



Comprehensive Emergency Management Plan

July 2023

Introduction

The primary role of government is to provide for the safety and welfare of its citizens. The welfare and safety of citizens is never more threatened than during disasters. The goal of the City Emergency Management Team is to ensure that preparedness, response, recovery, and mitigation actions exist so that public welfare and safety is preserved.

The City of Marco Island Comprehensive Emergency Management Plan (CEMP) provides a comprehensive framework for citywide emergency management. It addresses the roles and responsibilities of government organizations and provides a link to local, state, federal, and private organizations and resources that may be activated to address disasters and emergencies in the City of Marco Island.

The City of Marco Island Comprehensive Emergency Management Plan ensures consistency with current policy guidance and describes the interrelationship with other levels of government. The plan will continue to evolve, responding to lessons learned from actual disaster and emergency experiences, ongoing planning efforts, training and exercise activities, and Federal guidance.

Therefore, in recognition of the emergency management responsibilities of the city, the City of Marco Island gives its full support to this plan. We recognize that the success of this plan is dependent upon the support of the whole community, and urge all officials, employees, and residents to do their part in the emergency preparedness effort. This letter promulgates the City of Marco Island Comprehensive Emergency Management Plan and constitutes the adoption of the plan and annexes as the basis for preparedness and response to natural, technological, or human-caused disasters in the City of Marco Island.

Michael A. McNees, City Manager

City of Marco Island

Executive Summary

The City of Marco Island Comprehensive Emergency Management Plan (CEMP) is based on the principle that the City of Marco Island bears the initial responsibility for response to a local emergency. As a corollary to this principle, each city department will accomplish the functions for which it is responsible, requesting assistance from the next level of government only after resources are clearly inadequate to cope with the effects of the situation.

Although Florida State Statutes Chapter 252 requires that political subdivisions, thereby being Collier County, develop emergency plans, the City of Marco Island developed a municipal emergency management plan to become as self-sufficient as possible in the event of an emergency.

The Comprehensive Emergency Management Plan is consistent and coordinated with the emergency planning of Collier County, the State of Florida, and the National Response Framework. The Comprehensive Emergency Management Plan (CEMP) establishes a framework through which the city departments will prepare for, respond to, recover from, and mitigate the impacts of a major or catastrophic emergency, which would adversely affect the health, safety, and general welfare of the residents of Marco Island.

The Comprehensive Emergency Management Plan is strategically oriented and addresses the operational concepts and responsibilities of coordinated city emergency response, relief, and recovery. The Comprehensive Emergency Management Plan describes the basic strategies and mechanisms through which the city departments will mobilize resources and conduct activities to guide and support efforts for emergency response and recovery.

The development and amendment of this plan will be a continuous responsibility of the City of Marco Island Emergency Management Team with the assistance of each city department. Plan revisions will reflect changes in implementing procedures, improved emergency management capabilities, and correcting deficiencies identified in exercises.

This plan prioritizes response efforts in order to provide for life safety, incident stabilization, and property and environmental preservation.

Collier County and State of Florida Comprehensive Emergency Management Plans (CEMP)

Florida Statute, Chapter 252, authorizes and encourages each locally constituted municipality to establish an Emergency Management Program. Municipal emergency plans are the municipal counterparts of the state plan and must be consistent with and subject to the applicable County CEMP.

The City of Marco Island recognizes the Collier County CEMP as the foundation for the city's emergency management structure and guidance. The City of Marco Island CEMP, while intended to be consistent and coordinated with the Collier County CEMP, is crafted to the specific needs of its population and the organization of the City of Marco Island. During situations that are not specifically addressed within the City of Marco Island CEMP, or those situations where the city does not have the resources or organization required, the County CEMP provides the direction for city response.

Departments and agencies named in this CEMP have vetted its contents and will align their Standard Operating Procedures to reflect roles and responsibilities as defined and described in the City of Marco Island Comprehensive Emergency Management Plan (CEMP).

Record of Distribution

Department	Position	Date Received
City Manager Office	City Manager	
	Assistant City Manager	
City Clerk	City Clerk	
Fire Rescue Emergency Management	Fire Chief	
Police Code Enforcement	Chief of Police	
Finance	Director	
Public Works	Director	
Water & Sewer Utility	Director	
Community Affairs	Director	
Information Technology	Director	
Purchasing & Risk Management	Manager	
City Attorney	City Attorney	
Human Resources	Manager	
Fleet & Facilities	Manager	



Comprehensive Emergency Management Plan

Basic Plan

Table of Contents

Introduction	2
Executive Summary	3
Collier County and State of Florida Comprehensive Emergency Management Plans	4
Record of Distribution	5
Record of Changes	6
BASIC PLAN	7
Table of Contents	8
Scope	11
Purpose	11
National Incident Management System (NIMS)	12
City Incident Command System (ICS)	14
Situation Overview	16
Geographic Characteristics	17
Demographics	17
Infrastructure	18
Economic Characteristics	19
Climate	19
Coordination	19
Comprehensive Hazard Risk & Vulnerability Assessment	20
Planning Assumptions	20
Concept of Operations	21
General	20
Mission Essential Functions	21
Line of Succession	22
Emergency Operations Center Activation	22
Notice versus No Notice Activation	23
Levels of Activation	23
Emergency Operation Center Organization Chart	25
Organization and Assignment of Responsibilities	26
City Council	26
Office of the City Manager	26
Assistant City Manager	26
City Attorney	26
City Clerk	26
Police Department	27
Fire Rescue Department	27

Table of Contents

Public Works Department	27
Water & Sewer Utility Department	27
Community Affairs Department / Building Services / Parks & Recreation	28
Finance Department	28
Information Technology	28
Human Resources	29
Emergency Management	29
Coordination, Direction & Control During an Emergency Activation	29
City Council	29
Office of the City Manager	29
Assistant City Manager	30
City Attorney	30
Police Chief	30
Fire Rescue Chief	30
Financial Director	31
Public Works Director	31
Water & Sewer Utility General Manager	31
Community Affairs Director	31
Information Technology Director	32
Fleet & Facilities Manager	32
Communications	32
Joint Information Center	32
Public Information	33
Emergency Operations Communication methods	33
Finance	35
Introduction	35
Financial Responsibilities & Duties	35
Public Assistance Categories	35
Critical Incident Payroll	36
Policy	36
Compensation	36
Documentation of Emergency Time Worked	37
Equipment Usage	37
TRAINING & EXERCISE	38
HURRICANE PLAN	40

Table of Contents

Purpose	41
Policies	41
Situation	42
Responsibilities	42
Preparedness	43
Response	43
Recovery	48
Long Term Recovery	50
Mitigation	55
Incident Planning Process	59
Incident Action Plan	62
Pre-Season Activities checklist	63
Pre-Storm Activities	64
Hurricane Watch Activities	68
Hurricane Warning Activities	70
Landfall	72
Post Landfall	75
Watch / Warning Executive Strategy Group meeting agenda	77
Appendix I: Damage Assessment Procedures	79
Appendix II: Flood Emergencies	84
Appendix III: Emergency Timesheet / Activity Log	91
Appendix IV: Hazard Risk & Vulnerability Assessment	92

Scope

This plan provides guidance and direction for the City departments and support agencies of the City of Marco Island.

Purpose

The purpose of the Comprehensive Emergency Management Plan is to establish a comprehensive, all-hazard approach to incident management across a spectrum of activities including prevention and mitigation, preparedness, response, and recovery actions.

The Comprehensive Emergency Management Plan incorporates best practices and procedures from various incident management disciplines – homeland security, emergency management, law enforcement, firefighting, public works, utilities, public health and safety, and emergency medical services – and integrates them into a unified coordinating structure.

The Comprehensive Emergency Management Plan provides the framework for interaction with municipal, county, state, and federal governments, the private sector, and nongovernmental organizations in the context of domestic incident prevention and mitigation, preparedness, response, and recovery activities. It describes capabilities and resources and establishes responsibilities, operational processes, and protocols to help protect the public health, safety, property, and the environment; and reduce adverse psychological consequences and disruptions to the economy and way of life.

The Comprehensive Emergency Management Plan serves as the foundation for the development of detailed supplemental plans and procedures to effectively and efficiently implement incident management activities and assistance.

The Comprehensive Emergency Management Plan, using the National Incident Management System, establishes mechanisms to:

- ❖ Maximize the integration of incident-related prevention and mitigation, preparedness, response, and recovery activities.
- ❖ Improve coordination and integration of Federal, State, County, Municipal, private sector, and nongovernmental organization partners.
- ❖ Maximize efficient utilization of resources needed for effective incident management and critical infrastructure protection and restoration.

- ❖ Improve incident management communications and increase situational awareness across jurisdictions and between the public and private sectors.
- ❖ Facilitate emergency mutual aid and emergency support from county, state, and federal governments.
- ❖ Facilitate entity-to-entity interaction and emergency support.
- ❖ Provide a proactive and integrated response to catastrophic events.
- ❖ Address linkages to other incident management and emergency response plans developed for specific types of incidents or hazards.

National Incident Management System (NIMS)

The support and coordination components consist of multi-agency coordination group and emergency operations centers. A multi-agency coordination group (MAC) and emergency operation centers (EOC) provide central locations for operational command and control, resource management, providing flexibility, standardization and “Unity of Effort”.

The multi-agency coordination entities aid in establishing priorities among the incidents and associated resource allocations, resolving agency policy conflicts, and providing strategic guidance to support incident management activities.

In accordance with the National Incident Management System (NIMS) processes, resource and policy issues are addressed at the lowest organizational level practical. If the issues cannot be resolved at that level, then they are forwarded up to the next level for resolution.

This response plan integrates the fundamentals and concepts of the Incident Command System, resource management, Command and Coordination (EOC, MAC Group and Joint Information System) and Communications and Information management.

Joint Information System (JIS) will be established under the NIMS Command and Coordination structure. JIS integrates incident information and public affairs to provide consistent, coordinated, accurate, accessible, timely and complete information to the public and stakeholders during incident operations. The JIS supports ICS, EOCs and MAC Group functions.

Communications and Information Management enhances information processes, expands on data collection plans, integrates social media considerations, and highlights the use of geographic information systems (GIS). Furthermore, data security and system protection need to be planned and implemented. Communications considerations should include Interoperability, Reliability, Scalability, and portability.

This plan embraces the “Unity of effort” which is a defining principle that means the coordination of activities among various organizations to achieve a common goal.

Each incident may leverage a Unified Command System, Incident Command Post, an Area Command (if needed), a Joint Field Office (for coordinating Federal assistance), A Multiagency Coordination Group (MAC Group) and the Homeland Security Council and National Security Council (multi-agency coordination entities for policy adjudication and direction for issues outside the authority of the Secretary of Homeland Security).

Command Structures – directing on-scene emergency management.

- ❖ **Incident Command** – The field command organization at which the primary tactical-level, on-scene incident command function is performed.

The Incident Command Post (ICP) may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light. Except for a multi-incident occurrence, the Incident Command Post reports to the appropriate local Emergency Operations Center (EOC).

In occurrences having multiple incidents requiring multiple Incident Command Posts, the Incident Command Posts report to the Area Command. In incidents of terrorism, the Incident Command Post will also report to the Joint Operations Center, as well as the Emergency Operation Center.

- ❖ **Unified Command** – A command organization for an incident or event that requires the response of multiple agencies having responsibilities or jurisdiction. A Unified Command structure will be established and will consist of representatives from one or more of the following structures and additional organizations, agencies, and disciplines as warranted by the addressed incident of significant:

- ❖ First responding agencies for law enforcement, fire and rescue, health, public works, and utilities.
- ❖ Collier County Emergency Management Department
- ❖ State of Florida Division of Emergency Management
- ❖ Federal Emergency Management Agency
- ❖ Federal Bureau of Investigations and the Florida Department of Law Enforcement for terrorist related incidents
- ❖ Agencies of the Region 6 Domestic Security Task Force

- ❖ **Area Command** – An organization established when the complexity of the incident and incident management span-of-control considerations so dictate; and to:
 - ❖ Oversee the management of multiple incidents that are each being handled by an Incident Command Post organization, or
 - ❖ Oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned.

Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met, and strategies followed.

Area Command becomes Unified Area Command when incidents are multi-jurisdictional.

Area Command may be established at an Emergency Operations Center (EOC) facility or at a location other than the Incident Command Post.

City Incident Command System (ICS)

Incident Command – The city service or discipline having the responsibility of control and management of the incident shall appoint the appropriate member to command. Command will change upon delegation within the lead critical service and/or upon the change of responsibility or jurisdiction to another critical service. The individual having command shall be referred to as the Incident Commander and will have the authority to activate both command staff and general staff positions as deemed necessary.

Command will establish, as needed, a command staff to include:

- ❖ Safety Officer
- ❖ Public Information Officer / Joint Information Center
- ❖ Liaison Officer

General Command Sections – designated based on the magnitude of the incident and the demands placed upon the incident commander to command and manage the incident. The general command sections consist of Operations, Planning, Logistics, and Finance and Administration.

- ❖ **Operations Section** – Accomplishes incident objectives set by the Incident Commander. The Operations function is tactical fieldwork. The Operations Section may be structured to manage the span of control to include divisions, groups, and branches. The Operations Sections shall include divisions, groups, or branches of the following, but not limited to:

- ❖ Fire Rescue
- ❖ Police
- ❖ Public Works
- ❖ Water & Sewer Utility

❖ **Planning Section** – The Planning Section major activities, depending on the magnitude of the incident, include collects, evaluates, and displays incident intelligence and information; prepares and documents an Incident Action Plan; conducts long-range and/or contingency planning; develops a plan for demobilization; maintains incident documentation; and tracks resources assigned to the incident. The Planning Sections shall include as needed one or more of the following, but not limited to:

- ❖ Situation Unit
- ❖ Resource Unit
- ❖ Documentation Unit
- ❖ GIS/Mapping Unit
- ❖ Demobilization (Demob)

❖ **Logistics Section** – The Logistics Section is responsible for all Services and Support needs for incident personnel. Services and support needs include obtaining, maintaining, and accounting for essential personnel, equipment, and supplies; providing communication planning and resources; food services; establishing and maintaining incident facilities; support transportation; and medical services. The Logistics Section may include one or more of the following, depending on the magnitude of the incident, but not limited to:

- ❖ Communications Unit
- ❖ Food Unit
- ❖ Supply Unit
- ❖ Facilities / Housing
- ❖ Ground Support / Transportation Unit
- ❖ Volunteer / Donations Unit

❖ **Finance and Administration Section** – The Finance and Administration Section is set up for any incident that requires incident-specific financial management. The Finance and Administration Section is responsible for contract negotiation and monitoring; timekeeping;

cost analysis; and compensation for injury or damage to property. The Finance and Administration Section may include one or more of the following, but not limited to:

- ❖ Time Unit
- ❖ Procurement Unit
- ❖ Cost Unit

❖ **Incident Management Team**

In a long term all hazard incident (ex. Type 3), the City of Marco Island may request an Incident management team and/or an Incident Management Assistance team to assist in the mitigation of the incident that exceeds the staffing or expertise that is needed to successfully complete the mission. This request would follow Collier County Emergency Management protocols and policies.

Incident Management Team (IMT): are rostered groups of ICS-qualified personnel, consisting of an Incident Commander, other incident leadership, and personnel qualified for other key ICS positions. IMTs exist at local, regional, state, tribal, and national levels and have formal notification, deployment, and operational procedures in place. IMTs can be delegated the authority to act on behalf of the affected jurisdiction or organization.

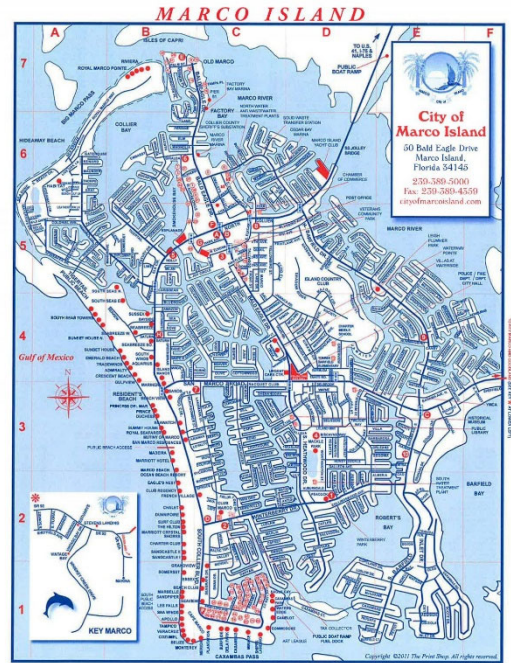
Incident Management Assistance Team (IMAT) are referred to as Incident Management Assistance Teams (IMAT) to clarify that they support on-scene personnel and/or the affected jurisdiction(s). IMATs exist at various levels of government and within the private sector. As an example, FEMA IMATs deploy to incidents to help identify and provide Federal assistance, and coordinate and integrate inter-jurisdictional response in support of an affected state or tribe.

Situation Overview

The City of Marco Island offers residents a great residential community with small town charm. The City is distinguished by its beauty, world class beach, natural environment, and waterways. This Comprehensive Emergency Management Plan (CEMP) specifically addresses this unique environment and the risks it may face. The following section provides information about Marco Island and the surrounding area. Knowledge of this area will allow emergency response stakeholders to plan and execute the best possible response for our city.

