

City of Marco Island Comprehensive Emergency Management Plan

December 2013

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Departmental Plans (See Specific Departments for current copy of Department Plan)

EXECUTIVE SUMMARY

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

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

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

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

BASIC PLAN

INTRODUCTION

PURPOSE

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

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

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

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

SCOPE

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

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

METHODOLOGY

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

SITUATION

HAZARDS ANALYSIS (All Hazards)

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

Tropical Storms and Hurricanes

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

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

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

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

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

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

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

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

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

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

GEOGRAPHIC INFORMATION

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

DEMOGRAPHICS

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

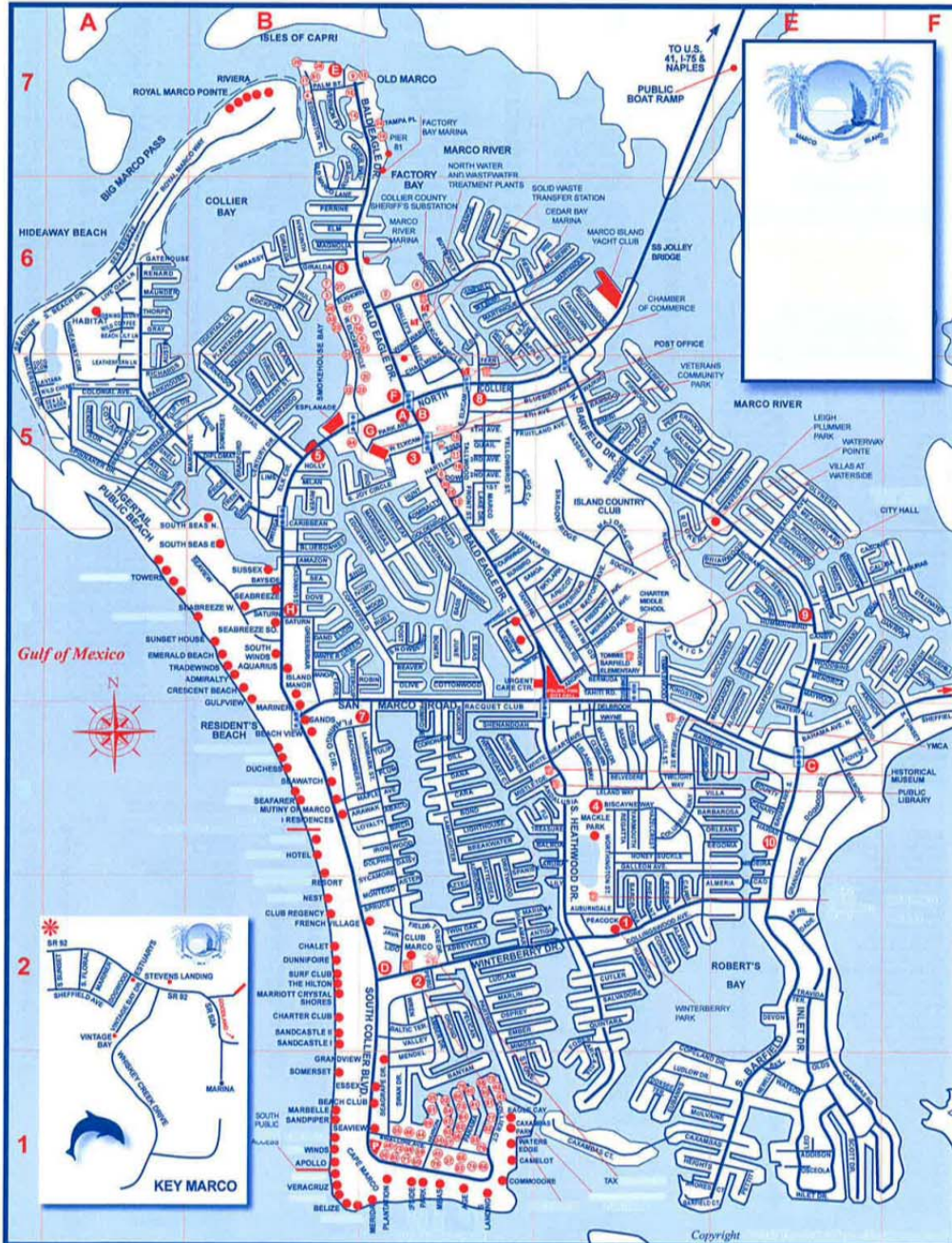
STRUCTURES AND INFRASTRUCTURE

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

ECONOMIC PROFILE

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

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



Marco Island Map

EMERGENCY MANAGEMENT REPOSE SUPPORT FACILITIES

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

CITY GOVERNMENT

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

CONCEPT OF OPERATIONS

GENERAL

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

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

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

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

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

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

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

ORGANIZATION, DIRECTION AND CONTROL

EOC Role and Activation Conditions: The EOC may be activated as either a "Command" entity or as a "Support" entity. For an event using many resources of one jurisdiction, the EOC may serve as a single command element for the operation. Where incidents occur across political jurisdictions, or there is more than one responding agency with incident jurisdiction, the EOC is activated as a "command" entity, usually using a "Unified Command" element to direct operations within the City. In its "Support" role, the EOC serves as a Multi-Agency Coordination Center. It supports incident management policies and priorities established by an on-scene command element, for example law-enforcement operations such as terrorism and fire-rescue in hazardous materials.

