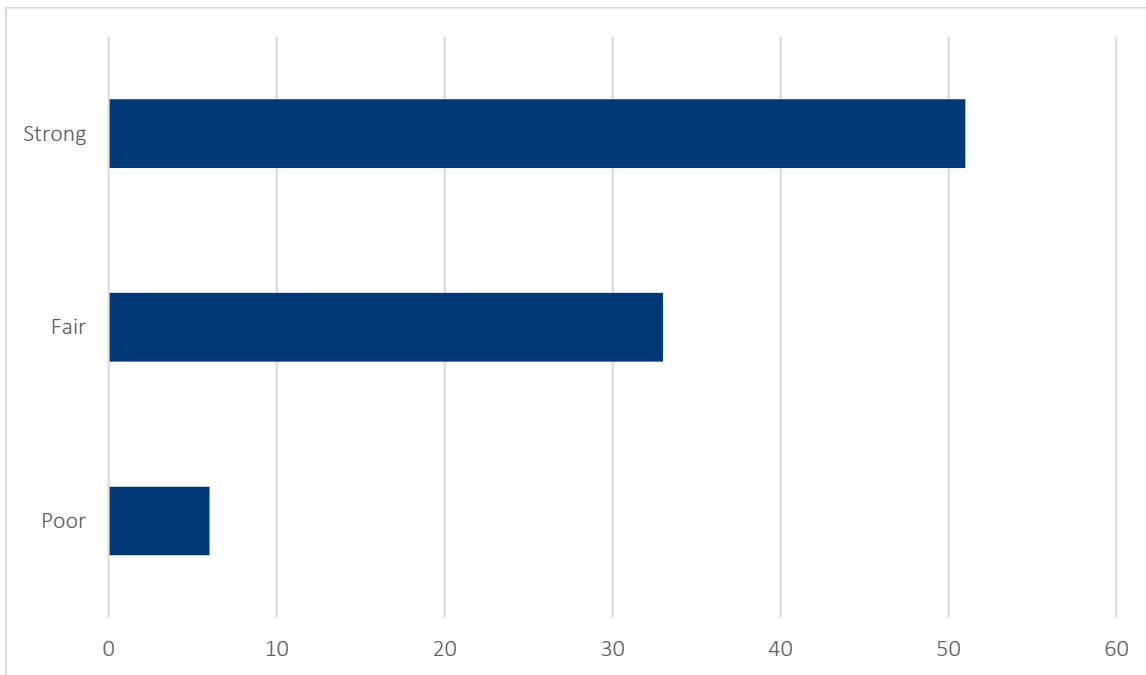
Question 24: Did you feel that you had adequate information related to the storm and preparedness activities? (90 total responses)



Question 26: What was your experience with WebEOC in this event? (90 total responses)



Question 27: To what level do you feel that organization were working together collaboratively during the event? (90 total responses)



Appendix E: Incident Timeline

Day	Key Events
Sept 5, 2017	<ul style="list-style-type: none"> > Collier County begins response coordination activities > 291 new Special Needs registries were entered
Sept 7, 2017	<ul style="list-style-type: none"> > Additional animal sheltering request > Hurricane-related traffic congestion noted on I-75, US-41, and SR 27. > NWS issues hurricane WATCH > EOC partially activated > Shelter employee activation
Sept 8, 2017	<ul style="list-style-type: none"> > NWS issues hurricane WARNING > Special Needs Shelter (SpNS) transportation begins > EOC fully activated > SpNS opens > Marco Island mandatory evacuation issued > Mandatory evacuations for Goodland, Everglades City, and Chokoloskee in effect. Mobile homes strongly advised to evacuate. > Eight General Population Shelters open > Mass telephone notification sent to 1300 people to identify special needs transport or a traditional transport. > Mandatory evacuations added for people living west and south of U.S. 41 > Four General Population Shelters noted as full > Three additional General Population Shelters opened > Nine General Population Shelters noted as full
Sept 9, 2017	<ul style="list-style-type: none"> > Five additional General Population Shelters open > Evacuation Zone expanded > SpNS noted as full with a population of 421
Sept 10, 2017	<ul style="list-style-type: none"> > Presidential Emergency Disaster Declaration > Two hospitals on generator power > Approximately 196,000 Florida Power & Light Customers in Collier County without power. > Pet Friendly Shelter at North Collier Regional Park housing 118 animals experienced flooding under the doors into the area where the animals belonging to owners at the SPNS and first responders/essential personnel. The dogs and cats had to be relocated to another area of the shelter. > SpNS noted as full with a Population of 524 > Major Disaster Declaration for Charlotte, Collier, Hillsborough, Lee, Manatee, Miami-Dade, Monroe, Pinellas and Sarasota.
Sept 11, 2017	<ul style="list-style-type: none"> > 5 General Population Shelters Open
Sept 14, 2017	<ul style="list-style-type: none"> > Memory care clients at SpNS moved to alternate room due to lack of air conditioning > SpNS population noted as 262