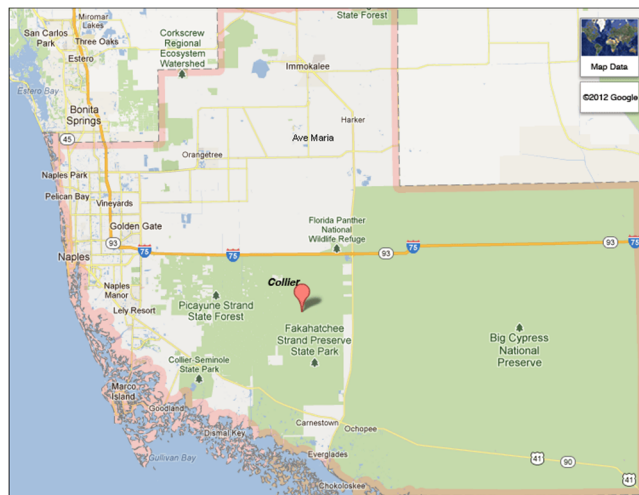
Geographic Characteristics

The City of Marco Island was incorporated on August 28, 1997, and is located on the Southwest Florida gulf coast in Collier County. It encompasses 24 square miles. Marco Island is the largest Barrier Island within Southwest Florida's Ten Thousand Islands area extending from Marco Island to Cape Sable. It lies within the subtropical to tropical climate zone and experiences a distinct wet and dry season with most of the rainfall occurring between the months of June and October. With a permanent population of 17,947 and a peak winter season population of 45,000, Marco Island's residents and visitors alike call this special Island ... Paradise.



Demographics

As of 2019, Marco Island has 8,379 households and an estimated population of 17,947 which increases to approximately 45,000 during the winter season. The city has seen a population growth of around 40% over the past twenty years with a projected growth of 14% over the next twenty years. The median age of residents in Marco Island is 65. As observed through previous disasters, the vulnerable population (e.g., those with disabilities, without transportation, and the elderly) require planning and operational considerations. Marco Island participates in the Collier County Special Needs Registry to keep a record of the citizens that meet these criteria during and after a disaster.



	City of Marco Island, Florida	Collier County, Florida
Population		
Population estimates, July 1, 2019, (V2019)	17,947	384,902
Population estimates base, April 1, 2010, (V2018)	16,413	321,522
Population, percent change - April 1, 2010 to July 1, 2018	9.3%	19.7%
Population, Census, April 1, 2010	16,413	321,520
Age & Sex		
Persons under 5 years, percent	1.1%	4.3%
Persons under 18 years, percent	8.3%	16.8%
Persons 65 years and over, percent	50.8%	32.9%
Female persons, percent	50.0%	50.7%
Population Characteristics		
Veterans, 2013-2017	2,119	27,416
Housing		
Housing units July 1, 2018	17,134	222,284
Families & Living Arrangements		
Households, 2013-2017	8,379	142,979
Persons per household, 2015-2019	2.13	2.57
Language other than English spoken at home, percent of persons age 5 years+, 2015-2019	14.0%	33.7%
Health		
With a disability, under age 65 years, 2013-2017	8.1%	5.4%
Income & Poverty		
Median household income, 2013-2017	\$86,215	\$62,407
Persons in poverty, percent	6.0%	11.70%
Geography		
Population per square mile, 2010	1,352	160.9
Land area in square miles, 2010	12.14	1998.32

Infrastructure

Marco Island is surrounded by the Gulf of Mexico and Marco River and is located approximately sixteen miles south of Interstate 75. Access to Marco Island is by the Judge Jolly Bridge (Collier Blvd. or Stan Gober Bridge (SR-92)). The City's main street is Collier Boulevard. Marco Island has numerous waterways that run throughout the city. The City recognized serious island infrastructure problems and has undertaken an aggressive capital improvement program. Bridges and roads have been

repaired. Storm drainage problems continue to be addressed. Waterways are dredged to ensure safe boating access. Over 100 miles of streets, storm drainage, rights-of-way, 12 bridges, and six parks reside under city jurisdiction. In May 2001, the City acquired the Bank of America building property on Bald Eagle Drive. Located adjacent to the police and fire department buildings and across the street from the Marco Healthcare Center, this facility serves as the center point of the City's government campus.

The electric utility provider to the City of Marco Island is Lee County Electric Coop (LCEC). People's Gas System, a division of Tampa Electric Company (TECO), provides natural gas service to Marco Island, with numerous gas lines running throughout the city. Companies like AT&T, Xfinity, Summit Broadband CenturyLink, and Direct TV provide phone, cable and internet to the residents and businesses.

Economic Characteristics

Marco Island employs around 6,000 people. The median income is \$86,215. The most common jobs held by residents of Marco Island are Hospitality, Entertainment, Recreation, Accommodation, Food Service, and the Arts. Other common employment sectors for those who live in Marco Island are retail trade, finance, education, and healthcare and professional/scientific. Marco Island is home to one of the premier JW Marriott properties, the Marco Island Beach Resort, a beachfront luxury resort.

Climate

Marco Island is in a tropical climate. The average temperature ranges from 63 degrees Fahrenheit to 80 degrees Fahrenheit. The average monthly rainfall is at its highest during the months of May to October ranging from 3 inches to 9 inches. Because of its location on the Southwest Gulf Coast of Florida, Marco Island is susceptible to the threat of tropical storms and hurricanes. Hurricane season runs from June 1st to November 30th with August and September as the most active months.

Coordination

The Comprehensive Emergency Management Plan covers the full range of complex and constantly changing requirements in anticipation of vulnerabilities or in response to threats or acts of terrorism, major disasters, and other emergencies as defined below. The Comprehensive Emergency Management Plan (CEMP) may initiate but not specifically address long-term reconstruction and redevelopment. The CEMP establishes an interagency and multi-jurisdictional

mechanism for government involvement in, and coordination of, domestic incident management operations. This includes coordinating structures and processes for incidents requiring:

- ❖ Federal support to municipal, county, state governments
- ❖ Entity-to-entity support
- ❖ The exercise of direct authorities and responsibilities, as appropriate under the law
- ❖ Public and private sector domestic incident management integration

The Comprehensive Emergency Management Plan recognizes and incorporates the various functional authorities of department and agencies, levels of government, and private sector organizations in domestic incident management.

The Comprehensive Emergency Management Plan details the specific domestic incident management roles and responsibilities of departments and agencies involved in domestic incident management. This plan also establishes the multi-agency organizational structures and processes required to implement the authorities, roles, and responsibilities for domestic incident management.

Incidents are typically managed at the lowest possible geographic, organizational, and jurisdictional level. Incident management activities will be initiated and conducted using the principles contained in the NIMS. The combined authorities, expertise, and capabilities of government at all levels, the private sector, and nongovernmental organizations will most likely be required to manage and direct all actions necessary to prevent, prepare for, respond to, and recover from incidents of significance.

Comprehensive Hazard Risk and Vulnerability Assessment

The City of Marco Island Comprehensive Emergency Management Plan (CEMP) utilizes the Collier County Multi-Jurisdictional Local Mitigation Strategy Comprehensive Hazard Risk & Vulnerability Assessment for emergency management planning of those threats and hazards which pose risk to the City. Refer to Appendix IV.

Planning Assumptions

Actual or potential incidents of significance require the Emergency Management Team to coordinate operations and resources may:

- ❖ Occur at any time with little or no warning in the context of a general or specific threat or hazard
- ❖ Require significant information sharing at the unclassified or classified levels across multiple jurisdictions and between public and private sectors
- ❖ Involve single or multiple geographic areas
- ❖ Have significant international impact and/or require significant international information sharing, resource coordination; and/or assistance
- ❖ Span the spectrum of incident management to include prevention, preparedness, response, and recovery
- ❖ Involve multiple, highly varied hazards or threats on a local, regional, or national scale
- ❖ Result in numerous casualties; fatalities; displaced people; property loss; disruption of normal life-support systems, essential public services, and basic infrastructure; and significant damage to the environment
- ❖ Impact economic and social infrastructures at all levels
- ❖ Overwhelm capabilities of all levels of government, and private sector infrastructure owners and operators
- ❖ Attract a sizeable influx of independent, spontaneous volunteers and supplies
- ❖ Require extremely short-notice asset coordination and response timeliness
- ❖ Require prolonged, sustained incident management operations and support activities.

Concept of Operations

General

The City of Marco Island CEMP is predicated in the fact that the city has the primary responsibility for disaster response and recovery. The structure and concept of emergency operations within the city consists of existing municipal departments and organizations.

Additional aid from county, state, federal, and mutual aid response partners will be requested when city resources are insufficient.

Every city department is obligated to ensure they fulfill their applicable responsibilities in the specific function in which they serve as the primary response organization. This obligation includes the necessary provision of resources and personnel. Each department shall be cognizant of their available equipment and resources including disposition, and personnel training. Each department

shall be responsible for the development of their department plan (annex to this document) relevant SOPs and SOGs and ensure that all other directives align with their respective emergency assignments and responsibilities.

General tasks that must be completed to ensure an effective response include:

- ❖ Maintain communications
- ❖ Office of the City Manager activates the EOC
- ❖ Declare a local state of emergency and request County and State assistance, as necessary
- ❖ The Collier County EOC will support the City of Marco Island EOC as necessary and will serve as the coordination point for response and recovery operations and for deployment of resources within the county
- ❖ Planning for recovery will begin as early as possible, ideally at the onset of the incident

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 Department governed by this CEMP will analyze its functions and rank the services/activities from the most to the least critical. A listing of each department or agency's Mission Essential Functions and the status of each will be included as an appendix to the CEMP. The EOC will evaluate the level of service available to the community and/or shift resources to meet the service level expectations during an emergency.

Line of Succession

The City Manager shall be responsible for directing the overall city response and may choose to delegate authority to qualified staff. In the event that the City Manager is unavailable, or unable to fulfil these duties, the Acting City Manager will assume this position. The City Manager will designate the Acting City Manager.

Emergency Operations Center Activation

The City of Marco Island Emergency Operations Center (EOC) will be activated as the major city decision-making facility during periods of disaster conditions, coordinated by the Incident Commander under direction of the City Manager.

The City of Marco Island Emergency Operations Center is activated for incidents of significance occurring within or have the potential or threat to occur within the City of Marco Island.

The Collier County Emergency Operations Center is activated for incidents of significance occurring within or have the potential or threat to occur within Collier County. The County Emergency Operations Center will activate upon request in support of the City of Marco Island responses to incidents of significance as needed.

The State of Florida Emergency Operations Center is activated for incidents of significance occurring within or have the potential or threat to occur within the State of Florida. The State Emergency Operations Center activates in support of Collier County and City of Marco Island responses to incidents of significance as needed.

Notice versus No Notice EOC Activation

Emergencies and disasters can occur with or without warning.

- ❖ **Notice EOC Activation:** In the event of an anticipated incident (e.g., hurricane), EOC activation will be on the authority of the City Manager, who will inform the City Staff and City Council.
- ❖ **No Notice EOC Activation:** In the event of a no-notice incident (e.g., tornado, hostile incident, MCI, large structure fire), the Fire Chief or Police Chief or their designee will make the decision that the EOC be activated and to what extent according to protocol. EOC activation will be communicated to the City Manager and City Council soon as possible.

Levels of EOC Activation

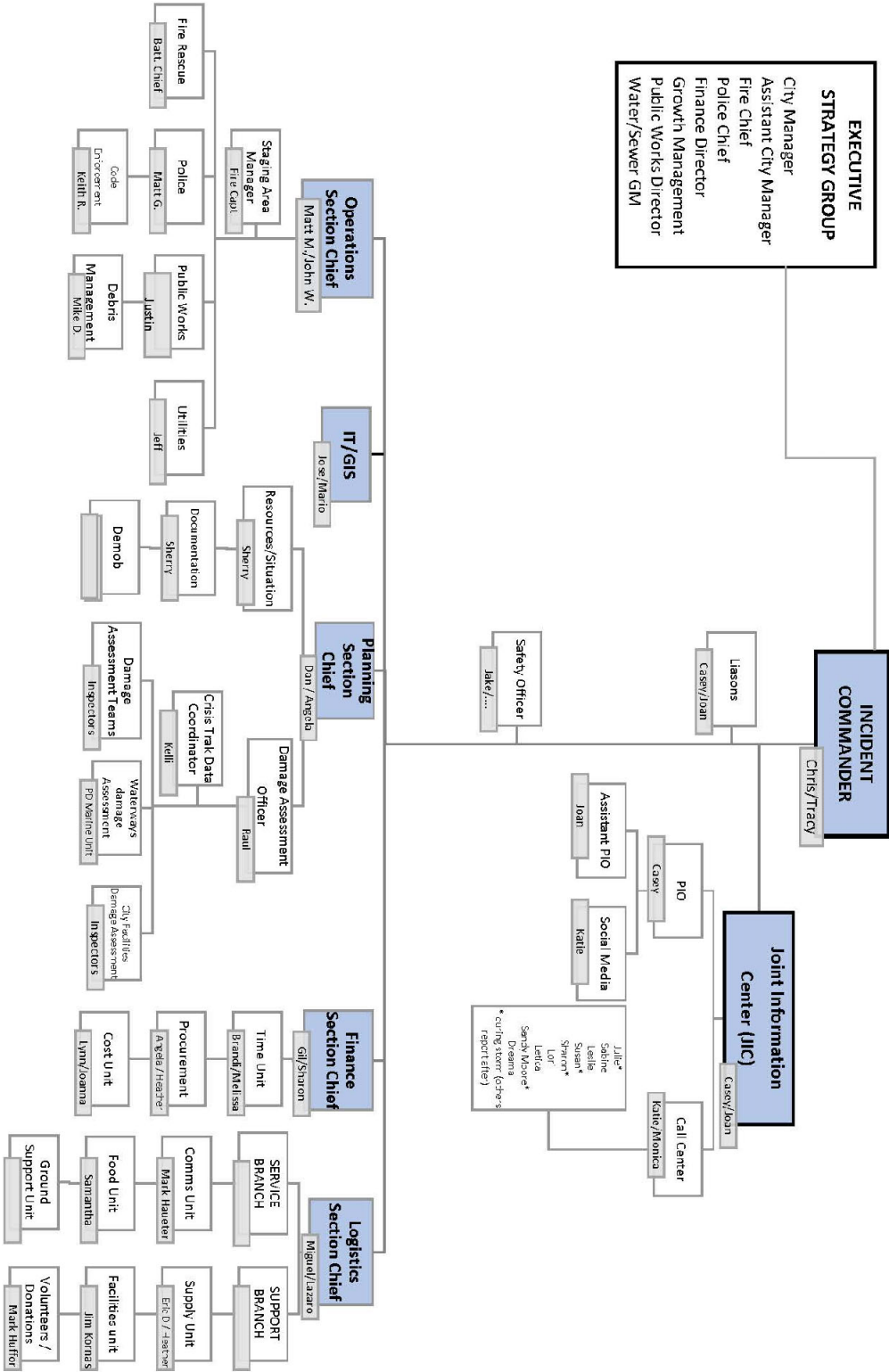
Priorities of response to emergencies and incidents of significance within the City of Marco Island are identified on a three-level tier of response. The three-level tier is correlated to the activation tier of the City of Marco Island Emergency Operation Center.

The levels are designed to be flexible and scalable in order to meet each incident's specific challenges. As such, the activation level will be determined based on the current capabilities and needs. The Incident Commander has the responsibility to determine the appropriate level of EOC activation and directs the EOC to the required level of activation.

Levels of EOC activation can escalate or de-escalate during a response operation. An EOC activation should remain at a level appropriate for the incident scale and complexity, while ensuring coverage for all functional areas with active roles in response.

- **Level I –Full Activation:** Full Scale Activation of the Emergency Response Team, Emergency Operations Center, and all Emergency Support Functions with 24 hour a day staffing at the EOC and all other operational facilities. The State and County Emergency Operations Centers may be activated with deployment of County and State Emergency Response Teams.
- **Level II – Partial Activation:** Activation of Emergency Response Team and Emergency Operations Centers: A declaration of a local state of emergency may not be in effect but may be anticipated. All primary Functions are notified. The Emergency Operations Center may require partial staffing.
- **Level III - Monitoring:** Blue sky operations. Notification will be made to those departments and personnel who need to take action as part of their normal responsibilities.

City of Marco Island
Emergency Operations Command Structure: 2023



Organization and Assignment of Responsibilities

City Council:

The primary role of the City Council before a disaster is that of preparedness. City Council provides policy direction for prevention/protection-related, response, recovery, and mitigation-related activities and encourage all government agencies and business leaders to coordinate and collaborate with the City's Emergency Management Team.

Office of the City Manager:

The primary function of the Office of the City Manager is to direct and coordinate the city's overall response in the event of a natural and/or major disaster. The City's response in these conditions would be to prevent the loss of life and personal injury, minimize property damage, and restore essential city services as soon as possible.

Assistant City Manager:

The primary function of the Assistant City Manager is public information regarding preparedness, response, alerts, warnings, and instructions pertaining to public safety; and prepare and distribute public information regarding actions and instructions for recovery means. Information will be prepared in coordination with the City Departments and approved by the Incident Commander. The Assistant City Manager manages the Joint Information Center and the City's Call Center.

City Attorney:

The primary functions of the City Attorney are to prepare declarations for a local state of emergency to be declared by the City Council Chairman; emergency ordinances, mutual aid agreements, and provide legal advisories for command operations.

City Clerk:

The primary functions of the City Clerk are to prepare documentations for City Council review and approval as necessary, schedule and coordinate emergency City Council meetings, safeguard City of Marco Island records and documents, and provide assistance in preparation of documentation, as requested through the Incident Commander and Emergency Operations Center (EOC).