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

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

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

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

ACTIVATION LEVELS

LEVEL 3 ACTIVATION: Normal Operations (Monitoring)

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

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

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

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

State of Local Disaster declared or imminent.

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

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

EOC OPERATIONS

EOC Activation Checklist

Start Incident Log

Alert Key Staff

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

Notify the County EOC and State Warning Point

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

Determine if an emergency notification is required

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

Bring equipment on-line

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

Prepare initial situation briefing

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

Prepare for Safety

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

Prepare for the media

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

Provide liaisons as necessary

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

Establish reporting and briefing schedule

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

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

EOC Representative Check-List

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

Alert:

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

Prepare:

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

Bring with you:

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

Upon arrival:

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

Bring equipment on-line:

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

Report back to Division/Department on arrival and status:

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

Establish reporting and briefing schedule

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

Prepare for the media

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

Preparedness Activities

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

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

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

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

Training and Exercise

In order to be properly prepared to manage a City emergency or disaster, it is important the personnel responsible for the required actions are properly trained and experienced in order to function in all of the situations to which they could be exposed. Each agency or department tasked within this plan will be trained (and maintain training) to complement/fulfill the requirements of the National Incident Management System (NIMS) commensurate with the role assigned. The NIMS Integration Center establishes training standards for credentialing personnel and equipment (HSPD-5). Each agency will maintain a roster of trained personnel, including the type of training and date received, for all employees with emergency response capabilities.

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

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

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

Key Emergency Management personnel should also complete:

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

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

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

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

Hospitals and nursing homes are required to schedule two disaster related drills per year to maintain their accreditation. Training for Naples and Collier County Airport Authorities are held regularly and participation can be an important opportunity to practice for unexpected contingencies. Training for primary responders is held several times per year.

When drills or exercises are conducted, only those agencies with a response requirement are included. For example, a full-scale hurricane exercise would include all agencies. A hazardous materials drill however, would involve only the agencies that would respond in an actual event (i.e. Police, Sheriff's Office, City Fire, County Fire Districts, EMS, pollution control, utility department, road department, and Emergency Management).

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

Public Awareness and Education:

Mass Media: Radio/TV stations are listed below:

RADIO

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

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

Primary - FM WFGU/WMKO 90.1 / 91.7 FM

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

Primary - AM WAFZ (Spanish) 1490 AM Immokalee

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

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

TELEVISION

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

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

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

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

Notification Through Non-Media Means

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

- Hurricane safety procedures
- Tracking map
- Evacuation Information

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

Response

General

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

Notifications and Warnings:

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

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

Receipt of Warnings:

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

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

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

Notification to Public Officials and Organizations

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

Notification and Warning System

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

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

Notification to the General Public

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

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

Primary and Back-Up Warning Systems

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

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

Warning Hearing Impaired, Visually Impaired and Non-English Speaking Populations

Warnings to the General Public are available via television and radio (AM and FM) in English, Spanish and Creole translations. The City and the Collier County EOC have TDD equipment for providing information to the hearing impaired. FAX/e-mail (per their preference) notification will be made to hotels/motels in the area so they may warn the visiting public.

Evacuation:

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

Primary and Secondary Evacuation Routes

The primary evacuation routes out of the city or county are S.R. 951 (Collier Blvd.) to I-75 and US-41 north and eastbound, CR 846 (Immokalee Road) and SR 29. The normal flow of traffic, under most circumstances, will not be changed if the decision to evacuate is issued with sufficient time. C.R. 92 via Goodland to U.S. 41 may also be used, but is susceptible to flooding and may be closed if that is considered to be a factor.

Evacuation and Sheltering of Persons with Special Needs (PSN)

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

Public Transportation System

At the time that either a voluntary or mandatory evacuation is made, Collier Area Transit (CAT) and Collier County District Schools bus fleet will be used to help facilitate the general population evacuation. The evacuation buses will follow the normal CAT routes and deposit passengers at the Transfer Station to be shuttled to a designated shelter. Per special arrangements with the hotels, additional express bus services will be provided for the service industry workers who live in Immokalee and for the communities around Immokalee and the communities near the intersection of US-41 and SR-29, including Everglades City. Evacuation bus services will cease with the arrival of the sustained winds of 30 miles per hour. When weather conditions are safe after the departure of the storm, those shuttled to a shelter will be returned to the Transfer Station or community from which they came.