Appendix F: Planning and Regulation Resources

Regulatory

- ◆ Local Responsibilities - Chapter 252.38, Florida Statute (<http://www.leg.state.fl.us>)
- ◆ Chapter 38 of the Code of Laws (Civil Emergencies) contains the following sections: Article I. Post-Disaster Recovery and Reconstruction Management; 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..."
- ◆ Office of the County Manager, Administrative Code 5900: "Cessation of Normal Government Activities, Personnel Roles and Responsibilities during Emergencies and Emergency Disaster Pay"
- ◆ Florida Executive Order 80-29

Planning

- ◆ Collier County Comprehensive Emergency Management Plan (2016)
- ◆ 2010 Southwest Florida Regional Planning Council's Regional Hurricane Evacuation Study (http://www.swfrpc.org/evac_study.html)
- ◆ Florida Comprehensive Emergency Management Plan (<http://www.floridadisaster.org/cemp.htm>)
- ◆ Florida Handbook for Disaster Assistance (<http://www.floridadisaster.org/documents/disasterhandbook.pdf>)
- ◆ 2016 Statewide Emergency Shelter Plan (<http://www.floridadisaster.org/Response/engineers/library.htm>)
- ◆ State of Florida Resource and Financial Management Policy and Procedures (<http://bit.ly/2anzAGI>)
- ◆ Federal Disaster Assistance Program - Title 44, Code of Federal Regulations, Part 206 (<http://bit.ly/2aYgPtj>)
- ◆ National Response Framework (<http://floridadisaster.org/documents/nrf-core.pdf>)

RESOLUTION NO. 422

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF COLLIER COUNTY, FLORIDA APPROVING AND ADOPTING THE NATIONAL RESPONSE PLAN, AND APPROVING AND MANDATING THAT COLLIER COUNTY SHALL USE THE NATIONAL INCIDENT MANAGEMENT SYSTEM AS COLLIER COUNTY'S BASIS FOR ALL INCIDENT MANAGEMENT IN COLLIER COUNTY, AS SPECIFIED IN PRESIDENT GEORGE W. BUSH'S HOMELAND SECURITY PRESIDENTIAL DIRECTIVE/HSDP-5, DATED FEBRUARY 28, 2003

WHEREAS, in the context of INF Requirement Section 201.6(c)(5), the Board of County Commissioners of Collier County, Florida is the applicable authorized "Local Government Body"; and

WHEREAS, In President George W. Bush's Homeland Security Directive (HSPD)-5, he directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System (NIMS), to provide a consistent nationwide approach for federal, state, local and tribal governments to work together more effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents, regardless of cause, size or complexity; and

WHEREAS, the collective input and guidance from all federal, state, local and tribal homeland security partners have been, and will continue to be, vital to the development, effective implementation and utilization of a comprehensive NIMS; and

WHEREAS, it is necessary that all federal, state, local and tribal emergency management agencies and personnel coordinate their efforts to effectively and efficiently provide the highest levels of incident management; and

WHEREAS, to facilitate the most efficient and effective incident management it is critical that federal, state, local and tribal organizations utilize standardized terminology, standardized organizational structures, uniform personnel qualification standards, uniform standards for planning, training, and exercising, comprehensive resource management, and designated incident facilities during emergencies or disasters; and

WHEREAS, the NIMS standardized procedures for managing personnel, communications, facilities and resources has improved, and shall continue to facilitate, the Collier County's ability to utilize federal and state funding, to enhance local and state agency readiness, maintain first responder safety, and streamline incident management processes; and

WHEREAS, the Incident Command System components of NIMS are and shall continue to be an integral part of various incident management activities throughout Collier County, including all public safety and emergency response organizations training programs; and

WHEREAS, the National Commission of Terrorist Attacks (9-11 Commission) has recommended adoption of a Standardized Incident Command System, and that the Secretary of Homeland Security develop and administer a National Response Plan (NRP), which Plan, using the NIMS, shall with regard to response to domestic incidents, provide the structure and mechanisms for national level policy and operational direction for Federal support to State and local incident managers and for exercising direct Federal authorities and responses, as appropriate.