Police Department:

The primary functions of the Police Department are life safety on land and water, maintaining law and order, traffic control and evacuation. The police department shall investigate incidents of significance and assist all Federal, State, County, and municipal law enforcement departments and agencies regarding any criminal activity including, but not limited to, terrorist threats or actions. The police department will also assist any public investigating agency regarding manmade disasters that caused injuries and/or deaths. The secondary functions are public safety operations, emergency response with the Fire Rescue Department, and protection of the environment.

a. **Code Enforcement:** The primary function of the Code Enforcement Department is to ensure public compliance with city ordinances during crisis incidents and/or events. Code Enforcement Officers will assist the Building Department Inspectors in notifying building contractors of hazardous conditions at construction sites and the pre-storm securing of construction materials. Additionally, Code Enforcement Officers provide incident support functions as directed by the Marco Island Police Chief.

Fire Rescue Department:

Primary functions of the Fire Rescue Department are emergency response, fire suppression, emergency medical services, marine response, hazardous materials response, search & rescue operations, and fire prevention. The Department's Fire Prevention Division is responsible for ensuring public compliance with fire codes and ordinances. The secondary functions are to assist the Police Department with evacuation and traffic control when necessary and to provide fire inspectors to the Damage Assessment Teams.

Public Works Department:

The primary function of the Public Works Department is management of the City's transportation infrastructure and stormwater system. Public Works is responsible for debris management and stormwater drainage. The Public Works Department will serve as the primary liaison to the Collier County Debris mission. Public Works will ensure road clearances, vehicle, and equipment operations, and take appropriate actions to repair and/or stabilize city infrastructure damaged as a result of the incident of significance. The secondary functions of Public Works are the emergency repairs of roadways, bridges, sidewalks, and stormwater drainage system.

Water & Sewer Utility Department:

The primary functions of the Water & Sewer Utilities Department are to maintain and restore the water & sewer system to maintain, insofar as possible, normal operations. The Water & Sewer staff

will survey, record, and report disaster damage to the collection and distribution system, treatment facilities and vehicles/equipment. The Water & Sewer Utility Department will coordinate efforts with Water & Sewer Utilities located within Collier County, as necessary.

Community Affairs Department:

The primary function for City of Marco Island Community Affairs Department includes building codes, code enforcement, and community development functions.

1. **Building Department:** The primary functions of the Building Department are to dispatch inspectors to construction sites and notify building contractors of hazardous conditions at building sites under construction. The secondary function of this element will be to provide inspectors for the Damage Assessment Teams. The Chief Building Official serves as the Damage Assessment Manager.
2. **Parks & Recreation Department:** The primary functions of the Parks and Recreation department include support and logistical operations for the purpose of providing support to the EOC staff and city emergency personnel during response / recovery operations. Preparedness activities are aimed at actions necessary to minimize damage to park property, structures, and equipment. Secondary functions include the survey, record, and reporting disaster damage of parks facilities & equipment. Parks & Recreation personnel will also assist in the operation of Cooling Centers when activated.

Finance Department:

The primary function of the Finance Department is fund management. Finance provides resource and vendor information available to obtain necessary equipment and supplies before, during, and after a disaster. The Finance Department also maintains records of emergency purchases and personnel payroll records. All costs and reimbursements associated with an incident of significance is tracked by the Finance Department. The Finance Department will provide staff to the Finance Section in the EOC upon activation.

Information Technology:

The primary function of the Information Technology (IT) Department is to maintain the City's information technology infrastructure. IT executes backup procedures and forward backup materials to safe storage in case of business interruption. The Information Technology Department will also provide instructions and assistance in preserving hardware and software within the

operations of the City of Marco Island and to reactivate information systems affected during the preparation and/or negative impact of incidents of significance. Information Technology will provide support staff to the EOC upon activation.

Human Resources

The primary functions of the Human Resource Department will be to liaison with employees and their respective families during the course of emergency operations and coordinate employee and family housing needs with the City Clerk. The Human Resources Manager serves as the Volunteer & Donation liaison to Collier County Volunteer Reception Center (VRC).

Emergency Management:

The primary functions of the Emergency Management Team are to manage and coordinate preparedness, response, recovery, and mitigation operations of the City. Emergency Management develops and maintains the Comprehensive Emergency Management Plan to include a basic plan, emergency support functions, annexes, and appendices; develop and maintain a continuity of operations plan for city operations; coordinate training and exercises pertaining to the emergency operations and continuity of operations plans; provide educational and awareness programs for the residents and businesses within the City of Marco Island; and to serve as liaison to emergency management committees and programs to maintain current information and planning.

Coordination, Direction & Control During an Emergency Activation

The Executive Strategy Group is established to develop incident strategy and objectives relative to the management of the emergency. The following describes the role and responsibilities of the Executive Strategy Group members:

City Council:

The City Council establishes policy and promulgates emergency ordinances. The City Council Chairman executes the Declaration of Local Emergency and subsequent Emergency Orders. City Councilors will receive situational updates from the City Manager. The City Council is encouraged to communicate clearly and effectively with their constituents to ensure a coordinated message.

City Manager:

The City Manager provides overall direction of emergency response operations. As appropriate, directs the implementation of protective actions for public safety. The City Manager activates the EOC when determined, directs tasked departments to ensure response personnel report to the EOC or assigned locations and reports to EOC when notified. If appropriate, the City Manager identifies

and establishes contact with the Incident Commander in the field. The City Manager directs EOC staff to relocate to the alternate EOC to maintain continuity of government and emergency operations. The City Manager terminates response operations and releases personnel to resume normal operations.

Assistant City Manager:

The Assistant City Manager serves as a member of the Executive Strategy Group along with other city leaders, in developing strategy and objectives for the planning, coordination, and direction of incident activities aimed at returning conditions to normal. The Assistant City Manager prepares, reviews, and approves all information to be disseminated to the public. The Assistant City Manager manages the City Call Center and the Joint Information Center. The Assistant City Manager schedules and prepares EOC meeting agendas.

City Attorney:

During an emergency situation, the City Attorney is available to the City to provide legal support and prepare emergency ordinances and proclamations.

City Clerk:

The City Clerk serves as a member of the Executive Strategy Group along with other city leaders, in developing strategy and objectives for the planning, coordination, and direction of incident activities aimed at returning conditions to normal. The City Clerk safeguards City of Marco Island records and documents and prepares the Declaration of Local State of Emergency for execution by the City Council Chairman. The City Clerk serves as the Assistant Public Information Officer and is assigned to the Joint Information Center.

Police Chief:

During a state of emergency, The Police Chief serves as a member of the Executive Strategy Group along with other city leaders, in developing strategy and objectives for the planning, coordinating, and direction of incident activities aimed at returning conditions to normal. The Police Chief has the responsibility and authority for the management direction and control of the operations and administration of the Police Department and Code Enforcement. Prioritizing tasks, maintaining resources, and providing efficient and effective law enforcement services.

Fire Rescue Chief:

The Fire Rescue Chief serves as the Emergency Manager responsible for the operational management of the emergency. The Fire Rescue Chief is responsible for the execution of incident

objectives through the Emergency Operations Center staff. The Fire Chief serves as a member of the Executive Strategy Group along with other city leaders, in developing strategy and objectives for the planning, coordinating, and directing department incident activities aimed at returning conditions to normal. The Fire Rescue Chief has the responsibility and authority for the management direction and control of the operations and administration of the Fire Rescue Department and to provide efficient and effective fire rescue and emergency medical services.

Finance Director:

During a state of emergency, the Finance Director serves as a member of the Executive Strategy Group along with other city leaders, in developing strategy and objectives for the planning, coordinating, and directing department incident activities aimed at returning conditions to normal. The Finance Director has the responsibility and authority for the management direction and control of the operations and administration of the Finance Department and to provide efficient and effective disaster financial management plans and processes to maintain continuous City services.

Public Works Director:

During a state of emergency, the Public Works Director serves as a member of the Executive Strategy Group along with other city leaders, in developing strategy and objectives for the planning, coordinating, and directing public works incident activities aimed at returning conditions to normal. The Public Works Director has the responsibility and authority for the management direction and control of the operations and administration of the Public Works Department and to provide efficient and effective services to protect, maintain and restore the City's infrastructure.

Water & Sewer Utility General Manager:

During a state of emergency, the Water & Sewer Utility General Manager serves as a member of the Executive Strategy Group along with other city leaders, in developing strategy and objectives for the planning, coordinating, and directing public works incident activities aimed at returning conditions to normal. The Water & Sewer Utility General Manager has the responsibility and authority for the management direction and control of the operations and administration of the Water & Sewer Department and to provide efficient and effective services to protect, maintain and restore the Water & Sewer Utility services.

Community Affairs Director:

During a state of emergency, the Community Affairs Director serves as a member of the Executive Strategy Group along with other city leaders, in developing strategy and objectives for the planning,

coordinating, and directing department activities aimed at returning conditions to normal. The Community Affairs Director has the responsibility and authority for the management direction and control of the operations and administration of the Growth Management Department, Building Services, and the Parks & Recreation Department to provide efficient and effective services to support the community and economic recovery.

Information Technology Director:

During a state of emergency, the Information Technology Director serves as a member of the Executive Strategy Group along with other city leaders, in developing strategy and objectives for the planning, coordinating, and directing information technology incident activities aimed at returning conditions to normal. The Information Technology Director is responsible for the protection of the City's critical cyber infrastructure and personnel data storage. The Information Technology Director has the responsibility and authority for the management direction and control of the operations and administration of the Information Technology Department to provide efficient and effective services to maintain and protect the City's critical cyber infrastructure.

Fleet & Facilities Manager:

During a state of emergency, the Fleet & Facilities Manager has the responsibility to prepare and maintain the mission-critical systems of the City's critical facilities. The Fleet & Facilities Manager is responsible for the annual inspection of the City's fleet and facilities including photo documentation. The Fleet & Facilities Manager will determine the storm protection measures for each facility and confirm execution. The Manager will develop a protection plan for the City's fleet and manage the fuel supply and consumption rate during the emergency.

Communications

Joint Information Center (JIC):

The primary function of the Joint Information Center is to manage the Joint Information System. JIS integrates incident information and public affairs to provide consistent, coordinated, accurate, accessible, timely and complete information to the public and stakeholders during incident operations.

The JIC is to distribute public information as prepared by the Assistant City Manager and approved by the City Manager. Information will be prepared in coordination with the Incident Commander and the Executive Strategy Team. The Joint Information Center will distribute approved public

information through several means including, but not limited to, press releases, social media, City website, recorded video, and live and print news media.

Public Information:

Public Information will be released via written hard copy, telephone inquiries, news conferences, website(s), social media, or given via live interviews. Press releases shall be short, factual, and to the point, along with having a phone number for the media and public to call for more information.

A standard schedule of information releases should be developed by the JIC depending on the pace of the incident. Flash releases may be used to disseminate urgent information.

All released public information materials will be assigned a time and number prior to distribution (release). Immediately after distribution, all information will be centrally logged. The Joint Information Center Public Information Officer will maintain up-to-date distribution lists for press releases. The initial news release, social media posts and other materials announcing an operational JIC, as well as all subsequent releases will be distributed to those agencies listed.

The City Manager has the authority to approve all information released to the public via the JIC. Coordination of public information releases may be coordinated with the County JIC if information is applicable. The County and other responding agencies staffing the JIC may be required to release information very quickly and at times very often. To ease the burden of ongoing review by the City Manager the responsibility may be delegated to the Assistant to the City Manager.

Because providing timely, consistent, and accurate information is a major objective of public information/JIC activities; it is recognized that information provided to the public and the media must be obtained from reliable sources.

Emergency Operations Communications:

These primary means of communications will be available for utilization by the EOC, JIC and field operations:

Public Information

Information will be distributed to the public as follows:

- ❖ City Council meetings
- ❖ Press Releases
- ❖ News Conferences
- ❖ City Website
- ❖ Marco T.V.
- ❖ Code RED (Emergency Notification System)

- ❖ City AM 1690
- ❖ Social Media
 - ❖ Facebook
 - ❖ Twitter
 - ❖ Instagram
 - ❖ Nextdoor.com

- ❖ Call Center
 - ❖ The call center's number is 239-389-5000.

Emergency Operations

- ❖ Radio
 - ❖ 800Mhz County Public Safety system
 - ❖ City VHF system
- ❖ Emergency voiced and text information.
- ❖ Telephone
 - ❖ Landline 239-389-5000
 - ❖ Cellular
 - ❖ Satellite
- ❖ Email
- ❖ Messenger

Finance

Introduction

The Disaster Financial Management Plan will provide instructions for the following disaster related activities:

- ❖ Financial Procedures (including related expenditures and usage)
- ❖ Disaster Payroll policy and procedures
- ❖ Administrative and Management Costs

In the event that a Hurricane Watch is posted for the City of Marco Island, the Finance Director will conduct a pre-event meeting with Department Directors and Managers to review the disaster financial management plan requirements. The Federal Emergency Management Disaster Public Assistance Program of the Robert T. Stafford Disaster Relief and Emergency Assistance Act is the governing document for financial reporting and request for federal financial assistance. The Finance Accountant assigned to FEMA processing and the Emergency Manager shall maintain current publications of the Public Assistance policy.

Financial Responsibilities & Duties

The Finance Director will initiate the request for Public Assistance and any additional funding assistance through the Federal Emergency Management Agency, Federal Highway Administration, or another federal agency. The Finance Department will designate an accountant to liaison with the federal agency providing financial assistance and manage the reimbursement process. The Finance Director and the Fire Rescue Chief will authorize all project worksheets.

FEMA Public Assistance Categories

As defined by the current version of the Federal Emergency Management Agency Public Assistance Policy Digest:

- ❖ **Category A** - Debris Removal: Clearance of trees and woody debris; building wreckage; sand, mud, silt, and gravel; vehicles; other disaster-related material deposited on public and, in very limited cases, private property.
- ❖ **Category B** - Emergency Protective Measures: Measures taken before, during, and after a disaster to save lives, protect public health and safety, and protect improved public and private property.
- ❖ **Category C** – Roads and Bridges: Repair of roads, bridges, and associated features, such as shoulders, ditches, culverts, lighting, and signs.

- ❖ **Category D** – Water Control Facilities: Repair of irrigation systems, drainage channels, and pumping facilities. Repair of levees, dams, and flood control channels fall under Category D, but the eligibility of these facilities is restricted.
- ❖ **Category E** – Buildings and Equipment: Repair or replacement of buildings, including their contents and systems; heavy equipment; and vehicles.
- ❖ **Category F** – Utilities: Repair of water treatment and delivery systems; power generation facilities and distribution lines; and sewage collection and treatment facilities.
- ❖ **Category G** – Parks, Recreational Facilities, and Other Items: Repair and restoration of parks, playgrounds, pools, cemeteries, and beaches. This category also is used for any work or facility that cannot be characterized adequately by Categories A-F.
- ❖ **Direct Administration Costs (DAC)**

Critical Incident Payroll

The Emergency Timesheet / Activity Log 214 is to be used to record personnel hours worked, hours off, and to log activity during a critical incident or disaster in which all or a portion of the City of Marco Island Emergency Management Plan, City of Marco Island Continuity of Operation Plan, or both is activated. Instructions will be provided by the Finance Section Chief through e-mail, memorandum, and/or directive activating the use of the emergency timesheet. The Emergency Timesheet / Activity Log will be utilized as per the City’s Emergency Overtime Pay Policy which is included as appendix III. The Finance Section Chief may require documentation of emergency operations for financial records and any reimbursement potential from responsible parties other than the City of Marco Island.

Policy

The City requires all employees to work when called upon to do so even if the work schedule is outside of their normal work schedule to ensure continuation of essential services to the public. Critical incidents may require extended continuous work schedules for essential employees. In addition to compensation for those working the critical incident, there may be occasions when the City Manager determines it is necessary to close City facilities in which employees may either be sent home or advised to remain at home for their safety.

Compensation

SEE EMPLOYEE HANDBOOK – “Emergency Pay Policy”

Documentation of Emergency Time Worked

Employee: Accurately reports all labor hours, activity log and equipment use on the City's Emergency Timesheet / Activity Login 214 in a timely manner to their Director or designee for approval. Falsification of these records shall subject an employee to disciplinary actions, up to and including termination.

Department Directors: Approves all hours worked and verifies information reported by the employee on their Emergency Timesheet / Activity Log 214 is accurate. Department Directors will be responsible for copies of all timesheets of their personnel to be submitted to the Finance Department / Payroll following the work period.

Human Resources: Responds to policy related inquiries and consults with employees on the interpretation of policy statements. Notifies employees of any policy changes.

Equipment Usage

All employees operating City of Marco Island equipment for an emergency event under the activation of all or part of the City of Marco Island Comprehensive Emergency Management Plan must complete the Vehicle/Equipment Log section of their Emergency timesheet. The Vehicle / Equipment Log must include:

- ❖ City Vehicle ID# or Equipment Name
- ❖ Operators Name
- ❖ Mileage In/Mileage Out (for vehicles)
- ❖ Total miles
- ❖ Total hours (for vehicle and equipment use)

The driver or equipment operator must complete the Vehicle / Equipment Log section of their Emergency Timesheet / Activity Log.

Training & 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 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. Each staff member assigned emergency or disaster responsibilities will complete the ICS basic training curriculum.

The ICS basic training curriculum is available on-line at <https://training.fema.gov/nims/>

ICS Basic Training Curriculum

- IS-100.c Introduction to the Incident Command System
- IS-200.c Basic Incident Command System for Initial Response
- IS-700.b National Incident Management System: An Introduction
- IS-800.d National Response Framework, An Introduction
- SERT Trac Establish an account <https://trac.floridadisaster.org> to upload training certificates and apply for future courses

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 annual County/State hurricane exercise. This participation can be coordinated in conjunction with the City's EOC exercise.