Financial Management

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

When major disaster assistance activities are carried out by private firms or individuals, preference will be given to individuals or companies that reside or do business primarily in the area affected by the disaster (PL 100.707, Paragraph 206.10 and Section 252.46, Florida Statutes). Emergency use of resources and capabilities of the private sector will be pre-arranged through agreements to the maximum extent possible by the Finance Director. A list of available equipment and contractors are maintained by the Finance and Public Works Departments.

In the expenditure of Federal funds for debris clearance, distribution of supplies and other major disaster or emergency assistance activities which are carried out by private firms, preference will be given to individuals or companies that reside or do business in the affected area, to the maximum extent possible. (IAW USC 42 (307) 5150).

Agreements shall be in writing and shall be entered into by duly appointed officials. Agreements between elements of the same level of government will be included as part of the plans of the government. Unless otherwise provided, agreements remain in effect until rescinded or modified. Annual updates should be conducted. A clear statement of agreement regarding payment or reimbursement for services rendered is necessary. Procurement of goods and services must meet all the requirements of established state and local procurement rules and regulations in order to have an accurate accounting and meet the requirements for potential disaster reimbursement.

Records Maintenance

Local Accounting

Complete, accurate accounts of emergency expenditures and obligations, including personnel and equipment costs, must be maintained. For the ease of capturing response and recovery expenditures, a separate coding system should be used, or FEMA forms found in Appendix Q (includes personnel, materials, equipment, contract and mileage) are recommended. Despite the difficulty in maintaining such records in the stress of an emergency, agencies are required to identify and document:

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

When federal public assistance is provided under the Disaster Relief Act, local projects approved by the Federal Emergency Management Agency are subject to both state and federal audit. (Public Law 100-707, paragraph 206.16). During any emergency activity, the maintenance of accurate records is essential. Suspense dates and formats for reports will be in accordance with emergency reporting and preliminary damage assessment protocols and procedures. The MIEOC shall be the central collection agency for logs and reporting information from all City agencies for the Finance Department with appropriate documentation for payment of the expense. Finance will be responsible for compiling all departmental expenditures related to the disaster and submitting for reimbursement.

See Appendix Q:

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

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

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

Emergency Reporting

Emergency reports such as preliminary damage assessment reports are the necessary basis for the Governor's decision to declare a state of disaster emergency and to request a Presidential emergency or disaster declaration. Updates providing new developments and more complete information will be forwarded as new information becomes available in the most expeditious manner possible, i.e., e-mail, facsimile, courier or other means.

REFERENCES AND AUTHORITIES

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

City of Marco Island Disaster Redevelopment Ordinance 01-24

City of Marco Island Code of Ordinances

Collier County Comprehensive Emergency Management Plan (CEMP)

Collier County Hazard Mitigation Plan

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

Collier County Code of Laws & Ordinances, Chapter 38

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

Emergency Management Assistance Compact (EMAC)

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

FEMA-116; Reducing Losses in High Risk Flood Areas

FEMA 322 – Public Assistance Guide

FEMA – 502-2; ICS Forms Booklet

Florida Executive Order 80-29

Florida Handbook for Disaster Assistance

Homeland Security Presidential Directive – Five (HSPD-5)

Marco Island Airport Emergency Plan, Aug 31, 2011

National Response Plan (NRP)

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

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

Office of Management & Budget (OMB) A-87

SERT – Preliminary Damage Assessment

State of Florida, Chapter 9G – 6

29 Code of Federal Regulations (CFR)

44 CFR

USC 42

ANNEX I

RECOVERY FUNCTIONS AND RESPONSIBILITIES

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

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

Recovery Task Force

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

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

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

- Provides priorities for post-disaster redevelopment.
- Provides priorities for essential services and facility restoration.
- Establishes policies for debris clearance and disposal.
- Establishes policies for damages determination, build-back, building repair moratoria, building permitting, new development, emergency permitting, etc.
- Establishes policies on emergency repairs.
- Establishes policies on economic redevelopment.
- Establishes policies on acquiring damaged properties.
- Provides procedures on Post-evacuation return
- Identifies damage mitigation priorities

Requests for federal disaster assistance will be predicated on the requirements outlined in the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288). After local government conducts the initial damage assessment and reports to the State Emergency Operations Center via the Collier County EOC, a joint local/State preliminary damage assessment may be scheduled that could

include the Federal Emergency Management Agency. This damage assessment validates the local data and is the basis for requesting a Presidential Disaster Declaration. Other federal agencies that may participate in the assessment process include the Small Business Administration and Natural Resource Conservation Service. This process is described in 44 CFR, Part 206, Subpart B – The Declaration Process and other federal and State policies and procedures.