NOW, THEREFORE, the Board of County Commissioners of Collier County Florida hereby:

1. Approves and adopts a continuing policy that the National Incident Management System shall be utilized by Collier County for all incident management in Collier County in the context of President George W. Bush's Homeland Security Directive (HSPD)-5, dated February 28, 2003, a copy of which (consisting of five pages) is attached hereto and is incorporated herein; and
2. This policy shall continue until such time, if any, that this policy is amended or terminated by future Resolution(s) of the Board of County Commissioners; and
3. This Resolution shall become effective upon adoption.

16F5

ADOPTED this 13th day of December, 2005 after motion, second and majority vote favoring adoption.

ATTEST:
DWIGHT E. BROCK, Clerk

By: Michelle Morales, DE

**Attest in Co-Chairman's
signature only.**

Approved as to form
and legal sufficiency:

Tom Paisner
Thomas E. Paisner
Assistant County Attorney

BOARD OF COUNTY COMMISSIONERS
OF COLLIER COUNTY, FLORIDA

By: Fred W. Coyle
FRED W. COYLE, Chairman

>end of report<

Appendix M

City of Marco Island NFIP Community Rating System (CRS)

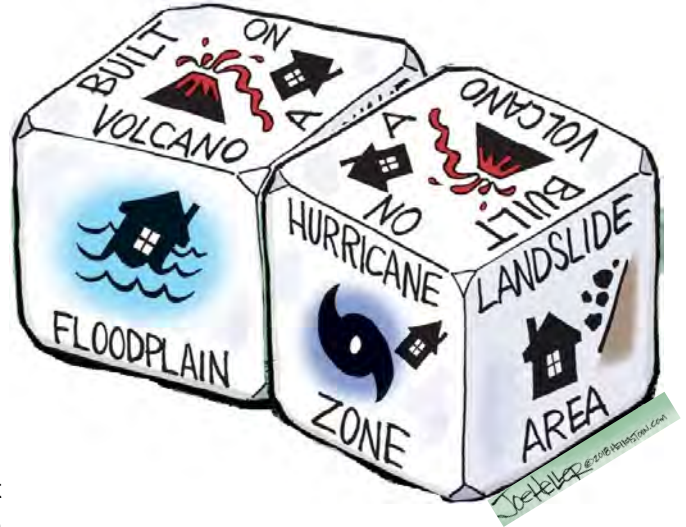


Why take the gamble? Floods know, no lines.

With rainy season here and hurricane season here, I am sure many of you are having flashbacks to the year 2017; when the Island received more than 22 inches of rainfall in June, with a total of 80 inches of rainfall for the whole year. The highest year of rainfall, in the last 18 -years.

<http://w2.weather.gov/climate/xmacis.php?wfo=mfl>

- Investing in a structure is always a gamble but protecting it does not have to be. Why take the gamble and not protect your investment with flood insurance? Since the Flood Disaster Protection Act of 1973 and the National Insurance Reform Act of 1994 it was made into law that all federally back mortgages have flood insurance, when located in a Special Flood Hazard Area (SFHA). Many lenders have learned, “floods know, no lines” and are requiring flood insurance for structures not located in SFHA
- The National Flood Insurance Program (NFIP) insures buildings including mobile homes; with two types of coverage: *building and contents*. Building coverage covers any damage to: walls, floors, insulation and other items permanently attached to the structure where damage is caused by flood. Contents coverage may be purchased separately; if the contents are in an insurable building. Refer to the NFIP 2018 manual for a detailed explanation: <https://www.fema.gov/media/library/assets/documents/162601>



Currently, all NFIP insured structures on the Island receive an automatic 25% discount off their flood insurance policy's premium.

- The City of Marco Island chooses to participate in the Community Rating System (CRS) program through the NFIP. The CRS program is designed to encourage local municipalities to adopt and enforce floodplain management ordinance to regulate development in the flood hazard areas. A community must participate in the CRS program for their residents to qualify for insurance through the NFIP. The CRS is a point system program with class ratings of 1 to 10: 1 being the best and 10 being the worst. Currently, the City of Marco Island has a class rating of 5 warranting an automatic 25% discount on NFIP policies.

Existing Flood Insurance Policies.

- For all existing flood insurance policy holders, it is recommended before you sign that policy premium renewal, contact the local floodplain manager to ensure you are being rated on the current map with the current datum. All too often premium renewals are sent out without review of the current Flood Insurance Rate Map (FIRM). Being rated on an outdated map could cause an overpayment or an underpayment of the policy premium. Being rated incorrectly could also pose a problem when filing a flood claim.