Command Staff Position Training

City staff members assigned to Command Staff positions should complete the position specific training. The position specific training requires the following prerequisites in addition to the ICS basic training curriculum:

- G-300 Intermediate Incident Command for Expanding Incidents
- G-400 Advanced Incident Command System Command & General Staff: Complex Incidents

Command Staff Position Specific Training:

- L-950 NIMS ICS All-Hazards Incident Commander (or equivalent)
- L-958 NIMS ICS All-Hazards Operations Section Chief (or equivalent)
- L-967 NIMS ICS All-Hazards Logistics Section Chief (or equivalent)
- L-962 NIMS ICS All-Hazards Planning Section Chief (or equivalent)
- L-975 NIMS ICS All-Hazards Finance/Administration Section Chief (or equivalent)

Joint Information Center Training

City staff members assigned to the Joint Information Center positions should complete the position specific training. The position specific training requires the ICS basic training curriculum and:

- IS-29 Public Information Officer Awareness (on-line)
- G-290 Basic Public Information Officer (PIO)
- G-291 Joint Information System/Center Planning for Tribal, State, and Local POI's
- L-388 Advanced Public Information Officer (JIC Manager)

All position specific training courses are not readily available and require planning and, in many cases, requires travel to accomplish. The annual training schedule is found in SERT Trac <https://trac.floridadisaster.org>

Damage Assessment Team Training

City staff members assigned to Damage Assessment Teams are required to complete the ICS basic training curriculum and:

- ATC-45 Safety Evaluation of Buildings after Windstorms and Floods



Hurricane Plan

Hurricane Plan

I. Purpose

This Plan is intended to establish procedural guidelines for Hurricane preparations and operational response prior to, during and after a storm.

- a. Establishes procedures to minimize storm-related damage to City of Marco Island property, protect the lives of personnel and to facilitate recovery and adequate documentation for reimbursement.
- b. Identify individuals responsible for fulfilling actions listed in the plan.
- c. The plan gives primary consideration to those actions necessary to protect the staff, departmental property and prepare City's departments to respond to the needs of the citizens in the City of Marco Island.

II. Policies

- a. All City of Marco Island Departments agencies will complete their pre-hurricane preparedness tasks identified in this plan prior to June 1st each year.
- b. During emergencies, departments will receive direction from the City of Marco Island Emergency Operations Center (EOC).
- c. The decision of any City resident to remain at home or go to a shelter is their own responsibility. The City and its departments will not make a recommendation or decide for the individual(s).
- d. City of Marco Island residents seeking shelter from a storm at City facilities will be directed to the nearest designated Red Cross shelter. City of Marco Island facilities are not designated shelters.
- e. The City and its departments will not assist residents/homeowners in boarding up their homes, moving outside items, etc.
- f. Prior to and no later than the notice of a Hurricane Watch, City personnel are advised to protect their family and personal property as soon as possible.
- g. City personnel may be subject to immediate recall during an emergency as necessary.
- h. City personnel will obtain and wear proper safety clothing and equipment as appropriate for their job assignment.
- i. Each employee is personally responsible for returning all equipment issued to them prior to, during and after a storm to the issuing authority.
- j. The City's Joint Information Center / Public Information Officer (PIO) will coordinate press statements/releases with the City Manager and the Emergency Operation

Center (EOC) and will be responsible for disseminating information to the public and media.

- k. Federal disaster relief funding and reimbursement depends solely on detailed record keeping.
 - i. All departments of the City will comply with all purchasing procedures as delineated in the City of Marco Island Purchasing Manual.
 - ii. All departments shall maintain records of hurricane related expenses for labor and equipment using the templates and spreadsheets as directed by the Finance Department.

III. Situation

- A. Hurricane season extends from JUNE 1 through NOVEMBER 30th. High winds, storm surge, flooding, torrential rains, and storm-spawned tornadoes pose a very real threat to the City.
- B. The potential for storm related injuries, structural damage, loss of power and water, flooding, and debris-laden streets will burden the resources of the City. These factors dictate the importance of effective Pre-Storm planning and efficient Post-Storm response.

IV. Responsibilities

1. GENERAL EMERGENCY MANAGEMENT RESPONSIBILITIES

All City Departments will:

- Participate in the City's Emergency Management Program
- Maintain knowledge of the City Comprehensive Emergency Management Plan (CEMP).
- Assign designated personnel with decision-making authority for their department to staff EOC positions during an emergency.
- Ensure personnel identified to staff EOC positions are properly trained in their assigned position.
- Utilize Hurricane Plan checklists during each phase of City operations.
 - Pre-Season Activities checklist
 - Pre-Storm checklist
 - Watch checklist

- Warning checklist
- Landfall checklist
- Post Landfall checklist

VI. Hurricane Preparedness

A. PREPAREDNESS (PRE-SEASON ACTIVITIES)

1. 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. Prior to June 1st and the beginning of the hurricane season all departments will complete the hurricane preparedness activities checklist.
2. City Staff will conduct an annual City Hurricane Preparedness Seminar.
3. City will participate in the Hurricane Preparedness public information campaigns through social media, website, press releases and other mean of communication to the community
4. Staff will provide Hurricane Preparedness presentations to organizations, clubs, and facilities as requested.
5. City staff will participate in the Collier County Hurricane exercise (HURREX).
6. Staff will participate in the development of the Marco Island Civic Association Hurricane Preparedness Guide during the publication update process.

V. Hurricane Response

A. PRE-STORM READINESS

1. Staff begin to monitor storm tracking as a developed tropical system begins to pose a threat.
2. Determination is made to conduct Pre-Storm Preparedness Activities, typically 5 days to 72-hours prior to expected landfall.
3. City Manager & Department Directors form Executive Strategy Group and conduct briefings.
4. Joint Information Center (JIC) begins public dissemination of storm information. JIC evaluates call center resources.
5. Pre-storm activity checklist is completed by Departments.
6. Staff assignments and sheltering locations determined.
7. EOC at Level III – Monitoring
8. EOC Level II Partial activation at Tropical Storm Watch / Warning

B. HURRICANE WATCH

1. A “Hurricane Watch” means hurricane conditions may threaten the area within 48 hours. Hurricane conditions include winds of 74 miles per hour (64 knots) or greater.
2. When a “Watch” has been issued, all City departments will initiate and complete their “Watch Tasks” as identified in the Watch checklist.
3. Executive Strategy Group conducts scheduled meetings, develops incident objectives.
4. Consider State of Local Emergency declaration
5. Each department will provide the City Emergency Management/EOC with a status report indicating the completion or status of their watch tasks.
6. Staffing plans are developed. Staging of post-landfall staff is determined.
7. Prepare EOC Incident Command Structure
8. EOC at Level I – Full Activation

C. HURRICANE WARNING

1. A “Hurricane Warning” means hurricane conditions are expected to strike the area in 36 hours or less.
2. When a “warning” has been issued, all City departments will initiate and complete their “Warning Tasks” as identified in the Warning checklist.
3. Policy Group conducts scheduled meetings, develops incident objectives.
4. Each department will provide the City Emergency Management/EOC with a status report indicating the completion or status of their warning tasks.
5. When this condition is declared for the Marco Island area, the City Manager or his designee shall make a declaration regarding the closure of City of Marco Island Administrative offices. When announced, all city employees within their respective departments will be instructed to leave their workstations except those with assigned duties in this plan. Following completion of assigned duties to protect city property, all personnel except those pre-identified should leave city property and seek protective shelter.

D. EVACUATION

The Collier County Emergency Management Director presents the evacuation zone recommendations to the Board of County Commissioners to act upon. The recommendation is made following coordination and planning with the City of Marco Island. Marco Island is in Zone A (Alpha) which includes coastal Collier County west of Tamiami Trail. During tropical storm or hurricane events, all evacuation measures must be taken before the arrival of sustained tropical storm force winds, i.e., greater

than 39 miles per hour. The Police Department with support from Public Works will manage the community evacuation routes in coordination with the EOC.

E. EOC ACTIVATION

1. The Fire Rescue Chief in coordination with the City Manager will determine when to activate the EOC. Generally, the EOC is activated to Level I when a Hurricane Watch is issued.
2. When the EOC is activated, designated department personnel will be notified by the Fire Rescue Chief or their Department Director. All Departments will provide staff to fill designated EOC positions.
3. Recovery operations personnel will be notified that the EOC is activated and advised they are expected to report to EOC immediately following the storm to begin recovery operations. These individuals may be staged in an off-Island location to be deployed following the storm as assigned.
4. The Fire Rescue Chief will initiate and follow the City's EOC activation checklist.

F. STAFF STAGING

As a coastal barrier island with limited access, City employees may be assigned as "standby" staff, to be sheltered in place at a staging location during landfall for rapid deployment as directed by the EOC. Standby needs will be determined upon assessment of the hurricane strength and threat level. City employees assigned to "standby" status will be compensated for the standby time in accordance with the City's Emergency Pay Policy.

G. MUTUAL AID RESOURCES

The Executive Strategy Group will continuously evaluate if available City resources are sufficient to effectively conduct the operations necessary during each phase of the storm. Mutual Aid resource requests are submitted to the Incident Commander for approval. Requests must be mission specific. Mutual Aid requests are entered in WebEOC and filled as available by local, regional, state, or federal resources.

H. LANDFALL

1. The Safety Officer will determine when all field operations are to be suspended due to hazardous conditions. Winds speed of 45 mph sustained is used as a general guideline. The Safety Officer will report the conditions to the EOC / Incident Commander for termination of field operations.
2. Under no conditions will staff conduct any field operations until safe conditions

are declared by the Safety Officer. Units must be task assigned by the EOC for all field operations.

3. Upon evaluation of the track and intensity of the storm, a rapid “windshield” damage assessment may be initiated during the passing of the eye of the hurricane conditions allow. The plan will be developed by the Safety Officer and Incident Commander.
4. The EOC Operations Section will develop a post-landfall emergency response plan to prioritize and assign response units to emergency incidents which have been received and held during landfall due to unsafe conditions.
5. During the storm only essential personnel with specific duties under this plan may be on City property.
6. EOC and Executive Strategy Team complete the Landfall checklist.

I. EMERGENCY RESPONSE

Following landfall, emergency response to pending emergencies is conducted in accordance with the post-landfall emergency response plan. Field Operations are initiated only by the Incident Commander following the Safety Officer assessment of conditions.

1. The Public Works Department will provide the initial debris push to open routes for emergency vehicle access. Access to pending emergency incidents receive priority.
2. The City EOC will initiate the Rapid Impact Assessment (RIA) utilizing units **not** committed to emergency incidents to identify life-threatening situations and imminent hazards in order to prioritize additional responses, allocate resources and request assistance from mutual aid partners as well as seek aid from state and federal sources.

J. RAPID IMPACT ASSESSMENT (RIA)

The Rapid Impact Assessment (RIA) is the first and immediate means of identifying the scope of damages within City. The RIA determines the need for immediate aid, estimates the magnitude of damage and severity of the incident or disaster, and prioritizes rescue efforts. The RIA provides a quick "snapshot" of basic damage and flooding information (e.g., low, moderate, high, and extensive) in a rapid time frame to assist the EOC in determining immediate response priorities and relief efforts. The EOC will dedicate sufficient, appropriate first responder resources to conduct the rapid impact assessment. The RIA commences at the direction of the EOC following approval by the Safety Officer.

1. Fire Rescue / Police will conduct search and rescue operations and hazardous

conditions.

2. The Police Department will conduct road and bridge closures as determined by the assessment reports.
3. The Public Works Department will conduct a rapid assessment of the primary roads and bridges.
4. The Water & Sewer Utility Department will conduct a rapid assessment of its critical facilities and collection and distribution system to identify hazardous conditions.
5. The City EOC will collect and summarize life safety assessment reports to determine the existence of life safety hazards, operational planning, and resource allocation.

H. RE-ENTRY PROCEDURES

It is the goal of the City of Marco Island to permit residents and business owners to return safely to their properties as soon as safely possible. Re-entry will occur through a tiered approach based on an assessment of the level of damage and impact to the general infrastructure throughout the community, as well as common areas of transportation providing accessibility.

The Police Department will maintain checkpoints as well as establish security for all areas within City limits as directed by the Police Chief or designee. Any conflict at designated check points will be routed through the Police Chief as appropriate for resolution. The safety of personnel will be the ultimate deciding factor in all cases.

Deployment to establish checkpoints at the Jolley Bridge and Stan Gober Bridge will occur as soon as safely possible.

The Tiered parameters of this approach are as follows:

1. Tier I: Response Support

Tier I re-entry will apply to emergency resources, deployed city staff and other authorized federal, state, and local agencies that need immediate access to the area to ensure restoration of critical services such as water, electrical, communications and debris removal. The primary objective of personnel operating in this condition is to render the area safe for first responders conducting life safety operations. The checkpoints will be notified by the EOC of the resources to be approved for Tier I entry.

2. Tier II: Recovery Support

Tier II re-entry consists primarily of those individuals from the public and private sector that support the re-establishment of critical infrastructure to support the re-entry of the general public.

Tier II re-entry will apply to relief workers, healthcare agencies, insurance agents, banking organizations, suppliers of food, and other business operators that are considered critical to the recovery effort. This includes Condominium/Hotel leaders and their staff that are critical to the recovery effort.

Identification will be required to be shown at the checkpoint. Identification includes employment ID cards or a letter on the business letterhead naming the person and an essential employee eligible in Tier II.

3. Tier III: Resident / Business Entry

Tier III re-entry will apply to City residents and businesses that are not eligible in Tier II. Proof of City residency, such as a driver's license or employment photo identification, phone or electric bill, a rental agreement or a copy of a homeowner's insurance policy will be accepted.

Where an official emergency declaration and mandatory evacuation has been made by the City, and remains in effect, re-entry of businesses and the public will be permitted based on a risk assessment of the threat to public safety and security and the availability of sustainable living conditions.

VI. Hurricane Recovery

A. SHORT TERM RECOVERY

The City will begin Recovery Operations as soon as it is determined by the Incident Commander and Safety Officer and travel on the public roadways is safe.

1. Damage Assessment

a. Initial Damage Assessment (IDA) “windshield assessment”

The Initial Damage Assessment (IDA) is the basic situation “windshield” appraisal performed on the local level to determine the degree of damage to residential and commercial structures. The Community Affairs Department / Building Services Division is responsible for the implementation of the FEMA-compliant damage assessment of public structures, businesses, and private homes, citywide.

The Damage Assessment Manager is responsible for preparing and coordinating Damage Assessment teams within the City.

All IDA information must be entered into Crisis Track Mobile linked to the EOC. The IDA information provides a "ballpark" estimate of the dollar value of the damage to infrastructure affected by the event. This assessment will also assist in determining whether or not the damage is that the level of damage is beyond the local capability and therefore severe enough to seek a Presidential Disaster Declaration. The IDA should be completed within 36 hours of an incident which provides a basis and substantiation for requesting state and federal assistance. The Crisis Track Coordinator confirms the information provided by the assessment teams and prepares reporting information to Collier County Emergency Management for the purpose of State reporting.

If requested by Collier County, the City may assist the County in the IDA process for unincorporated areas such as Goodland.

Refer to Appendix II for Damage Assessment Procedures

b. Detailed Damage Assessment (DDA)

The Detailed Damage Assessment is scheduled following the completion of the IDA, assuming conditions in the field are safe for damage assessment teams. Detailed Damage Assessment is a focused evaluation of severely damaged structures performed by building and fire inspectors to determine habitability.

2. Recovery Incident Action Plan (RIAP)

The City EOC will prepare an initial Recovery Incident Action Plan (RIAP). The RIAP is based on situation, damage and impact assessments developed by the EOC Planning Section. City Departments will be assigned to lead specific recovery functions as per the Recovery Incident Action Plan. Each department will be responsible for coordinating the implementation of their recovery function (RF) with the EOC. Departments will be responsible for identifying the resource needs that will accomplish the post disaster activities and requesting such resources through the EOC.

3. Debris Management

The Public Works Department is responsible for management of the debris operation. The Public Works Director will coordinate this effort with Collier County and the Debris Contractor. Daily reports will be provided describing route schedule, percent completion and debris amount removed. The JIC will disseminate information to the public regarding debris staging procedures.

4. Welfare Checks

When conditions allow, the EOC will develop a plan to deploy resources into impacted neighborhoods to conduct welfare checks on residents. The purpose of the welfare check is to engage in face-to-face communication to offer information and support. Due to prolonged power outages and the concern of heat stress the welfare check units will be supplied with cold bottled water to distribute. Additionally, residents will be provided information regarding generator safety, location of cooling centers and other relief services.

5. Points of Distribution (PODS)

POD locations will be established by the City to provide essential items such as water, ice, and food. PODS will only be established if there is an identified need. Generally, if local food retailers are undamaged and open for business; PODs will not be opened. The City's primary POD location is Veterans Park. If a POD is opened, MIPD or their designee will provide site security. The POD mission will be supported by available City staff and volunteers.

6. Standard Department Recovery Responsibilities

- Evaluate safety and health of staff and their families
- Initiate recovery duties as assigned by the EOC
- Begin clean-up and repair where necessary
- Compile and consolidate detailed damage reports of facilities and equipment
- Recall staff assigned to recovery duties

VII. Long Term Recovery

The purpose of this component is to outline the activities necessary to ensure a successful recovery effort. The EOC will transition to long-term recovery phase. The City Manager will identify and appoint an Incident Commander of Recovery.