Recovery Field Operations

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

Examples of some of these are:

Recovery Personnel

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

Usually, there are two types of assessments:

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

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

Community Relations Team

This is a team that is deployed into the impacted area to collect information as well as meet with the disaster-affected community(ies) and eligible individuals in receiving assistance. The primary function of this team is to identify and report unmet human needs and to inform disaster victims of the disaster assistance programs and registration process. Collier County Emergency Management will act as the liaison to the FEMA/State Community Relations team. This liaison will help to frame the human needs impact assessment of the community. Should FEMA/State Community Relations teams not be present, the County Coordinator will interface with ESF-5 and Human Needs Assessment teams to develop a human needs impact profile. The City of Marco Island ESF-15 will coordinate with the County EOC to ensure that all unmet Human needs are coordinated.

City Volunteers Committee for Unmet Needs

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

Human Needs Assessment Team

Human Needs Assessment Team is a team that is deployed immediately after a disaster to evaluate immediate needs of disaster victims. They will develop a list of observations for the Human Needs Coordinator to prioritize for Community Relations teams to follow, for example:

- ensuring safety of community members in their purview
- relaying information
- ensuring that accurate and timely information is provided

Additionally, the Human Needs Coordinator, who maintains the listing, will contact key community leaders regarding emergency community needs.

Recovery Facilities/Activities

Recovery facilities such as Recovery Centers, Disaster Field Offices, Disaster Recovery Centers, and travel trailer/mobile home sites will be located as close to victims as possible using community park facilities and leased commercial facilities. After a flooding event, specific flood recovery information will be available as outlined in Appendix R.

Points of Distribution (POD)

POD locations will be established by the City and/or the County to provide essential items such as water, ice and food. PODS will only be established if there is a real need. Generally, if local food retailers are undamaged, PODs will not be opened. Locations will be established based on damage, accessibility and needs.

Disaster Recovery Centers

These are centers that are set up in a disaster area to provide information on the complete range of disaster assistance that is available. The responsibility for managing these centers is jointly shared by the State, the Federal Emergency Management Agency, County and City. The Centers will be sited at, or near, the disaster areas. City/County park buildings have been identified throughout the county and its municipalities for this purpose. Disaster Recovery Center administrative kits will be delivered to each activated assistance center.

Reconstruction Information Center(s) (RIC)

RICs are centers that are set up as one-stop information and permitting points for coordination, technical assistance, and reconstruction expertise assistance in recovery and mitigation activities. These centers will be staffed by departments with reconstruction and/or permitting responsibilities. The primary RIC will be established at the City of Marco Island City Hall.

Disaster Field Office (DFO)

When an area is identified to receive a Presidential Disaster Declaration, the federal government (FEMA) sets up a Disaster Field Office (DFO) in or near the local government facilities. The federal government and the state government both have Coordinating Officers who serve as the respective heads of the recovery effort. The County Emergency Management Department will coordinate local activities to support the DFO.

Public Assistance Activities

A Presidential Disaster Declaration initiates a process that begins with applicants filing a Request for Public Assistance at an applicant's briefing. These briefings are publicized through the local media and notifications from the County Emergency Management Director in accordance with 44 CFR-206 Subpart G and H. The Collier County Office of Management and Budget, with assistance from the County's Emergency Management Department, is responsible for administering the Public Assistance Program for the unincorporated areas of the County. The City of Marco Island Finance Department will coordinate public assistance activities within the City. The City of Marco Island will be notified of application opportunities and procedures by the Collier County Board of County Commissioners through its Emergency Management Department.

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

The State serves as the Grantee and eligible applicants are Sub-grantees under the Federal Disaster Assistance Program. Contractual agreements with the Florida State Division of Emergency Management are executed with applicants, with all reimbursements coming through the Division. Some of the Sub-grantees within Collier County are the Board of County Commissioners (for agencies which draw their monies from General Revenue), each Fire District, municipalities, the Collier School District, individual Taxing Districts, and more.

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

Non-presidential or agency declarations can provide some disaster assistance through the Department of Agriculture, the Small Business Administration, and other federal agencies. In the event there is no Federal or agency assistance available, the Unmet Needs Committee, described below, will be formed to see if any direct assistance agencies can address victims' needs with their resources.

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

Individuals and Household Programs

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

The primary means of applying for Individuals and Household Programs will be made through a National Tele-registration toll-free number (announced at the time of the declaration).

Disasters that do not support the criteria for requesting Individuals and Household Programs as part of a Presidential Disaster Declaration may meet the criteria for other federal assistance. Individuals and Household Programs Inspectors will meet with the State Mitigation Officer in a Contractor's Briefing.

Temporary Housing

Following a Presidential Disaster Declaration, FEMA will manage the Temporary Housing Program. They will initially look for available rental properties and apartments before bringing in mobile homes for disaster displaced victims. Prior to FEMA's arrival, governmental departments within the County that have access to agencies and businesses which control rental and subsidized housing and the City's Community Affairs Department, shall query their sources for available units then pass on the results to the FEMA housing staff upon their arrival. This activity will significantly reduce time victims spend in shelters and greatly contribute toward their recovery, even if a Presidential Declaration does not occur.