Remember Homeowner's Insurance Does Not Cover Damage Caused by Rising Flood Waters.



It is illegal to deposit refuse, by-products, or decaying vegetable matter into any canals, waterways or ditches within the City of Marco Island. If you see anyone depositing refuse into any of the canals, drains, or ditches please call Code Compliance at 239-389-5060.



There is a 30-day waiting period from the time the premium is paid until the time the policy becomes effective.

NFIP Questions
800-621-FEMA (3362)
File a claim
888-379-9351

Flood insurance claims are paid by policyholders' premium, not tax dollars.
Floodsmart.gov
800-427-4661

City of Marco Island Construction Flood Facts 101

98% of Marco Island is in a Special Flood Hazard Area (SFHA)

1. All permit applications for additions/alterations require a floodplain review.
2. All structures constructed before 09/14/1979 are pre-FIRM structures; *existing structures*.
3. City of Marco Island has a Design Flood Elevation of 9' NAVD or BFE +1.
 - a. This applies to new construction and existing structures.
4. An Elevation Certificate is the only form used to confirm finished floor elevation.
5. Major components of a floodplain review consists of:
 - a. Finished Floor Elevation (FFE)
 - b. Elevation of all machinery servicing the structure
 - c. Enclosures and garages are vented accordingly with hydrostatic flood vents
6. Should a structure not meet the above referenced requirements the structure will be subjected to the FEMA 50% rule. Should the structure exceed the 50% value it will be considered Substantial Improvement/Substantial Damage and will be required to be brought into current floodplain guidelines.
 - a. The 50% value is the market value of the structure.
 - b. Construction cost are kept on record for a cumulative of 5-years.
 - c. Records are kept through the completion of FEMA Affidavits, which are required to be signed and notarized by the owner and the contractor on record.

How does the City of Marco Island Help the community stay flood smart?

1. Exceed the minimum requirements of the NFIP floodplain guidelines.
https://library.municode.com/fl/marco_island/codes/code_of_ordinances?nodeId=PTIICOOR_CH26FL
2. Participates in the Local Mitigation Strategy Working Group, CRS User Group and Collier County's Floodplain Management Committee.
3. Participates in the Community Rating System Program
<https://www.fema.gov/community-rating-system>
4. Conduct site visits to discuss flood protection measures.
5. Provide and discuss elevation certificates.
<http://www.cityofmarcoisland.com/index.aspx?page=78>
6. Administer out reach presentations to realtors, residents, condo associations and many more committees.
7. Provide and discuss Flood Insurance Rate Maps.
<http://marco.maps.arcgis.com/home/webmap/viewer.html?webmap=e7c5ba49b0e5449f9e600680be2e1b75>
8. Maintains flood information publications at the local City library.
<https://catalog.collier-lib.org/search/?searchtype=d&SORT=D&searcharg=flood&searchscope=16>
9. Participate in the Storm Ready Program
<https://www.weather.gov/stormready/>



FACTS ABOUT FLOODS:

Words To Know:

Flood Watch—A message that flooding is possible and to listen to local radio and TV news and weather for more information.

Flood Warning—A message that flooding will occur soon, if it hasn't already, and to move to higher ground or evacuate immediately.

No region is safe from flooding. All 50 states are subject to floods. Some floods develop slowly, and some can build in just a few minutes.

Floods are the most widespread natural disaster aside from wildfires. 90 percent of all U.S. natural disasters declared by the President involve some sort of flooding.



Turn Around Don't Drown.

Don't drive through a flooded area. Two feet of water can lift and move a car, a truck or an SUV.

Flood Warnings & Storm Safety Preparedness

In order to avoid many problems associated with evacuation LEAVE EARLY.

Precautionary or Voluntary Precautionary Evacuation - Post mandatory evacuation to get visitors and persons with special needs organized.

Mandatory Evacuation - Legally enforceable order (Section 252.46(2), F.S.) issued by Collier County Commission in consultation with City officials, in the form of a Local State of Emergency.

You can protect your property and yourself from flood hazards by taking action to ensure the safety of life and property before, during, and after a flood. Safety precautions that can minimize the potential losses in such events include:

Family —

1. Have a family disaster plan. Know where you will go if an evacuation is ordered. Choose several places.
2. Prepare a hurricane evacuation kit. Include food (canned goods & nonperishable foods) that do not require cooking, drinking water for 3 days (1 gallon per person per day). Personal hygiene items, utensils, prescription medications, books/magazines, cards, battery operated radio, infant care items, flashlights, first aid kit, extra batteries, etc. Be sure to put important papers, including insurance policies, in a safe place and remember to take them with you if you evacuate.
3. For special-needs residents, there's a separate shelter at Palmetto Ridge High School, 1655 Victory Lane, off Oil Well Road (CR 858). Operated by the emergency management department and Collier County Domestic Animal Services, it includes transportation for people and animals.
4. Special needs residents can call the Collier County Emergency Operations Center hotline at (239) 252-3600.