1. City Council

The primary role of the City Council following a disaster is that of leadership. Once the City Departments and EOC staff have stabilized the situation, the role of the City Council becomes crucial to the recovery process. The City is built on law and order, and this stems from City Codes & Ordinances, Zoning Regulations, Building Code and Police Enforcement. For the City to truly recover, diligent and firm adherence to the City's Codes and Regulations must be adhered to. During recovery, the City Council will identify and determine opportunities to rebuild and mitigate future damage through planning and infrastructure investments.

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

Continuity of Operations (COOP) plan ensures 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 defines essential activities that need to be functioning within each of the following scenario timeframes: 24-hours, seven days, and 30 days.

Continuity of Government (COG) plan provides for 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.

3. Request for Public Assistance (FEMA PA)

- a. The Public Assistance process starts when the City begins to take any actions because of an imminent major disaster threat. The Emergency Management Team Planning Section begins documenting in WebEOC all activities relating to the disaster until the incident is closed. All Departments are instructed to have their staff initiate the ICS Form 214, Activity Log, to track the work as well as personnel hours and equipment used. The Logistics Section is activated to receive and act on resource requests as well as maintain all documentation associated with these requests. The Finance Section tracks expenses associated with the requests and reports “burn-rates to the leadership” while safeguarding the associated documentation and 214’s at the end of each Operational Period.
- b. Severity and magnitude of a disaster event need to be demonstrated in order to warrant a Presidential Disaster Declaration, the City is responsible for establishing procedures that include processing and maintaining records of all expenditures and obligations for manpower, equipment, and materials as well as total damages.
- c. A Presidential Disaster Declaration initiates a process that begins with City filing a Request for Public Assistance (RPA) application. The Finance Department Director is responsible for grants management, maintaining the “Florida PA” account and administering the Public Assistance Program.
- d. Project worksheets are prepared for eligible emergency costs and eligible costs for restoration of damaged facilities. Projects are developed in “FEMA Grants Portal” by the Recovery Coordinator.

4. 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. The City will assign a member to 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.

5. Marco Island Ordinance Article VI. (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.
- Identifies damage mitigation priorities

6. Disaster Recovery Centers (DRC)

A Disaster Recovery Center (DRC) 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. Disaster Recovery Center administrative kits will be delivered to each activated assistance center. The ground floor lobby of the Police Building has been identified as the initial DRC.

7. Community Relations Team (FEMA)

This is a team that is deployed into the impacted area to collect information as well as meet with the disaster-affected communities 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 EOC will coordinate with the County EOC to ensure that all unmet Human needs are coordinated.

8. Donation & Volunteer Management

The EOC will identify a Donation / Volunteer Coordinator to coordinate those offering to volunteer and/or provide donations. The City will refrain from accepting volunteers and donations. The City Coordinator will divert volunteers and donations to the reception site identified by ESF-15. Volunteers and donations will be received and assigned through the County Volunteer Reception Center.

9. Temporary Housing

Following a Presidential Disaster Declaration, FEMA will manage the Temporary Housing Program. FEMA 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.

10. Unmet Needs Coordination

Typically, both nonprofit and profit agencies will notify the City of the needs of the community which they canvas. The City in partnership with Collier County Emergency Management Division coordinates with a multitude of agencies, including the American Red Cross, to field damage/impact assessment teams to get a sense of the community's needs. Emphasis areas for the teams will be:

- Areas of the greatest disaster impact
- Isolated and rural areas
- Low economic areas
- Elderly, special needs and socially isolated individuals

11. Greater Marco Long Term Recovery Group

The EOC will assign a liaison to the Greater Marco Long Term Recovery Group to serve as the City contact to the group to identify, evaluate, and fill unmet needs. This committee is comprised of volunteer agencies, private sector representatives, and governmental agencies and will coordinate with ESF-15.

12. 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

13. Alternate Facilities

Alternate Facilities capable of supporting operations for 30 days will be identified for each Department. This plan should include identifying the infrastructure for relocation of essential staff. This information is maintained and described in Appendix____.

14. Interoperable Communications

The City possess redundant and robust internal and external communications capability. During a major emergency, the Incident Action Plan will include a communications plan to identify communication equipment used during the incident. The City's VHF system has served as a proven capability during tropical weather events and may be used as the primary communications system.

The Information Technology Department will develop a plan that prioritizes restoration of City communications. This plan should be updated and validated annually. Each Department shall conduct an inventory of its communications assets annually and determine minimum mission essential levels.

15. After Action Reporting

The City Manager will initiate the After-Action Reporting process. The incident review and after-action report will be completed within four 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 contracts and mutual aid agreements.

16. Vital Records and Databases (City Clerk)

Most vital records are located in City Hall 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 should exist. All Departments should regularly review various methods to protect these vital records based on all associated hazards outlined in the hazard 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.

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.

Departments are required to protect records under established criteria.

VIII. MITIGATION

1. Collier County Local Mitigation Strategy (LMS) Working Group (Pre-Disaster)

The Local Mitigation Strategy Working Group is composed of members from Collier County, the City of Marco Island, the City of Naples and interested citizens from Collier County 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 quarterly 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 Working Group.

2. 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.

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.

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.

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.

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.

3. 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 are addressed in the City's Post Disaster Redevelopment 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

4. Guidelines for Acquiring Damaged Property

The Community Affairs Department is responsible for the initial recovery component to disaster operations and works closely with the Recovery Task Force/Recovery Manager. 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.

5. 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 to include 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. 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.

IX. INCIDENT ACTION PLANNING PROCESS

A. THE PLANNING CYCLE

The Planning Cycle will occur in three phases resulting in the development of the Incident Action Plan (IAP).

PHASE 1:	Set Incident Objectives
PHASE 2:	Command Meeting
PHASE 3:	The Planning Meeting
PHASE 4:	Operations Shift Change Briefing

B. PHASE 1: Set Incident Objectives

The Executive Strategy Group establishes the Incident Objectives for the operational period.

- Objectives must be clearly stated and measurable
- Objectives must be obtainable given the resources available
- Objectives must be broad and flexible enough for the Operations Section Chief to achieve them in the best tactical way.

PHASE 1: Incident Objective Priorities

- | | |
|-------------------------------------|--|
| 1. Life Safety (LS): | <i>Welfare Checks, Cooling Station</i> |
| 2. Incident Stabilization (IS): | <i>LCEC Restoration, W&S Restoration</i> |
| 3. Property Conservation (PC): | <i>Damage Assessment, Secure fencing</i> |
| 4. Environmental Conservation (EC): | <i>Rescind Boil Water notice</i> |
| 5. Recovery Operations (RO): | <i>Debris removal, Demobilize FHP</i> |

C. PHASE 2: Command Meeting

- Command, Operations and Planning attend.
- The Incident Commander and the Operations Section Chief determine strategic actions to accomplish the objectives
- Command, Operations and Planning determine appropriate contingency plans.

D. PHASE 3: Planning Meeting

- Facilitated by the Planning Section Chief
- Sections report using the Incident Planning Meeting Agenda
- Flow of information is to be brief, complete and to the point

E. Planning Meeting Agenda

SECTION	REPORT	Completed
OPS / PLANS	Briefing on Situation and Resources	
INCIDENT COMMANDER	Announce Incident Objectives	
	Provide Safety Statement	
OPS	Review Mapping / Boundaries	
	Review Action Items / Priorities	
	Specify Resource Status / Needs	
LOGISTICS	Specify Facilities and Reporting Locations	
	Develop Resource and Personnel System	
	Establish Communications, Medical and Traffic Plans	
FINANCE	Provide Financial and Record-keeping System	
PIO / JIC	Information issues and releases	
INCIDENT COMMANDER	Identify any Potential Problems	
ALL	Review, Finalize Approve & Implement IAP	

F. EOC Daily Planning Cycle

EOC Daily Planning Cycle	
Hour 1	Incident Notification – Initial Briefing – Initial IAP
Hour 2	Executive Strategy Group - Goals & Objectives
Hour 3	Command Meeting
Hour 5	Planning Meeting
Hour 6	Prepare IAP
Hour 11	Briefing Personnel for next Operational Period
Hour 12	Shift Change

G. PHASE 4: Operations Shift Change Briefing

The Operations Section Chief briefs staff on their assignments for the next operational period. Incident Commander, Planning and Logistics Section Chiefs, and others as requested are in attendance.

SHIFT CHANGE BRIEFING AGENDA

- Situation update
- Review IAP
- Discuss Logistical details
- Review Safety messages

H. Incident Action Plan (IAP)

An Incident Action Plan is a written plan that contains objectives and information that is used in the management of an event or incident. An IAP is developed for each operational period to reflect the true nature of what's occurring during the period.

The Incident Action Plan includes Incident goals, objectives, strategies, and tactics. Operational resources, assignments, critical updates, a health and safety plan, maps, medical and communication information, roles, and responsibilities depending on the nature of the event.

The incident Action Plan (IAP) is developed utilizing the City IAP template by the Planning Section Chief following the planning meetings. The IAP is approved by the Incident Commander and distributed by the Planning Section Chief.

City Incident Action Plan Template:

ICS form #	Title	Prepared by
ICS 201	Incident Briefing	Planning Section Chief
ICS 202	Incident Objectives	Planning Section Chief
ICS 203	Organization Assignment List	Planning Section Chief
ICS 204	Assignment Lists	Department Directors
ICS 205	Radio Communications Plan	Logistics Section Chief
ICS 205A	Communications Contact List	Resources Unit Leader
ICS 206	Medical Plan	Safety Officer
ICS 207	Incident Organization Chart	Planning Section Chief
ICS 208	Safety Plan	Safety Officer
ICS 230	Meeting Schedule	Planning Section Chief
Map / Chart		Planning Section Chief
Weather forecast / tides		Planning Section Chief

HURRICANE PRE-SEASON ACTIVITIES

- Initiate Hurricane Preparedness public information campaign
- Staff review of City CEMP and Hurricane Plan
- Staff review of Department Operations Plan
- Review and update your Family Plan
- Prepare your “Hurricane Go Kit”
- Review staff assignments and duties
- Update staff emergency contact information / Submit to HR
- Confirm equipment readiness, identify, and repair any deficiencies
- Evaluation of equipment and protective gear needs
- Evaluate inventory of supplies and identify needs
- Participate in the City’s Hurricane Preparedness Seminar
- Evaluate facility needs. Address loose building items, necessary repairs, tree trimming, general outdoor cleanup
- Inspect condition of hurricane shutters, windscreens and flood panels
- Top off facility generator fuel
- Distribute Hurricane Guides at public speaking events
- Participate in Collier County Hurricane Preparedness activities and regional events
- Evaluate EOC readiness
- Inspect Damage Assessment Team equipment
- Review City Ordinances related to Emergencies and Post Disaster Redevelopment
- Identify major capital projects occurring during Hurricane Season

PRE-STORM ACTIVITIES: 5 DAYS TO HURRICANE WATCH

ALL DEPARTMENTS

- Notify employees to monitor weather and review family evacuation plan
- Assigned employees: prepare “Hurricane Kit” including but limited to a sleeping bag, shaving kit, food/snacks, drinks, medications, change of clothes, etc.
- All Departments are to review Department Operational Plan and Procedures
- Evaluate safety equipment
- Clean up City facilities and properties. Shelter loose items indoors
- Pre-impact photography of City facilities. Interior & exterior including drone aerial
- Review personnel assignments and determine potential deployments
- Top off fuel city-wide
- City vehicles and other equipment are serviced and ready.
- Ensure the readiness of department resources, equipment, supplies and personnel as per the CEMP
- Schedule home-time for on-duty employees to prepare for hurricane
- Cancel leave as necessary
- Canceling upcoming meetings
- Consider and/or cancel of any ongoing special events within City
- Test communications equipment including all VHF radios, cell phones, satellite phones, chargers, batteries, etc.

CITY MANAGER

- Inform City Council of City hurricane operations
- Issue public information statements as applicable
- Determine execution of Emergency Declaration and Emergency Orders with City Council Chairman
- Establish communications with County Manager & City of Naples City Manager
- Review & approve incident planning
- Determine EOC activation

PUBLIC INFORMATION

- Disseminate hurricane information via City website, broadcast, and print / social media
- City Manager will issue public information statements as applicable
- Set-up Joint Information Center (JIC). Information messages to employees
- Draft preliminary Emergency Declaration, Evacuation and Price Gouging Order(s)

PRE-STORM ACTIVITIES: 5 DAYS TO HURRICANE WATCH

- Media Press Release / Media Briefings Prepare CODE Red messages
- Prepare to activate public information Call Center
- Develop AM radio messages

EMERGENCY MANAGEMENT TEAM

- Monitor weather and initiate storm tracking
- Perform a hurricane vulnerability analysis of the threatening storm emergency and revise as situation warrants
- Establish schedule and disseminate situation reports (SITREP)
- Begin and maintain activity log of events and actions. (WebEOC)
- Brief City Manager and Department Directors
- Establish Liaisons
- Develop Incident Command structure
- Participate in County EM briefings
- Notify County EOC liaisons of activation schedule
- Establish date/time to activate ICS 214 Activity Log use Develop the Incident Action Plan (IAP) and a Timing Schedule
- Schedule daily briefings: time and place
- Establish date/time to begin Resource Tracking
- Evaluate need for additional cellular phones.
- Plan for pre-positioning of department resources to safe staging areas
- Procure and safely store post-storm supplies
- Obtain maps, drawings, and other emergency work job aids
- Test and fuel EOC backup generator
- Evaluate EOC readiness:
 - a. Mobilize EOC computers
 - b. Assign EOC duties
 - c. Supplies to EOC
 - d. EOC food orders.

PRE-STORM ACTIVITIES: 5 DAYS TO HURRICANE WATCH

POLICE DEPARTMENT

- Liaison with hotels & businesses, evaluate preparedness
- Code to assist with Construction Site evaluations & enforcement
- Monitor local Gas Stations, provide traffic control as necessary
- Monitor local grocery stores, evaluate stock and delivery
- Prepare Marine assets
- Secure and/or relocate records
- Prepare to coordinate evacuation when ordered

PUBLIC WORKS DEPARTMENT

- Prepare heavy equipment and operators with radios
- Prepare debris clearing equipment (chainsaws, etc.)
- Prepare traffic signal generators
- Establish communication with Collier County Debris Operations
- Conduct preparedness activities to stormwater drainage system
- Prepare for utilization of primary evacuation routes
- Coordinate planning to secure existing City project sites
- Prepare the delay of the start of any new projects
- Evaluate availability of heavy equipment with local contractors

FIRE RESCUE DEPARTMENT

- Readiness of search & rescue equipment
- Prepare high clearance vehicle for operation
- Prepare water rescue equipment
- Review Special Needs list, coordinate welfare checks
- Evaluate Medical Oxygen supply, order as needed

WATER & SEWER UTILITY

- Prepare utility facilities, prepare to secure outdoor items, or move to indoor storage
- Assist in Citywide fueling needs
- Prepare facility and LS generators, review deployment plan
- Secure utility construction project sites

BUILDING DEPARTMENT

- Organize and prepare Damage Assessment Teams. Review team equipment readiness
- Prepare construction site list for Inspectors and Code to visit
- Email Contractors advising them of the storm threat
- When indicated, enforce construction site securing of materials / site preparedness
- Close out inspections / permits

PARKS & RECREATION DEPARTMENT

- Prepare to Secure City Parks and equipment
- Plan to cancel programs
- Notify vendors: food, water, ice, equipment, and other supplies
- Coordinate potential food orders with EOC

FINANCE DEPARTMENT

- Prepare strategies for procurement / emergency purchase orders
- Prepare / review Emergency Pay Policy & Procedures
- Determine cash needs

INFORMATION TECHNOLOGY

- Provide direction to City staff for protection of computer equipment & files
- Prepare equipment for EOC mobilization
- Conduct backup as necessary

HURRICANE WATCH ACTIVITIES: 72 to 48 HOURS

ALL DEPARTMENTS

- Activate Department plans, SOPs
- Initiate and maintain Emergency Timesheet / Activity Logs 214s including equipment use
- Document storm related costs: overtime, purchases, and supplies expended
- Ensure computer data is backed-up and safely stored
- Provide for the security and protection of records and equipment
- Unplug all electric equipment not being used for storm response
- Secure facilities and non-emergency equipment
- Activate roll-down shutters and install other shutters
- Inspect roof drains to ensure they are clear of debris
- Clean up outside areas. Secure or store outside furniture and objects
- Move equipment, files and any valuable materials from ground floor and flood prone areas. Cover and/or secure with visqueen or plastic bags.
- If possible, rotate staffing to permit employees time to secure their homes and make arrangements for the safety of their families
- Complete required routine assignments as quickly as possible and prepare for post storm assignments
- Recall off-duty personnel in accordance with staffing plan
- Pre-position stand-by personnel
- Prepare duty rosters
- Top off fuel tanks and service all vehicles, portable and emergency generators, pumps, compressors, and ventilators. Store and/or secure an extra supply of fuel. Test backup generators.
- Check all communication systems: bring to maximum effectiveness and ensure employee familiarization.
- Issue protective gear to emergency personnel.
- Respond to requests from Emergency Manager/EOC.
- Correct any deficiencies found in City facilities, vehicles, equipment utilized for emergency activities
- Designate areas for essential personnel, equipment, and response units
- Arrange for any parking, feeding, sleeping and transportation for EOC staff

HURRICANE WATCH ACTIVITIES: 72 to 48 HOURS

- Inventory all available resources.
- Restrict entrance to EOC to essential personnel only.
- Convey key City information to County JIC
- Issue public information “watch” statements
 - Advise citizens to secure their property for severe weather
 - Encourage citizens to acquire food, water, ice, and fuel
 - Advise businesses to secure their property for severe weather
 - Advise local grocers of potential threat(s)
 - Advise construction companies to secure all construction sites of materials or equipment against displacement by wind forces and to remove or secure portable toilets at job sites.
 - Advise motel/hotel business of potential threat(s) and encourage them to notify their residents.
 - Advise nursing homes and ALFs (Assisted Living Facilities) to initiate emergency plans
 - Monitor traffic conditions.
- Implement emergency traffic control plan
- Briefings for Department/Division heads who will brief their employees.
- Advise critical facility operators to initiate preparedness activities according to their respective response plans.
- Monitor situation via EOC
- Prepare & Preposition heavy equipment and operators with radios.
- Secure City vehicles and parking garages at the issue of a warning.
- Prepare and secure City offices and facilities.