Other Emergency/Disaster Support Activities

Key City volunteers and non-governmental agencies, under the direction of City government, will meet as an Unmet Needs Committee to determine the essential needs of City residents and visitors in need, and to coordinate donated goods and services. A Volunteer Center and Disaster Assistance Centers may be established in the City and County to help support these operations.

Unmet Needs Coordination

The Parks and Recreation Director will have the lead responsibility for coordinating with unmet needs volunteer agencies in the event of an emergency. Collier County Emergency Management, together with the City's ESF-15 will support the coordination of unmet needs. The City Manager will appoint an Unmet Needs Coordinator who will provide oversight and coordination of human needs agencies and provide their points of contact in the event of an emergency.

Agencies that coordinate the skills of volunteers are utilized during an emergency. The agencies come together as City volunteers during the crisis and will revert to non-emergency response status once the needs are resolved. These agencies are usually those identified with ESFs 6 and 15.

Usually, agencies (both non-profit and profit) will notify the City EOC of the needs of the City residents which they canvas. The County has a cooperative relationship with a multitude of field agencies in both emergency and non-emergency times. During a major disaster operation, FEMA will send a Community Relations team to Collier County and the City of Marco Island. This team, along with the American Red Cross and other community agencies, will conduct damage assessment to get a sense of the community's needs.

Training

In addition to required training discussed earlier in this document, training and seminars are available through several resources (including the County and State.)

Other Assistance

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

Small Cities Community Development Block Grant
Community Services Block Grant
Low-Income Home Energy Assistance Program
Low-Income Emergency Home Repair Program
Home Investment Partnership Program
State Housing Initiative Partnership Program

The City Redevelopment Ordinance and the Collier County Disaster Recovery Task Force have two major hazard mitigation responsibilities:

- Development and implement a redevelopment plan for hazard prone areas that would minimize repeated exposure to life-threatening situations; and
- Implementation of an acquisition program to acquire storm damaged property in hazard prone areas. The following strategies should be included in the recovery, reconstruction and mitigation ordinance:

- Essential Service and Facility Restoration Priorities;
 - Post Disaster Debris Clearance and Disposal Strategies;
 - Determination of Damage;
 - Build Back Policy;
 - Emergency Repairs;
 - Emergency Permitting System and Emergency Review Board;
 - Economic Development Policies;
 - Redevelopment in High Hazard Areas

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

- Review damage reports and forward to County EOC
- Address and prioritize restoration issues
- Identify mitigation opportunities
- Coordinate Hazard mitigation projects

National Flood Insurance Program (NFIP):

The City of Marco Island participates in the National Flood Insurance Program (NFIP) as well as the NFIP Community Rating System (CRS). In support of those programs, the City will maintain procedures for:

- When and how evacuees will reoccupy their homes and businesses
- Requirements for emergency permitting and temporary repairs
- The implementation of flood loss mitigation measures on City properties
- Promotion of flood loss mitigation measures for private properties
- Property protection actions in preparation for and recovery from a flooding event

ANNEX II - MITIGATION

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

The Local Mitigation Strategy Working Group is composed of members drawn from Collier County, the City of Marco Island, the City of Naples and interested citizens from Collier County, and is organized under the Collier County Citizen Corps Advisory Committee. The purpose of the Working Group is to identify new mitigation opportunities, techniques, and if necessary, reprioritize existing mitigation projects. This group meets at least annually and after every disaster event that causes significant damage to infrastructure. This group is responsible for maintaining the Collier County Hazard Mitigation Plan. The City of Marco Island has adopted this plan and is an active member of the Group.

Interagency Hazard Mitigation Team (IHMT) (Post-Disaster)

Mitigation Planning Assumption

Repairs to damaged facilities should incorporate mitigation measures in accordance with FEMA's 406 program. All other mitigation measures to non-damaged structures should be addressed through the procedures identified in the Collier County Hazard Mitigation Plan.

The Collier County Emergency Management Director will serve as the Post-Disaster Hazard Mitigation Coordinator. The Marco Island City Manager together with ESF-5 is required to provide assistance in the establishment and coordination of State/Federal hazard mitigation efforts, including performance of hazard mitigation projects or programs to reduce the community's hurricane, flooding and other risk vulnerability.

An Interagency Hazard Mitigation Team comprised of federal, state and local agencies that were impacted by the disaster will need to identify failures and recommend mitigation activities that would prevent a recurrence. Representatives from the City of Marco Island (and other municipalities, if applicable), as well as the County, will be asked to participate on the IHMT.