Pets —

1. Services determines the activation of the Pet Shelter based on mandatory evacuations and storm surge vulnerability.
2. Collier County will host an Emergency Pet Shelter at North Collier Regional Park located at 15000 Livingston Road.
3. Registrations will be suspended once a hurricane warning has been issued. For more information, call 239-530-PETS (7387).
4. The shelter will be an adjacent shelter which means pet owners and pets will be sheltered separately within the park and pets can not be just dropped off. The Bureau of Emergency.

Structure —

1. Cover and brace all windows, doors and openings with storm shutters or plywood.
2. Shut off all gas lines and necessary breakers.
3. Commercial facilities should have knowledge of their emergency plan and the location of the flood panels.

Safety —

1. Stay away from downed wires.
2. Turn around don't down.

Preparation through education is less costly than learning through tragedy—Max Mayfield, Former Director of National Hurricane Center

Post Disaster

Residents are encouraged to be vigilant of the common post-disaster fraud practices. All should be on the lookout for price gouging by gas stations, hotels and other businesses serving disaster.

Be Cautious of:

- **Fraudulent building contractors**

Use only licensed local contractors backed by reliable references.

Demand that contractors carry general liability insurance and workers' compensation.

Don't pay more than half the costs of repairs upfront.

- **Bogus pleas for post-disaster donations**

Verify legitimate solicitations by asking for the charity's exact name, street address, phone number and Web address.

Phone the charity and confirm that the person asking for funds is a genuine employee or volunteer.

Don't pay donations with cash.

Request a receipt with the charity's name, street address, and phone number.

- **Fake offers of state or federal aid**

Beware of visits, telephone calls or e-mails — claiming to be from FEMA or the State of Florida — asking for your Social Security number, bank account number or other sensitive information.

Avoid scam artists who promise a disaster grant and ask for large cash deposits or advance payments in full.

Federal and state workers **never** solicit or accept money or charge applicants for disaster assistance, inspections or help in filling out applications.

Those who question the validity of a contractor or suspect fraud are encouraged to call the toll free FEMA Disaster Fraud Hotline at **866-720-5721** or the Florida Attorney General's fraud and price gouging hotline at **866-966-7226**. Complaints also may be made by contacting local law enforcement agencies.

Residents still in need of assistance post-Irma, and are requesting FEMA contact information to help with recovery, contact Ms. Patricia McArthur at patricia.mcarthur@fema.dhs.gov.

For more information please contact:

Kelli DeFedericis, CFM

Floodplain Coordinator

50 Bald Eagle Drive

Marco Island, FL 34145

239-389-3926 ph

[Kdefedericis@cityofmarcoisland.com](mailto:kdefedericis@cityofmarcoisland.com)

<http://www.cityofmarcoisland.com>

KEEPING CITIZENS INFORMED

Signup for CodeRED on the

City's website

<http://www.cityofmarcoisland.com>



Appendix N

Committee Member Bios

Jim von Rinteln

Background: Originally from Bethesda Maryland, Jim attended the University of Maryland where he earned a B.A. in Political Science and a commission as a second lieutenant upon graduation. Jim spent a career in the United States Army as a Helicopter Pilot and Staff Officer holding various command and staff positions worldwide, including a tour as an intelligence officer at the Pentagon specializing in threat assessment and terrorism. During this time, he attended the Army's Command and Staff College, was an exchange student at the U.S. Marine Corps University and received an M.A. in Human Resource Management prior to retiring. Jim moved to Marco Island in 1996 and worked as the Operations Coordinator for the Collier County Emergency Management Department beginning in 1997 where his duties focused on planning and operations, including; disaster preparedness and response. He has been involved as an Emergency Management professional during every natural disaster and emergency in Collier County since then, including 5 major wildfires, tornadoes and numerous tropical storms and hurricanes, including the 8 hurricanes in 2004/05 seasons. In 2000 Jim took on the lead planner responsibility for the county's new Emergency Services Center which was completed in 2009 and gaining national recognition for its success and innovation since then. From 2010 through 2011 he served as the Regional CEO of the Southern Gulf Coast Region of the American Red Cross (Collier and Lee Counties). In 2011 he returned to the Collier County Government as a Planner in the Growth Management Division where he helped integrate new programs aimed at lowering the flood insurance costs for County residents, retiring again in 2013. From 2014 – 2016 Jim served on the District staff of Congressman Curt Clawson as a Senior Advisor on Military, Veteran and FEMA issues. Currently he provides consulting services to local governments and private citizens on FEMA and flood insurance issues.