HURRICANE WARNING ACTIVITIES: 12 TO 24 HOURS

- Continue or complete any of the Watch activities as needed
- Monitor storm and coordinate with Collier County to assess threats
- Level I activation of EOC. Initiate 12-hour shifts as necessary
- Ensure EOC food plan
- Implement Refuge of Last Resort Plan
- Cease response activities (Safety Officer)
- Brief Executive Policy Group: Issues:
 - Refuge of Last Resort Implementation
 - Evacuation Status
 - Resource needed
 - Municipal status
 - Potential Curfews
- EOC Briefing
 - Preparation for arrival
 - Resource Tracking
 - Evacuation Status / Shelter status
 - Refuge of last resort
 - 24-hour staffing
 - Cease response activities
- Conference call with Collier County and other municipalities
- Develop Incident Action Plan
- Media Press Release / Media Briefings
- Release CodeRED Emergency Alert System Message
- Close city buildings
- Stage city vehicles
- Re-evaluate threat.
- Continue displays, Sit-Reps, press release(s) and the website.
- Begin planning for post-storm planning activities. Conduct initial planning meeting. Develop incident action plan.
 - Emergency Response / Search and Rescue

- Emergency Medical Care
 - Medical Examiner and Morgue services
 - Security check points
 - Return of evacuees
 - Emergency Ordinances
 - Preliminary damage assessment
 - FEMA Recovery Center (DRC)
 - Points of distribution and locations (PODS)
 - Staging areas and locations
 - Procurement of supplies
 - Public Health monitoring
 - Crisis Counseling
 - Assessment of community needs
 - Emergency Relief Assistance
 - Restoration of critical lifelines
 - Volunteers / Donations
 - First Push / Debris Removal (Coordinate with Collier County Debris Manager)
 - Recovery Task Force
 - Federal Public Assistance
 - Federal Individual Assistance and Disaster Assistance Centers
- At the onset of sustained winds of 39 mph or greater issue any public information statements announcing cessation of evacuations
 - Cease traffic control and emergency transportation
 - Relocate all emergency personnel to assigned staff shelter

LANDFALL: 0 TO 24 HOURS

- Complete any of the Warning activities as needed.
- Enact emergency resolutions, ordinances, and suspensions of administrative rules/procedures.
- Brief Executive Policy Group
 - Damage assessment
 - Re-entry
 - Curfews
- Assess public information and media capabilities
- Provide press releases and interviews
- Determine and prioritize emergency requirements and establish an Action Plan for next 24-hour period
- Request relief assistance: Determine the need for food, water, and ice as necessary
- Provide Sit-Reps
- Activate Emergency Purchase Order System
- Brief EOC on Response and Recovery Action Planning
- Plan Post-storm Response Issues:
 - Mutual Aid Requests
 - Search and Rescue
 - Rapid Impact Assessment
 - Reentry
 - Refuel vehicles
 - Vehicle maintenance
 - Generators, fuel, spare parts
 - Security Issues
 - Communications
- Plan Post-storm Recovery Issues:
 - Damage Assessment Team (IDA, DDA)
 - Infrastructure Assessment
 - Distribution Sites
 - Cooling Stations

LANDFALL: 0 TO 24 HOURS

- Debris Assessment and Removal
- Mutual Aid workers/housing
- Mass Care needs: medical, food, water, ice, shelter, hygiene products, crisis counseling
- Pets and animals
- Temporary Housing
- Donations - designated only
- Building Moratoriums
- Building Permits
- Morgue services
- Identify and access locally available vendors and services
- Review Resource and Financial Tracking requirements
- Pre-identify potential staging areas for incoming mutual aid resources and position signs to direct delivery vehicles
- Maintain Status Updates
- Update WebEOC Status Boards
- Brief Executive Policy Group:
 - Response Issues
 - Mutual Aid Assistance
 - Emergency Service capabilities
 - Search and Rescue
 - Emergency Debris Removal
 - Re-entry
- Recovery Issues
 - Impact Assessment of Infrastructure
 - Critical Facilities
 - Damage Assessment
 - Distribution Sites
 - Cooling Stations
 - Health Issues
- Establish Incident Action Plan for the next 24-hour period

LANDFALL: 0 TO 24 HOURS

- Conduct County / Municipal conference call on response and recovery status, resource needs, etc.
- Assess mass care needs for; medical, food (fixed and mobile), water, ice, shelter, hygiene products, crises counseling, etc.
- Assess status of infrastructure and need for assistance including communications, transportation, healthcare, power, and water/sewer
- Assess status of critical facilities and need for assistance
- Assess public information and media capabilities. Consider request for mobile radio transmitter, flyer distribution through mobile feeding stations, information bulletins and staging area, distribution sites, recovery center, comfort stations
- Provide press releases and interviews pertaining to comfort station's locations, points of distribution, and available medical assistance. (911 calls for emergencies only)
- Emergency debris removal
- Determine needs for mutual aid: search/rescue, law enforcement, fire–rescue, public works, utilities, emergency management, volunteers and donations. (County /State)
- Traffic control and security checkpoints: mutual aid assistance needs
- Emergency Curfew Declaration
- Ensure resource tracking
- Assess need for staging area, distribution sites, recovery centers, comfort stations. Coordinate the location, staffing, resources, security, public information, volunteers, etc.
- Coordinate Re-entry
- Identify housing and feeding for incoming emergency workers
- Shelter status update and evaluate long-term housing needs
- Evaluate time to restore essential services including power, water, and sewer
- Health Issues: vaccinations, disposal of spoiled food; portable water testing

POST LANDFALL: 24 TO 96 HOURS

- Continue or complete any of the Landfall activities as needed
- Brief Executive Policy Group:
 - Response Issues: Mutual Aid Assistance; Emergency Service capabilities, Search and Rescue and Emergency Debris Removal: Mass Care Needs
 - Recovery Issues: Impact Assessment of Infrastructure; Assessment of Critical Facilities; Damage Assessment; Distribution Sites; Comfort Stations; Emergency Building Permits
- Establish an Incident Action Plan for next 24-hour period.
- Issue public information announcements
- Maintain Call Center, provide Recovery FAQ's
- Initiate Initial Damage Assessment (IDA)
- Identify location and resource needs for the Disaster Recovery Center (DRC), comfort stations, distribution sites and staging areas
- Identify location(s) for resource and staffing needs for volunteer and donation collection site(s)
- Coordinate with the State & FEMA, the location of the Disaster Recovery Center and the Disaster Field Office
- Distribute FEMA Individual Assistance information to citizens and staff
- Coordinate debris removal operation (Public Works)
- Evaluate time to restore essential services including power, water, and sewer
- Damage Assessment: mutual aid need
- Infrastructure Inspections: roads, bridges, stormwater system
- Relief of Field and EOC workers
- Recovery resource(s) needs: refrigeration trucks, vehicle maintenance (tires, etc.), generators, etc.
- Assess mass care needs and ensure needs are met; medical, food, water, ice, shelter, hygiene products, crises counseling, etc.
- Assess status of state and federal disaster assistance: Individual assistance, SBA (Small Business Administration) assistance, public assistance, emergency payments, etc.
- Activate Recovery Task Force:
 - Appoint City Disaster Recovery Coordinator
 - Appoint City Economic Recovery Coordinator
 - Hazard Mitigation Coordinator
 - Review damage reports and identify mitigation opportunities

POST LANDFALL: 24 TO 96 HOURS

- Determine recovery functions needed
 - Recommend Emergency Resolutions and Ordinances
 - Recommend changes to Land Development Regulations
 - Determine policies to guide community recovery
 - Determine any unmet needs
 - Formulate committees to complete specific tasks
- Begin FEMA Public Assistance Program



Watch / Warning Meeting Agenda

Date: _____

Storm: _____

Time: _____

<i>Topic</i>	<i>Description</i>	<i>Notes</i>
Meteorological Report	Current Conditions Forecast Watches / Warnings	
Collier County EM	Report information from Collier County EM	
CEMP Tasks	Assigned Tasks / Activities	
Public Information	Code RED Press Releases Social Media Call intake messaging Call Center activation / staffing	
DEPARTMENT REPORTS		
Public Works	Potential flooding impacts Road closures Traffic signals On call staff	
Utilities	System operations Flooding impacts Power loss impacts On-call staff	
Fleet & Facilities	Facility preparations	
Community Affairs / Building	Securing of Construction sites Damage Assessment teams Special Events / cancellations	
Police / Code	Essential commodities Hotel occupancies Communications	

City of Marco Island Comprehensive Emergency Management Plan

	Securing of construction sites Street flooding	
Fire Rescue	Emergency Management / IAP Safety Officer High water access Damage Assessment	
DEPARTMENT REPORTS		
Finance	Employee compensation Emergency procurement	
Information Technology	EOC set-up City communications systems	
City Clerk	Declaration of Emergency	
Logistics / Planning	Identify logistics and planning needs	
EOC Activation	Level I – full activation Level II – partial activation Level III - monitoring	
ACTION ITEMS		
<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 		
City Council notification	Develop summary <i>Message to City Council will be provided to Directors via email following meeting</i>	
Employee notification	Message from Directors to employees	

Appendix I: City of Marco Island Damage Assessment Procedures

1.0 PURPOSE

The purpose of this procedure is to provide for effective Damage Assessment operations before an event occurs, immediately following an event, and after damage assessment field operations are complete. The procedure will provide a detailed process for conducting a damage assessment including the utilization of damage assessment software.

2.0 DEFINITIONS

- **Damage Assessment:** an information gathering activity to determine the severity and magnitude of an incident, to establish priorities for recovery, and to assess resource needs.
- **Rapid Impact Assessment:** the first and immediate means of identifying the scope of damages within City described by initial emergency responder's reconnaissance.
- **Initial Damage Assessment (IDA):** is the "windshield" appraisal performed on the local level to determine the degree of damage to residential and commercial structures accomplished by the City Damage Assessment Teams.
- **Detailed Damage Assessment (DDA):** is scheduled following the completion of the IDA, assuming conditions in the field are safe for damage assessment teams. Detailed Damage Assessment is a focused evaluation of severely damaged structures performed by building and fire inspectors to determine habitability.
- **Damage Assessment Officer:** The City of Marco Island Damage Assessment Officer is responsible for supervising the damage assessment mission as well as managing the damage assessment processes. During an event, the Damage Assessment Officer reports to the Planning Section Chief.
- **Damage Assessment Teams:** Damage Assessment Teams conduct visual inspections of infrastructure to determine the extent of damage from an incident. The Teams are comprised of individuals trained in damage assessment methods and procedures. All Damage Assessment Team members will report to the Damage Assessment Team Leader.
- **Damage Assessment Team Leaders:** Each Damage Assessment Team will have an assigned Damage Assessment Team Leader. The Damage Assessment Team Leader is responsible for the Damage Assessment Team's assignments, communications, and safety. The Damage Assessment Team Leader reports to the Damage Assessment Officer.
- **Damage Assessment Data Coordinator:** is responsible for organization of the data in the Crisis Track system. Enters the team information and assignments prior to deployment and confirms damage reporting from the field to the system. Exports data to the County EOC when directed. Reports to the Damage Assessment Officer.

3. CONCEPT OF OPERATIONS

3.1 Data Gathering

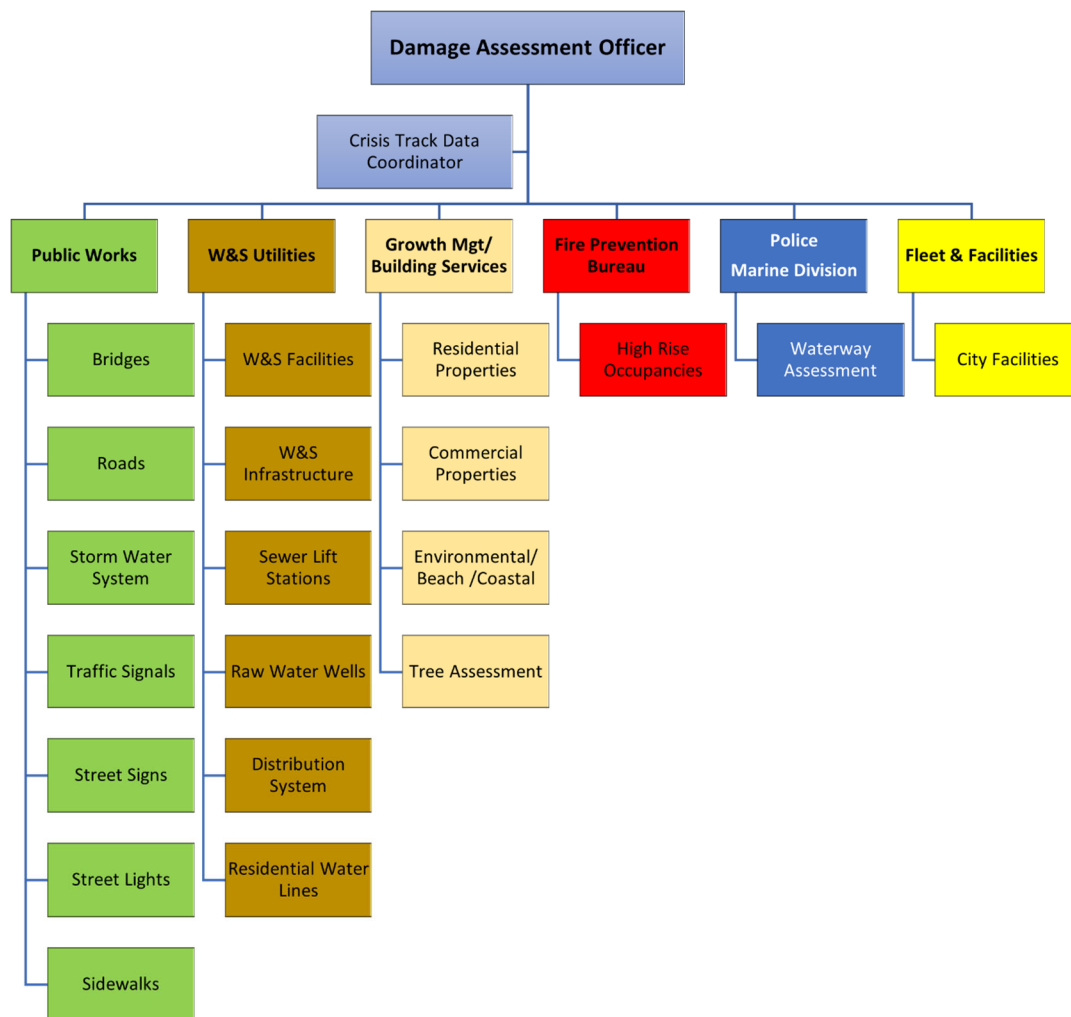
The City of Marco Island has adopted Crisis Track and configured the Crisis Track Mobile Application with information required to complete the necessary FEMA forms.

3.2 Damage Assessment Team Members

The Damage Assessment Officer will identify and organize the damage assessment team personnel. Damage Assessment team members must complete damage assessment training and participate in one annual exercise.

4. ORGANIZATIONAL STRUCTURE

4.1 Damage assessment teams will be organized in a manner to best apply their expertise and knowledge to the area of assignment. The following organizational structure describes the areas of responsibility for the damage assessment teams.



4.2 Assignment

The Damage Assessment Officer will coordinate with the Department Directors to identify staff for assignment to damage assessment teams. Teams will be identified and established prior to hurricane season. This information will be provided to the Damage Assessment Officer who will establish the team assignments. A damage assessment team consists of a minimum of two members per vehicle.

5. DAMAGE ASSESSMENT METHODOLOGY

5.1 Pre-Incident Readiness

During pre-event preparations and during employee sheltering the Damage Assessment Officer will conduct a Pre-Deployment briefing to the damage assessment team members. Once the Incident Commander has received field reports from public safety personnel indicating safe conditions, the Damage Assessment Officer will be notified of a time to initiate damage assessment operations. The Call Center will also document reports of damage called-in by the public.