Depending on the nature of the disaster, the amount of people and equipment will vary. Equipment and vehicles necessary to perform mitigation assessment will come from the affected jurisdiction. Should additional personnel or items become necessary to complete this mission, the Collier County EOC will assist with additional staff and resources. Personnel who will participate in mitigation assessment opportunities should complete mitigation training identified in the Marco Island CEMP.

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

in concert with the Deputy Federal Coordinating Officer for Mitigation to assure that the State is aware of and takes advantage of all available mitigation opportunities.

Mitigation Preliminary Damage Assessment

The Collier County Interagency Hazard Mitigation Team may request the State Mitigation Officer to assign mitigation personnel to assist the community in conducting a Mitigation Preliminary Damage Assessment. The purpose of this assessment is to identify the causes of specific disaster related damage in order to determine appropriate mitigation measures. This assessment is forwarded to the appropriate Local Mitigation Strategy committee and the mitigation staff in the Disaster Field Office.

Mitigation Assessment Report

The State Mitigation Officer coordinates with the Deputy Federal Coordinating Officer for Mitigation to develop a Mitigation Assessment Report which identifies appropriate mitigation measures and highlights the mitigation priorities as determined by the local mitigation strategies in the affected counties and municipalities.

These priorities and measures then guide the use of State and Federal funds for mitigation purposes. The Report is also the appropriate plan to identify any recommended changes to the State Hazard Mitigation Plan based on lessons learned from the disaster.

Post-Disaster Mitigation Technical Assistance

The Hazard Mitigation Grant Program is a federally sponsored program administered by the Florida Division of Emergency Management, Bureau of Recovery and Mitigation. The program provides State funds equal to 20 percent of the total federal disaster expenditures in the aftermath of a Presidential Declared disaster. These funds have a 25 percent non-federal match requirement, and are distributed as grants to the communities affected by the disaster to implement the mitigation projects.

Another facet of technical assistance is the Minimization Program. This program is designed to fund low cost activities that can be used to reduce future disaster losses to a residential structure. The Minimization Program offers grants to eligible homeowners based on 25 percent of the total Individual and Family Grant award received by the homeowner, for a maximum award of \$5,000.

Flood Mitigation Assistance Program

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

Other State Programs

- Small Cities Community Development Block Grant

- Community Services Block Grant
- Low-Income Home Energy Assistance Program
- Low-Income Emergency Home Repair Program
- Home Investment Partnership Program
- State Housing Initiative Partnership Program

Collier County Disaster Recovery Task Force

The Recovery Task Force, in cooperation with the City Community Affairs Department, has two major hazard mitigation responsibilities:

- Development and implement a redevelopment plan for hazard prone areas that would minimize repeated exposure to life-threatening situations; and
- Implementation of an acquisition program to acquire storm damaged property in hazard prone areas.

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

- Essential Service and Facility Restoration Priorities
- Post Disaster Debris Clearance and Disposal Strategies
- Determination of Damage
- Build Back Policy
- Emergency Repairs
- Emergency Permitting System and Emergency Review Board
- Economic Development Policies
- Redevelopment in High Hazard Areas

Guidelines for Acquiring Damaged Property

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

- Review damage reports
- Address restoration issues
- Identify mitigation opportunities
- Hazard mitigation projects
- Implementation of policies and procedures outlined in Marco Island Post Disaster Redevelopment Ordinance 01-24.

Financial Management

Administrative Authorities and Fiscal Guides

City of Marco Island fiscal management is consistent with the following:

- Chapter 252, Florida Statutes
- 44 Code of Federal Regulations
- 29 Code of Federal Regulations
- Office of Management and Budget A-87

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

Resource Procurement and Reimbursement - Use of Local Firms and Individuals

In the expenditure of Federal funds for debris clearance, distribution of supplies and other major disaster or emergency assistance activities which are carried out by private firms, preference will be given to individuals or companies that reside or do business in the affected area, to the maximum extent possible. (IAW USC 42 (307) 5150). When major disaster assistance activities are carried out by private firms or individuals, preference will be given to individuals or companies that reside or do business primarily in the area affected by the disaster (PL 100.707, Paragraph 206.10 and Section 252.46, Florida Statutes.)

Emergency use of resources and capabilities of the private sector will be pre-arranged by the Finance Department through agreements to the maximum extent possible. Agreements shall be in writing and shall be entered into by duly appointed officials. Agreements between elements of the same level of government will be included as part of the plans of the government. Unless otherwise provided, agreements remain in effect until rescinded or modified. Annual updates should be conducted. A clear statement of agreement regarding payment or reimbursement for services rendered is necessary. Procurement of goods and services must meet all the requirements of established state and local procurement rules and regulations. (see Finance Department's plans and operational procedures)

Reporting Tasks and Established Deadlines

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

Records Maintenance

Local Accounting

Complete, accurate accounts of emergency expenditures and obligations, including personnel and equipment costs, must be maintained by the Finance Department. For the ease of capturing response and recovery expenditures, a separate disaster related coding system should be used or use the forms found in Appendix Q to this Plan includes personnel, materials, equipment, contract and mileage.