In 2006 Jim was recognized by the Greater Naples Chamber of Commerce with their Distinguished Public Service Award, in 2008 by the Governor of Florida with his Emergency Management Award, in 2011 as a James V. Mudd Fellow and is a 2012 graduate of Leadership Collier. Jim sits on the Board of the Greater Naples Chamber's Distinguished Public Service Award selection committee and the Collier County Local Mitigation Working Group. Additionally, he is certified as a Florida Professional Emergency Manager (FPFM), a State Floodplain Manager (CFM) and internationally as a Certified Emergency Manager (CEM).

He is married to the former Bonnie Lehmann of Granit, Maryland, and they have lived on Marco Island since 1996.

Allyson Richards

Allyson grew up in Marlton, NJ attended Slippery Rock State College in PA where she majored in Psychology. Moved to Texas when she was 19 to finish college at Texas A & M Commerce with a degree in Human Resources and Operations Management. She later furthered her education through post-graduate work in HR at the University of Texas at Arlington and University of Phoenix.

Allyson's career began in diverse business areas such as the oil fields of Oklahoma and West Texas as Safety and HR Director, the Homebuilding industry and finally, the last 20 years of her career were in the Healthcare Financial space where she was the senior executive of Human Resources for a large international corporation saying grace over approximately 8,000 people. Her specialty was domestic and international employment law and relations.

Allyson received her lifetime Senior Professional in Human Resources (SPHR) designation in 1989. She also received her Managed Healthcare Professional (MHP) designation as well as a certified management instructor for numerous courses.

Her first husband, Jerry, died of cancer and she was a single Mom of a 5 and 15-year-old for about 7 years before she met Marco Islander Jim Richards, who had lost his wife to the same disease. They have 6 children between them. Allyson is currently on the Board of the Greater Marco YMCA, Board Member of the Marco Island Charter Middle School, a member of the Finance Committee for San Marco Catholic Church, a member of CCW, a board member of the Marco Island Historical Society, Christmas Island Style, assists with the Our Daily Bread Food Pantry and is a co-leader of the monthly senior Luncheon entitled "Lunch with Our Friends Over 60", 2018 Chair of the Power of the Purse, Board Member of Mother Francis DeSales Auxiliary for the Homeless, a member of the Marco Island Park and Recreation Board as well as the city ad hoc Hurricane Committee. Additionally, she coordinates two bread runs through the YMCA and weekly mobile food pantries (in conjunction with the Our Daily Bread Food Pantry) both on and off the island.

Since moving to Marco Island, she has been honored with the Spirit of Marco award, the Volunteer of the Year award and the Women of Initiative Award for the Community Foundation of Collier County.

Margie Hapke

Margie Hapke has been a full-time resident of Marco Island since 1997. She has worked as a public information coordinator for Collier County Government since 2002 where she has been responsible for planning, organizing and coordinating the dissemination of accurate information to the media and the public. Other responsibilities include serving as a liaison between the Public Utilities Division, media and the public on issues including water, wastewater, reclaimed water, recycling, solid waste collection and disposal, pollution control, and beach renourishment. She has served as a Public Information Officer in the county's Emergency Operations Center for every natural disaster and emergency in Collier County since 2002, including major wildfires and numerous tropical storms and hurricanes, including the eight hurricanes in the 2004/05 seasons and Hurricane Irma in 2017.

Bill Tilton

Retired Health Care Executive

Mr. Tilton has over 37 years of experience in the medical laboratory industry starting in 1980. He was most recently Senior Vice President of Operations for American Pathology Partners, a Brentwood, TN based company servicing clinician and hospital clients nationally with diagnostic, clinical, and molecular genetics services. Prior to this role, he was Vice President of Clinical Laboratory Operations for Nodality, Inc., a San Francisco based biotechnology company with expertise in oncology and autoimmune disease process. This technology is being applied to help answer clinical and pharmaceutical questions for better clinical outcomes. Mr. Tilton was responsible for establishing the initial CLIA laboratory for Nodality including all policy, process, procedures, facilities, and staffing required for commercial operations and revenue cycle.