5.2 Damage Assessment Team Pre-Deployment Briefing

Before conducting operations, the Damage Assessment Officer will conduct a Pre-Deployment Briefing to all members of the damage assessment teams. The Pre-Deployment Briefing should address:

- Overview of Disaster Operations Current Situation Report
- Known critical facilities
- Codes and standards (FEMA Damage Categories)
- Reporting requirements and priorities
- Crisis Track Mobile App Quick Start Guide
- Assign each member to a Team and Assign a Team Leader
- Public and media contact procedures
- Safety requirements
- Routine communication check-ins
- Debriefing time and location

5.3 Initial Damage Assessment

- Initial assessment completed within 36 hours of the event
- Visual “windshield” assessment
- Do not enter a private home
- Focus on degree of damage and habitability
- Look for waterline or debris line

Damage Assessment Team Equipment for Personal Protection

- Hard hat
- Long pants, long sleeve shirt
- Work boots (steel toed)
- Rubber boots
- NIOSH N95 filter masks
- Leather work gloves
- Raincoat or poncho
- Safety Vest
- Flashlight with spare batteries
- Safety whistle
- Safety glasses
- Personal first aid kit
- Insect repellent
- Sunscreen
- Hand sanitizer
- Official identification, authorization letter or cards
- Bottled water

Damage Assessment Team-Issued Equipment

- Copy of this procedure
- Mobile Device with Crisis Track Application pre-loaded
- City VHF Radio
- Multiple copies of Damage Assessment Forms
- Map book
- Picture taking capability (City issued smartphone)
- Tape measure
- Paper towels
- Paper, pencils, clipboards, etc.
- Calculator
- Emergency telephone listing of appropriate Jurisdiction officials

CONVENTIONALLY BUILT HOMES	
AFFECTED	
Partial missing shingles or siding (non-continuous/sporadic), home kept roof structure intact	
Cosmetic damage such as paint discoloration or loose siding	
Broken screens	
Gutter damage and debris	
Damage to an attached structure such as a porch, carport, garage, or outbuilding not for commercial use	
Soffit damage	
Damage to landscaping, retaining walls, or downed trees that do not affect access to the residence or has not collapse into residence	
Any water line in the crawl space or basement when essential living space or mechanical components are not damaged or submerged	
MINOR	
Non-structural damage to roof components over essential living space to include large areas of shingles e.g. roof covering, fascia board, soffit, flashing, and skylight	
Non-structural damage to the interior wall components to include drywall, insulation; exterior components to include house wrap, missing doors, broken window framings; or substantial loss of exterior covering, such as missing siding, vinyl, stucco, etc.	
Multiple small vertical cracks in the foundation	
Damage to or submersion of mechanical components, e.g., furnace, boiler, water heater, HVAC, electrical panel, pressure tanks or well pressure switch, etc.	
Water line less than 18 inches in an essential living space	
Damage or disaster related contamination to a private well or septic system	
MAJOR	
Failure or partial failure to structural elements of the roof to include rafters, ceiling joists, ridge boards, etc.	
Failure or partial failure to structural elements of the walls to include framing, sheathing, etc.	
Failure or partial failure to foundation to include crumbling, bulging, collapsing, horizontal cracks of more than two inches, and shifting of the residence on the foundation of more than six inches	
Residences with a water line 18 inches above the floor in an essential living space, a water line above the electrical outlets, or a water line on the first floor when basement is completely full.	
DESTROYED	
Complete failure of two or more major structural components - e.g., collapse of basement walls, foundation, load-bearing walls, or roof	
A residence that is in imminent threat of collapse because of disaster-related damage or confirmed imminent danger - e.g., impending landslides, mudslides, or sinkholes.	
Only foundation remains	

Appendix II: Flood Annex

I. INTRODUCTION:

This Annex to the Comprehensive Emergency Management Plan (CEMP) addresses the City of Marco Island's Flood Warning Program in coordination with the adoption of Collier County's CEMP through the following elements: Public Information, Flood Threat Recognition Phase, Emergency Warning Dissemination and Other Response Efforts.

a. Scope

- i. Increasing the public's **awareness** of flood hazards and the methods they can use for protecting themselves from the effects of these hazards is a necessary part of reducing disaster potential, preparing for disasters as well as a continuing responsibility of public officials. In addition, providing accurate information immediately before, during and after a flood emergency or disaster is very important for saving lives, minimizing property damage, and informing people of various assistance programs. This Annex describes the organization and procedures for providing accurate information to the public.
- ii. The City's Emergency Management Office administers/disseminates flood warning information to the residents. All additional response operations are conducted under the authority of the City's Emergency Management.

b. Flood Threat Recognition

- i. Flooding events within the City's limits are mostly seasonal and must always be adequately prepared to react; to reduce vulnerability and to recover from these flood emergencies. The EM functions, within the city limits will be coordinated with Collier County, non-governmental agencies as well as the state Division of Emergency Management. This will allow the most effective preparation, use of manpower, resources, and facilities in response of flood threat.
 1. Marco Island does not have any major rivers, there are no stream profiles on the FEMA Digital Flood Insurance Rate Map (DFIRM), and rainfall-induced flooding produces very slow-moving sheet-flow conditions that are shallow. City of Marco Island is its own watershed.
 2. The principal causes of flooding affecting the city are as follows:
 - a. The large, scaled flooding threat to property and the possibility of loss of life stems from storm surge flooding. Flooding due to rainfall is typically nuisance flooding and may present only a threat to property.
 3. Hurricanes/tropical storms generate high winds, wave action along the coast causing sheet flow to spread past the dune. Saltwater intrusion from the storm surge has the potential to affect 90% of the population

depending on the intensity of the storm. Although tropical systems can form during any month of the year, hurricane/tropical storm season begins on June 1 and ends on November 30.

4. Other weather systems, both tropical and non-tropical, which may or may not have an identifiable low-pressure center, can produce up to 20" inches of rain over a three-day period. These also occur primarily during the hurricane season but can occur at other times. This flooding can cause canals to overflow their banks and will be aggravated by king high tides.
- ii. Flooding effects every piece of the island. The floodplain manager makes every effort to educate and do annual presentations.
 1. Sends out annual newsletters
 2. Conducts annual presentations to local committees
 3. Conducts annual presentations to local realtors
 4. Keeps the library stocked with educational floodplain information.
 5. Maintains the City's website
 - iii. The City's Safety Officer coordinates with the City's public relations Officer to promote the signing up for CodeRED through the City of Marco Island and Alert Collier through Collier County.
 - iv. Annual Flooding Exercise
 1. Conducted in coordination with Collier County through their Emergency Operations Center.
 2. The State of Florida hosts an annual Hurricane Exercise.
 3. Damage assessment is conducted inhouse using the damage assessment software Crisis Track.

c. Emergency Management

- i. When emergency management receives a "Floodwatch" message about possible flooding conditions developing EM will determine the potential impact. EM will initiate immediate coordination calls with the corresponding departments and agencies.
- ii. Staff the City's Emergency Operation Center.
- iii. Maintain the emergency contact name/number listing for those responsible for day-to-day operation of critical facilities/activities and the 911 address of the facility.
- iv. Will notify all primary respondents as the situation dictates.

- v. Will advise the public of the situation through local radio and TV announcements.
- vi. Will keep the Division of Emergency Management and state agencies aware of the situation.
- vii. Establish/maintain communications and warning capabilities with the City's critical facilities.
- viii. When registered Special Needs people are in the affected area, Emergency Management will initiate activities to protect that/those personnel, e.g., evacuation, sheltering, etc.
- ix. Conduct an annual Hurricane/Flood Exercise per CRS participation requirement.
- x. Marco Island Police will provide traffic control.

d. Local and State declared disasters

- i. The National Weather Service Office (NWSO), Miami, will issue flood advisory, watches, and warning information to both Government and the citizens. The State Watch Office will follow-up the NWSO's warning information with direct Sheriff's Office (non-duty hour warning point).
- ii. When the City declares a State of Local Emergency and requests State assistance following a flooding disaster, the Governor may issue an Executive Order about this emergency and the State Emergency Operations Center (SEOC) may be activated if conditions warrant.
- iii. The State agencies of Florida have certain expertise and resources at their disposal that may be used in relieving emergency or disaster and flood related issues that are beyond the City/County's capability.
 - 1. Should State assistance be inadequate to cope with the flooding disaster, the Governor will request Federal assistance under a Presidential Disaster Declaration.

e. Post-Flood Recovery

- i. Once flood waters have receded the Public Works Department is sent out to evaluate the stormwater drainage infrastructure, conduct the first push of debris and evaluate the road conditions.
- ii. Floodplain Manager
 - 1. Will initiate damage assessment through Crisis Track
 - 2. Coordinate with the building official on inspectors and technicians who will conduct the first windshield damage assessment.
 - 3. Coordinate damage assessment reports with Collier County.

a. Collier County will provide the damage assessment reports with the State DEM.

i. The State DEM will coordinate damage assessments reports with FEMA.

iii. Building official

1. Coordinate emergency permit operations.

2. Issue Unsafe placards as needed

a. Unsafe – enter at your own risk

b. Restricted Use – cautious entry and use

c. Evidence of flooding – cautious entry and use

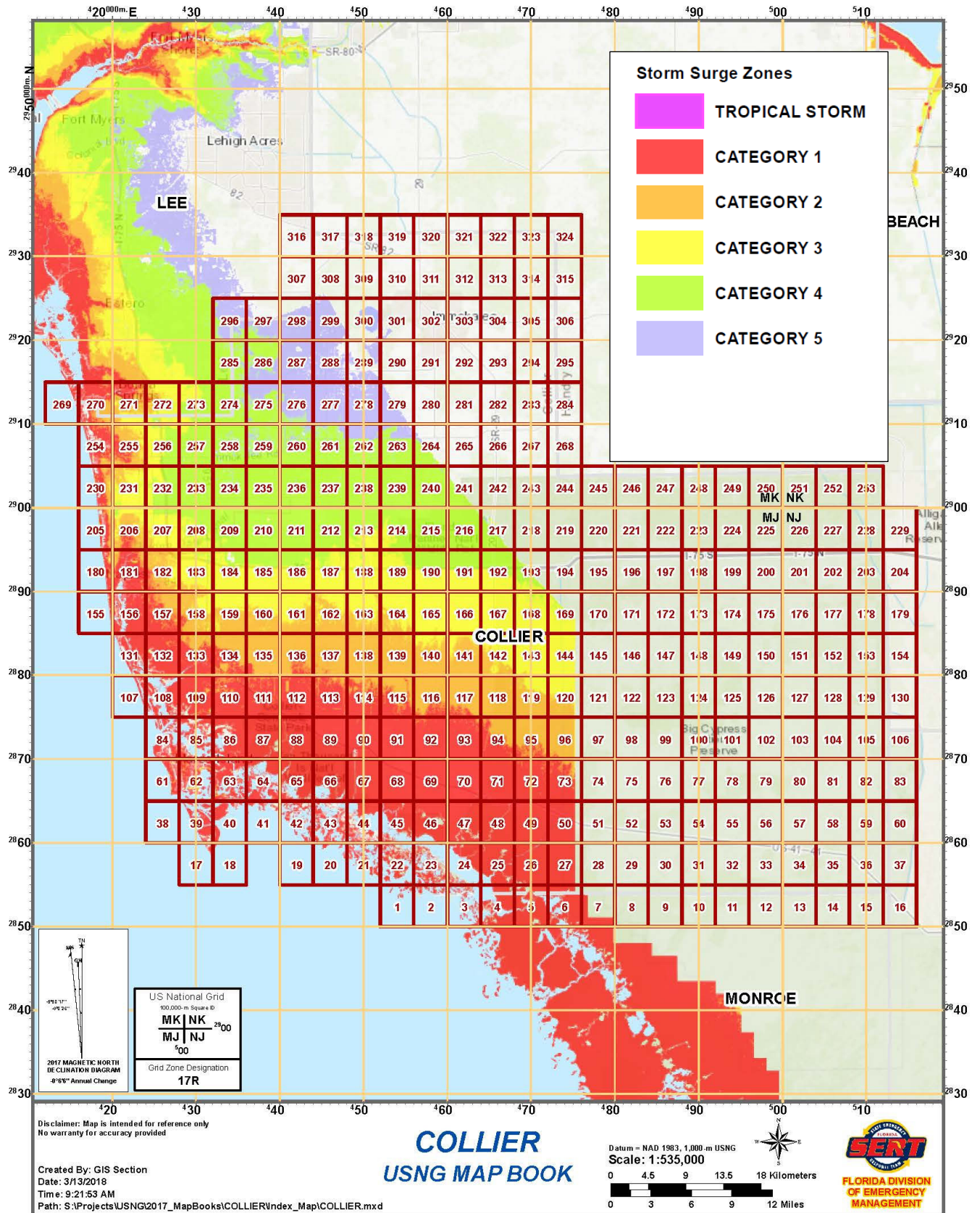
II. HAZARDS ANALYSIS AND DEMOGRAPHICS

a. History

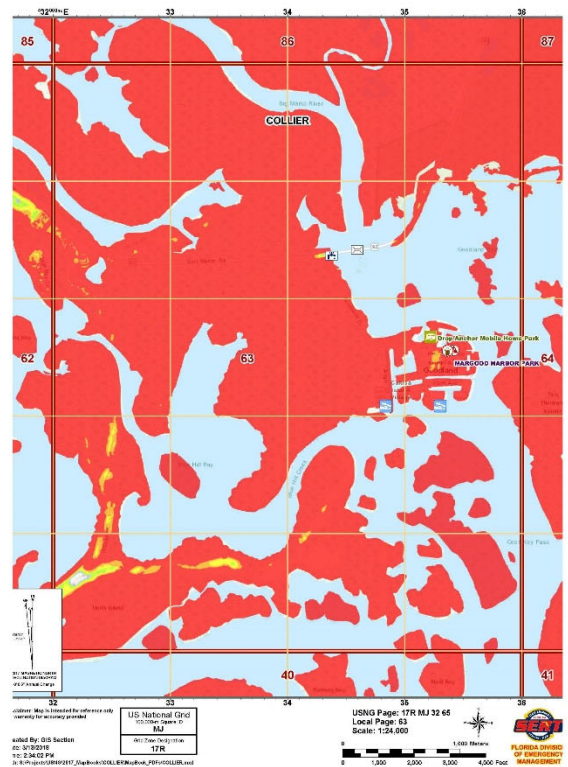
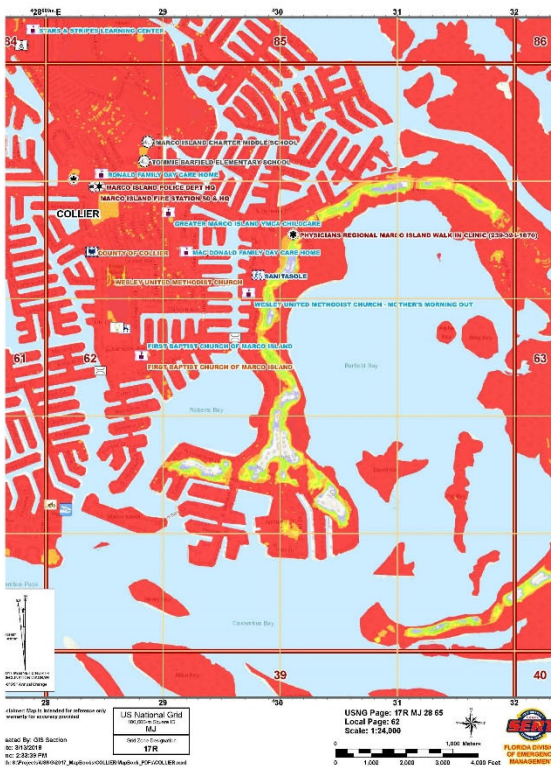
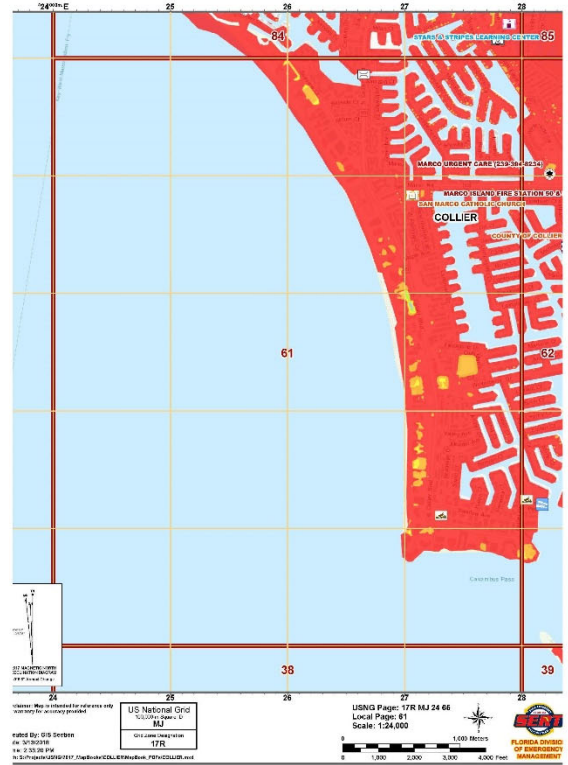
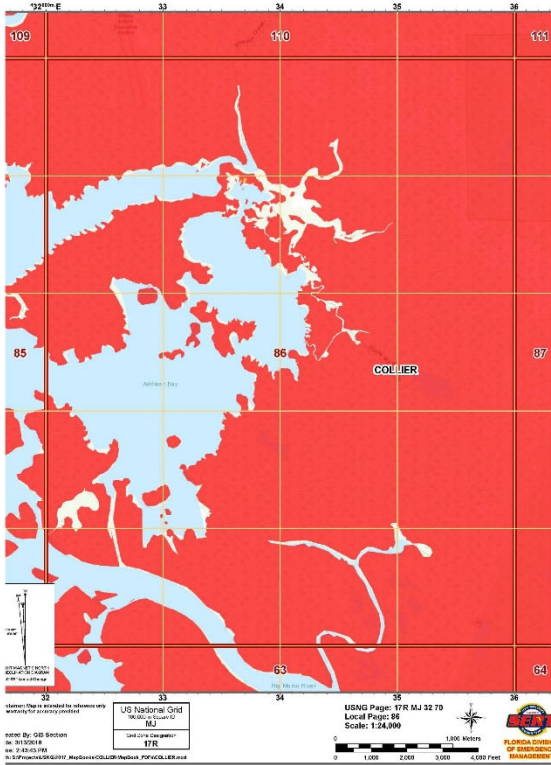
i. Hurricanes/tropical storms provide the greatest flood threats to Collier County. City of Marco Island/Collier County has been exposed to 81 hurricanes/tropical storms since 1851. (Source: <https://bit.ly/32FoJQK>). Type and frequency are as follows:

Tropical Storm	38	(1 in 4.5 years)
CAT 1 Hurricane	10	(1 in 16.9 years)
CAT 2 Hurricane	13	(1 in 13.0 years)
CAT 3 Hurricane	7	(1 in 24.1 years)
CAT 4 Hurricane	8	(1 in 21.1 years)
<u>CAT 5 Hurricane</u>	<u>2</u>	<u>(1 in 84.5 years)</u>
TOTAL 78		(1 in 2.2 years)

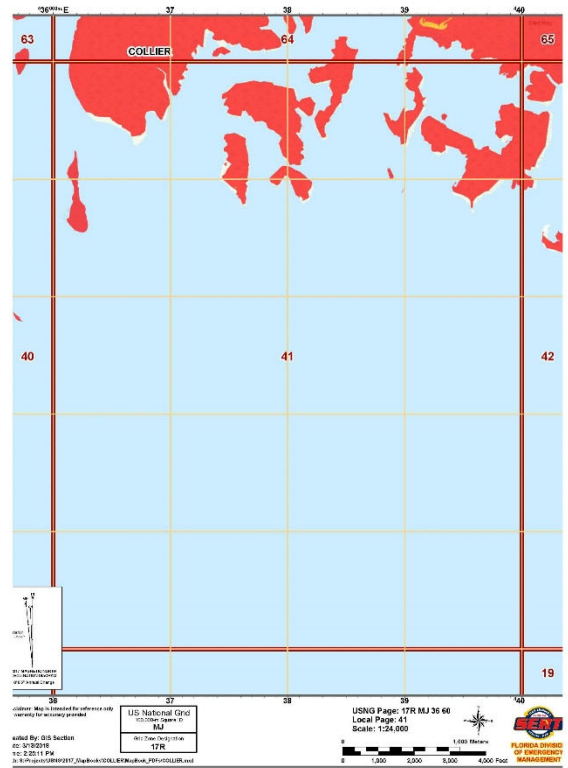
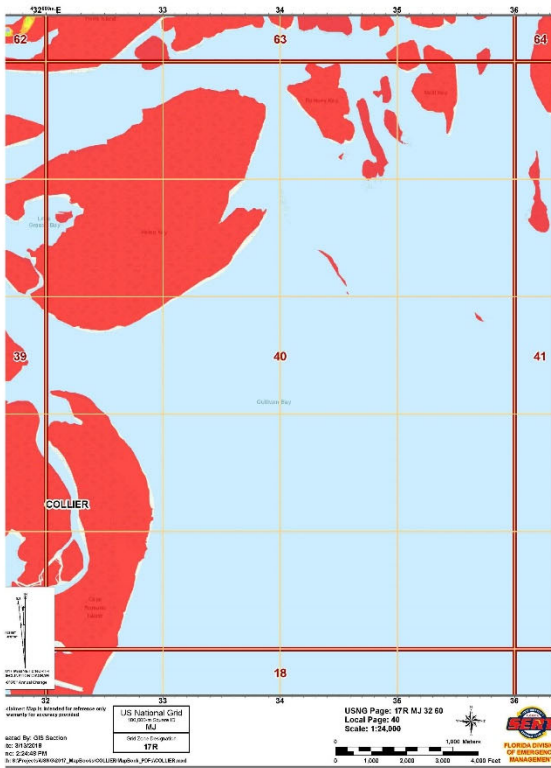
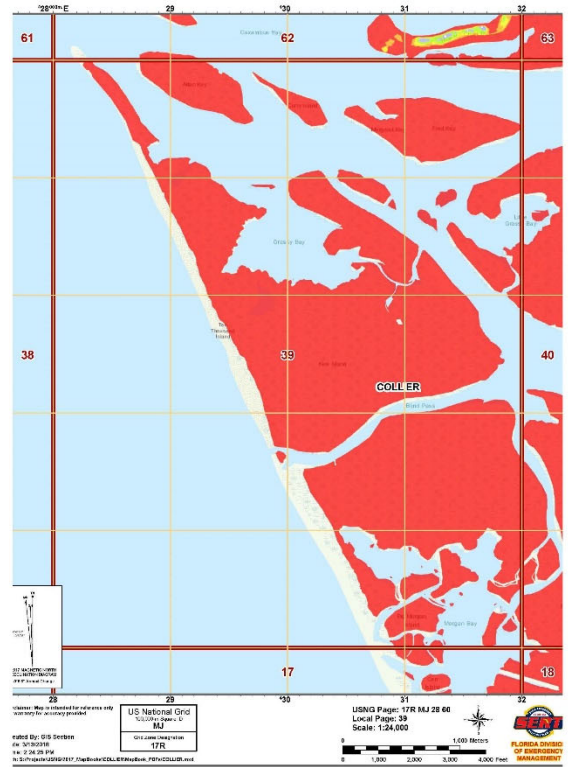
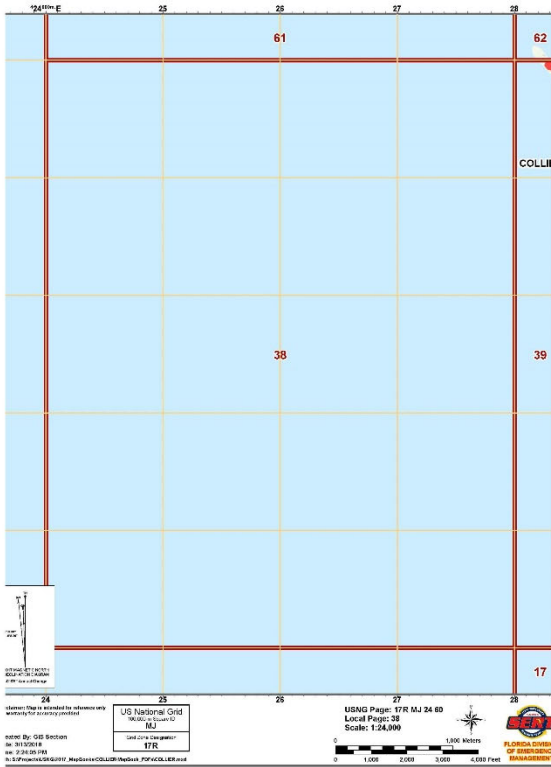
City of Marco Island Comprehensive Emergency Management Plan



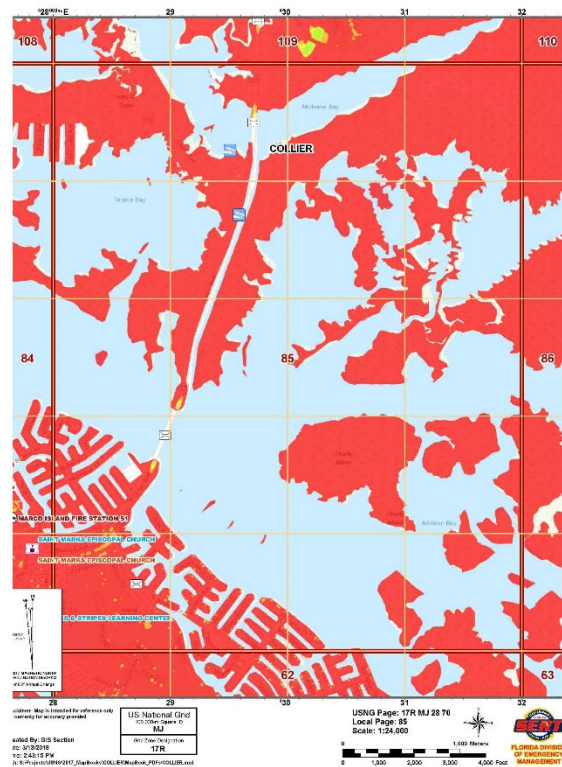
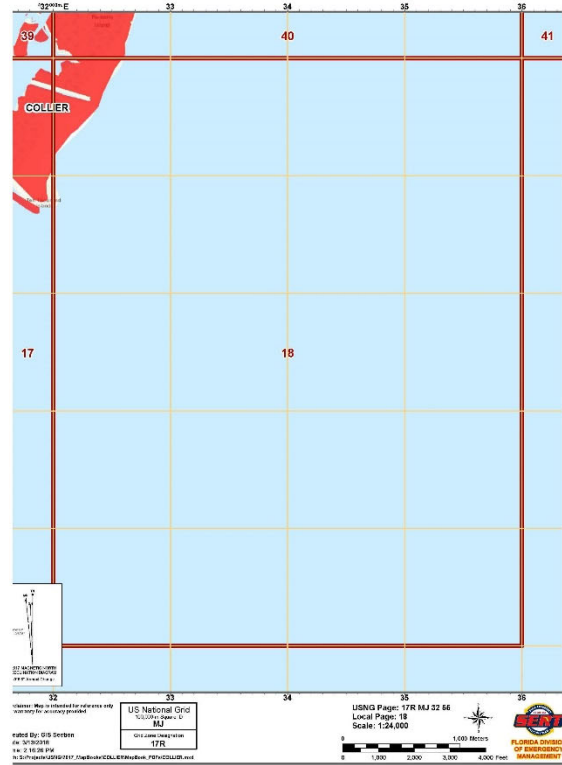
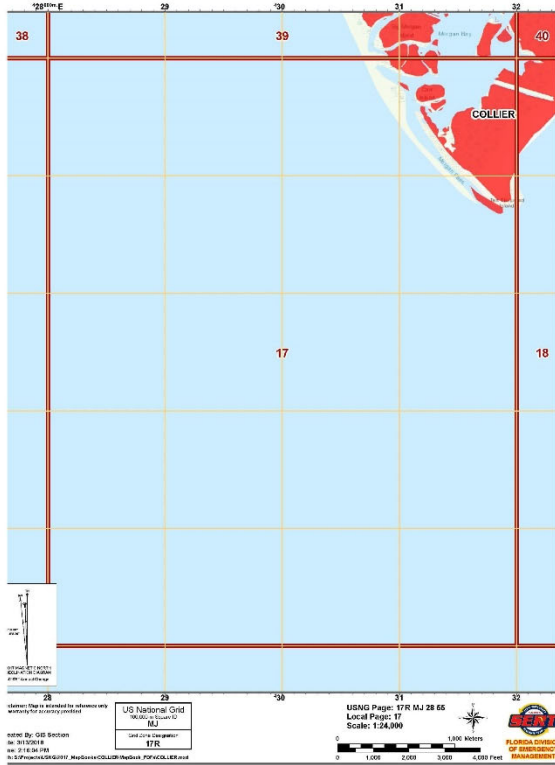
City of Marco Island Comprehensive Emergency Management Plan

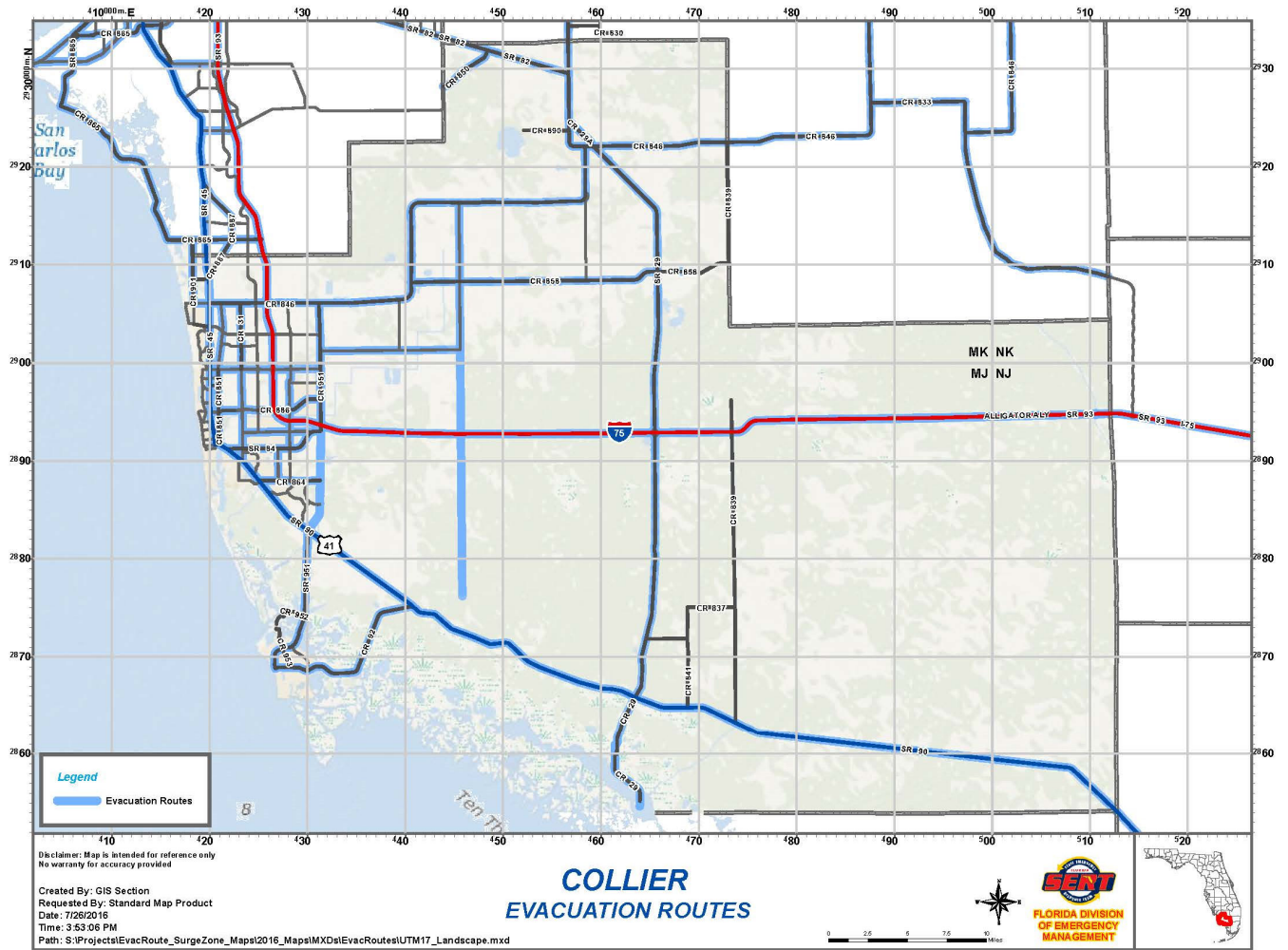


City of Marco Island Comprehensive Emergency Management Plan



City of Marco Island Comprehensive Emergency Management Plan





III. City of Marco Island and intergovernmental coordination with Collier County

- a. When a watch or warning has been issued for Southwest Florida, the Collier EOC will assess the situation and if appropriate, call a briefing session with all concerned agencies and local government.
- b. Depending on the situation, all advisories received from Miami Weather and the Tropical Prediction Center will be retransmitted via electronic means to all public safety and media outlets that service Collier County. These advisories should be aired immediately.
- c. Announcement of pertinent information in the Collier County "All Hazards Guide" and social media book will be brought to the public's attention. These spot announcements to the various media sources will attempt to reinforce the ongoing educational effort during the year.
- d. The Emergency Management Director provides information to the general public

upon demand. The department provides scores of hurricane seminars per year. In each seminar, storm surge vulnerability is stressed, along with flood insurance requirements and methods to mitigate against any damage from flooding. In these talks to the community, information on evacuation routes and shelters is also made available. The Growth Management Department (Floodplain Management Section) provides annual outreach engagements to schools, civic and religious groups, fraternal organizations, homeowner associations, realtors etc. The six CRS priority topics are covered in these outreach events. The Floodplain Management Section also sends out a Flood Protection Newsletter to property owners whose properties are located in the Special Flood Hazard Area. Contained in that newsletter are details on how to stay informed on weather conditions and evacuation processes for a flood event.

- e. During periods of Emergency Operation Center activations, WGCU-FM (local EAS station) and local Government Access cable television (Channel 97) may broadcast directly from the EOC and/or get emergency public information directly from the EOC. All other media sources will be fed information from the EOC to the adjoining media room and via facsimile to the various media outlets within the County.

IV. Critical Facilities *(Facilities map and phones upon request)*

- a. Marco Island Police – San Marco Rd- is constructed to withstand 185 mph winds and is two feet above the base flood elevation and houses the city’s emergency operations center.
- b. Marco Island Fire and Rescue
 - i. Station 51 Elkcam Cir – Designed to withstand 185 mph winds and is two feet above the base flood elevation.
 - ii. Station 50 San Marco Rd – Designed to withstand 205 mph winds and is two feet above the base flood elevation.
- c. City Hall and Annex building –
 - i. City Hall – Bald Eagle – are in the design process for retrofitting the building to meet the ASCE 24 category 4 requirements. HMPG has been approved.
 - ii. City Hall Annex building – San Marco – is flood resistant through dry flood proofing.
 - 1. Public Works is housed in the Annex building
 - iii. Utilities / sewer
 - 1. Houses the emergency generators for all pumps – located in an x-zone

V. Continue Plan Management

- a. The city will continue to do annual flood exercises and update the warning plan. If any new updates or new information becomes available, the CEMP will be updated accordingly. If not, it will be reviewed once a year.

This program is based on the principle that the City of Marco Island bears the initial responsibility for warning the public of a threat, disaster response and disaster recovery operations. As a corollary to this principal, each level within local government will accomplish the functions for which it is responsible, requesting relief from the next higher level of government only after resources at that level are inadequate to respond to the flood emergency or disaster. Requests for assistance will be made to the Florida Division of Emergency Management only after a declared State of Local Emergency.