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

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

Reports and Records

When federal public assistance is provided under the Disaster Relief Act, local projects approved by FEMA are subject to both state and federal audit (Public Law 100-707, paragraph 206.16). During any emergency activity, the maintenance of accurate records is essential. Suspense dates and formats for reports will be kept by the City Finance Department in accordance with the Collier County Emergency Management Department who shall be the central collection agency for logs, reporting and preliminary damage assessment protocols and procedures. County and municipal governments are to

record accurately and account for activities during an emergency/disaster, and should keep the following records, at a minimum:

- Record of expenditures and obligations
- Log of actions taken
- Recordings of ESATCOM message traffic
- Historical records of declarations, newly created ordinances and any special actions taken to deal with the emergency
- Copy of the State’s “Tracker Message” and number, to validate an authenticated and approved request

Emergency reports, such as preliminary damage assessment reports, are to prepared to request a Presidential Emergency or Disaster Declaration. Updates giving new developments and more complete information will be forwarded as they becomes available to the Collier County EOC in the most expeditious manner available, i.e., facsimile, ESATCOM, INTERNET, “EM Constellation”.

After Action Reports

The City Manager will provide reporting requirements and suspense dates. Normally a critique and after action report will be completed within two weeks following the emergency or disaster and can be expected to address evaluations of warning system effectiveness, practical application of emergency plans, communication effectiveness, coordination with the County and the State Division of Emergency Management, and the effectiveness of mutual aid agreements.

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

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

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

Mission Essential Functions

A disaster can affect public service activities in various ways. Equipment may be lost or destroyed, sufficient numbers of people needed to deliver a service may be deficient, supplies to meet the needs of victims and residents may be lacking. Yet, disaster affected and unaffected residents expect services to be delivered in an efficient and effective way.

Each agency/activity governed by this CEMP will analyze its functions and rank the services/activities from the most to the least critical. The results of this exercise can be contained in a Standard Operating Procedure (SOP). A listing of each department or agency’s Mission Essential Functions and the status of each will be provided to the Recovery Task Force, via ESF-5, upon request for each event. ESF-5 will

compile the governmental activity status listing and provide it to the Recovery Task Force with impact assessments and recommendations. The Recovery Task Force will validate the level of service available to the community and/or shift resources to meet the service level expectations.

Plans and Procedures

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

Delegation of Authority

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

Orders of Succession:

Marco Island's Code of Ordinances (Part II, Chapter 10) outlines the succession of authority for the City. This begins with the Council Chair or in the Council Chair's absence, the Vice-Chair is designated and empowered. The succession proceeds through the Council members by seniority order beginning with the Chair or Vice Chair's absence to the City Manager in their absence, or the City Clerk in their absence and the Incident Commander in the event that no other previously cited City official is available. Each Agency, in turn, should publish an internal order of succession letter that addresses three (3) levels below the Director or Manager.

Alternate Facilities

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

Interoperable Communications

The Police Department and the Information Technology offices possess redundant and robust internal and external communications capability. During a major emergency these offices can supply emergency amateur radio operators with their equipment.

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

Vital Records and Databases (City Clerk Responsibility)

Most vital records are located in the main City Hall building with a first floor elevation higher than a Category 1 landfalling storm. Additionally, some vital records are located in other municipal government buildings throughout the City which are generally elevated above a Category 1 surge threat. City digital records, which include all of the floodplain management records, are routinely backed-up at an off-site location. Additionally, a hard copy storage agreement exists with the City of

Naples. All agencies should regularly review various methods to protect these vital records based on all associated hazards outlined in the City's risk assessment.

All City agencies must ensure the protection of their records so that normal procedures may continue after a disaster. The Clerk's Office will assist with providing procedures and protocols aimed at identifying the way and means to best safeguard all vital records.

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

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

- Category A: Records needed for the emergency operation of government during a disaster
- Category B: Records needed for the re-establishment or continuity of normal governmental functions after the disaster event is over

Agencies directly under the City Manager are required to protect records under criteria previously established. Agencies that are not under the City Manager are encouraged to use the criteria as guidance in their vital records preservation programs.

Personnel Issues and Coordination

To have a successful COOP/COG planning effort, each agency needs to address internal personnel issues that could affect emergency plans. Ensure time for employees to take care of personal matters is provided, while assuring the operation maintains a minimal acceptable level of performance.

Logistics and Administration

Because City plans are developed to continue operations to deliver services to the public, etc., planning effort should be detailed enough to determine what needs to be packed and moved, as well as who will move the assets. Contingency plans should include identifying what needs to be moved, setting up at an alternate location, and efficient use of available labor and other resources possessed by the department.

Security

Security levels should be factored into the planning process, and are dependent on the particular emergency.