Mr. Tilton was also Vice President and General Manager for NeoGenomics Laboratories and Esoterix Oncology. Both of these are national specialty reference laboratories providing diagnostic and clinical services to patients, physicians, managed care organizations, and clinical trial sponsors. Subspecialties include oncology, genetics, endocrine science, coagulation, and allergy and asthma testing services. In his role he had oversight for laboratory operations nationally.

Mr. Tilton also spent fourteen years with DIANON Systems, Inc. serving in various management roles including quality assurance, operations, and information technology. He also served two years as General Manager for UroCor Inc., Oklahoma City, OK. Each of these are providers of anatomic pathology, molecular genetics, and cytogenetics services nationally.

Prior to his industry positions above, Mr. Tilton held the position of Research Associate and performed eight years of research and clinical testing in pediatric hematology at Columbia University and The Presbyterian Hospital in New York.

Mr. Tilton holds a Bachelor's degree in biology from Long Island University with a minor and certification in secondary education science and a Master of Science degree in biology from the University of Hartford. He and his wife Kate have enjoyed Marco Island since 2000 and have lived here full time since 2016. They enjoy traveling and have visited every continent including Antarctica and have also travelled to the high Arctic.



Ron Myers

Bio-Sketch
January 2018

Ron is a 42-year veteran of the private ambulance industry. He was co-owner of Physicians & Surgeons (P&S) Ambulance Service, which had operations in Northeast Ohio and Houston, Texas. In 1994, he merged his company with a publicly held, national consolidator. He worked with the new organization for several years as a Regional CEO, overseeing a five-state area with over 2,000 employees and annual net cash receipts in excess of \$85 million.

In July of 1997, Ron resigned to establish *RLM Management Consulting Services, LLC*. In addition to advising medical transportation clients, he also specializes in facilitating strategic planning for select organizations. (Ron received his facilitation training directly from Mike Vance, Vance Creative Thinking Centers of Cleveland, Ohio. Vance was the first Dean of the Disney University and led the early executive development programs for the Walt Disney organization.)

Over the past several years, Ron began focusing his consulting services primarily on mergers and acquisitions in the medical transportation industry and has assisted numerous clients grow or divest their businesses.

Ron is past president of the American Ambulance Association and the Ohio Ambulance Association. He is a former member of the State of Ohio Governor's Board of Emergency Medical Services. He is a past recipient of the Entrepreneur of the Year award from the Small Business Council of the Akron Regional Development Board.

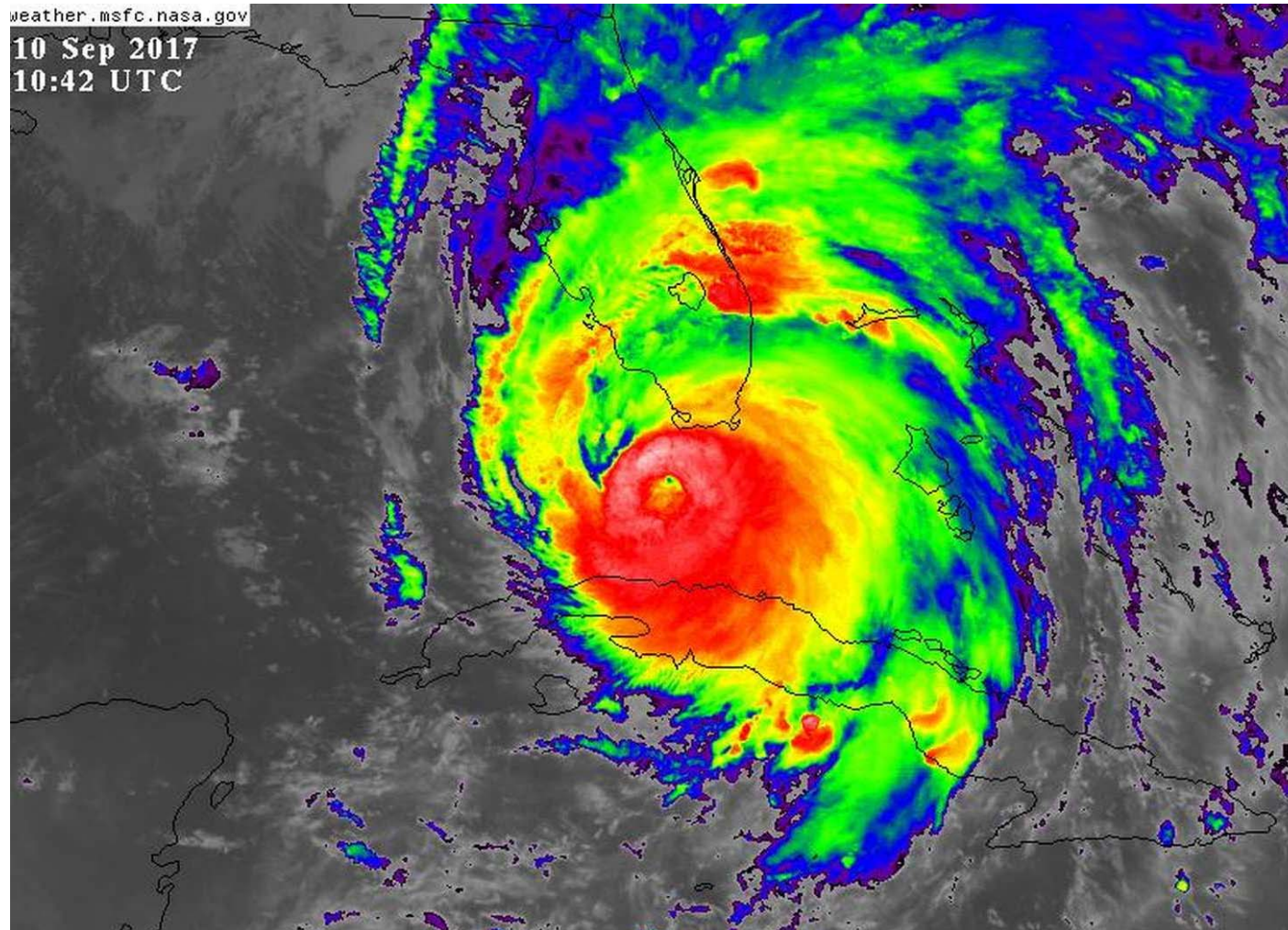
Currently, Ron is an active business partner at Avesta Systems Inc., an EMS human resource service organization (<http://www.avestacorp.com>). He is a Past Chairperson of the Emergency Medical Authority Advisory Board, which oversees Collier County, Florida's EMS system. Ron also serves as a citizen representative on the Collier County Fire & EMS Chiefs' Association EMS Council.

He is co-author of the book, *The New Owner: Making the Transition from Employee to Employer*, published by Business One Irwin. Ron and his wife (Joan) are enjoying their semi-retirement life on Marco Island, Florida.

Appendix O

FY19 Emergency Management Budget Presentation

Emergency Management



FY 19 Budget Update

FY 19 Operating Budget

Emergency Management

ITEM	AMOUNT	UPDATE
Public Information Officer	128,184.63	Deferred to new City Manager
Emergency Management Position	151,014.63	Deferred to new City Manager
On-Island fuel storage	25,500.00	Not Funded
Ice	5,000.00	Funded
Water / food	2,000.00	Not Funded
Storage Unit	4,575.00	Not Funded
Crisis Track - Annual subscription		Funded in Building Dept budget
Safety Fencing	1,250.00	Not Funded
Medical Oxygen	1,800.00	Not Funded
Total	\$35,125.00	(not including positions)

FY 19 Training Budget

Emergency Management

ITEM	AMOUNT	DESCRIPTION
Annual EOC Exercise	2,000.00	Not Funded
Governors Hurricane Conference	6,000.00	Not Funded
Crisis Track	1,800.00	Not Funded
ATC-45 Training	2,500.00	Not Funded
Floods & Moving Water Rescue	6,100.00	Not Funded
Total	\$18,400.00	

FY 19 Capital Budget

Emergency Management

ITEM	AMOUNT	DESCRIPTION
Shallow Draft vessels	15,000.00	Two (2) shallow draft vessels acquired from FFS
High Clearance vehicles	45,000.00	Acquisition currently underway among City Departments.
Dump Truck	PW CIP	To be Ordered FY19
Front End Loader	PW CIP	September 17 th Agenda
Satellite BGAN Terminal	6,000.00	Not Funded
Satellite Wifi hotspot	2,000.00	Not Funded
EOC improvements	7,500.00	Not Funded
Swiftwater Safety Equipment	30,000.00	Not Funded
Total	\$45,500.00	



Surplus Equipment

C. Byrne 6/12/18

FY 19 Summary

Emergency Management

ITEM	AMOUNT	DESCRIPTION
Operating Costs	\$35,125.00	Not Funded
Training	\$18,400.00	Not Funded
Capital	\$45,500.00	Not Funded
Total	\$99,025.00	

The proposed FY19 Budget has funding of \$10,000.00 to each Committee.