Testing, Training and Equipment

To make the Continuity of Operations and Continuity of Government Plans viable, all employees need to be trained regularly on various elements of the plans in order to ensure all are aware of their roles and responsibilities, as well as to validate the currency of plans and procedures.

Emergency Actions

Specific emergency responsibilities are contained in this plan. The head of each tasked Department shall identify a person as the emergency coordination officer (ECO) for that Department to the City Emergency Management Office. The ECO is responsible for coordinating with the Emergency Management Office on emergency preparedness issues, preparing and maintaining emergency plans for the agency, and maintaining available personnel.

Mutual Aid Agreements

See each Department (Fire and Police) and City Clerk for appropriate mutual aid agreements and for the Statewide Mutual Aid City Agreement.

Appendices

APPENDIX A

Acronyms

ADPAC - Animal Disaster Preparedness Advisory Committee
ALF - Assisted Living Facility
ALT - Alternative
ARC - American Red Cross
ARES - Amateur Radio Emergency Services
ARRL - American Radio Relay League
ASD- Collier County Administrative Services Division
CAP- Civil Air Patrol
CCFCA - Collier County Fire Chiefs' Association
CCSO-Collier County Sheriff's Office
CDES- Collier County Community Development and Environmental Services Division
CEMP - Comprehensive Emergency Management Plan
CERT - Community Emergency Response Team
CERV- Collier Emergency Response Volunteers
CFR - Code of Federal Regulations
CIEH- Collier Emergency Information Hotline
COG- Continuity of Government Plan
COOP- Continuity of Operations Plan
CPA- Closest Point of Approach
CR - County Road
CRS- Community Rating System
DART - Domestic Animal Response Team
DOH- Department of Health
DRC - Disaster Recovery Center
EAS - Emergency Alert System
EM - Emergency Management
EMC-Emergency Management Coordinator (Marco Island)
EMS - Emergency Medical Services
EOC - Emergency Operations Center
ESATCOM - Emergency Satellite Communications
ESF - Emergency Support Function
FDEM - Florida Department of Emergency Management
FDLE - Florida Department of Law Enforcement
FDOT - Florida Department of Transportation
FEMA - Florida Emergency Management Agency
NFIP – National Flood Insurance Program
FHP- Florida Highway Patrol
FS - Florida Statutes
HAP – Hurricane Action Plan
HAZMAT - Hazardous Materials
HM - Hazard Mitigation
HSUS - Humane Society of the United States
HSPD - Homeland Security Presidential Directive

IA - Individual Assistance
ICS - Incident Command System
LE- Law Enforcement
MARS - Military Affiliate Radio System
MIHAP-Marco Island Hurricane Action Plan
MOU - Memorandum of Understanding
NAD- North American Datum
NIMS - National Incident Management System
NETC- National Emergency Training Center
NFIP - National Flood Insurance Program
NOAA - National Oceanographic and Atmospheric Administration
NWSFO - National Weather Service Forecast Office
OMB - Office of Management and Budget
PA - Public Assistance
PIO - Public Information Office
PL - Public Law
PRI - Primary
PSA- Public Safety Announcement
PSD- Collier County Public Services Division
PSN - People with Special Needs
PUD- Collier county Public Utilities Division
PW- Project Worksheet
PWD - Public Works Department
RACES - Radio Amateur Civil Emergency Service
RDSTF - Regional Domestic Security Task Force
RIAT - Rapid Impact Assessment Team
RMD- Collier County Risk Management Department
RRT - Rapid Response Team
SEOC - State Emergency Operations Center
SERT- State Emergency Response Team
SWFARA- South West Florida Amateur Radio Association
SFWMD- South Florida Water Management District
SFHA – Special Flood Hazard Area
SITREP - Situation Report
SLOSH - Sea, Lake, Overland Surge from Hurricanes
SMART - Strategic Metropolitan Assistance and Recovery Teams
SOG- Standard Operating Guide
SOP - Standard Operating Procedure
SR - State Road
TDS - Time Delineating Schedule
TH - Temporary Housing
TTY – Teletype
USCGA-U.S. Coast Guard Auxiliary
USNG - United States National Grid
VOAD - Voluntary Organizations Assisting in Disaster

APPENDIX B
Emergency Worker Guidelines

I. Preparation Activities – Individual and City Property (Note: those items asterisked should be done if this area is threatened by a hurricane or coastal storm)

___ Prepare ahead of time - in a relaxed, stress-free atmosphere

___ Dress appropriately for the tasks you are to carry out

Pack the following personal items: (Be Prepared for 72 hrs. minimum)

___ personal hygiene items (prescriptions)

___ change of clothing - work shoes or boots (rainwear)

___ food/snack-food

___ bedding (if required to stay overnight)

___ special tools/equipment

___ Bring in outdoor items*

___ Secure windows and sliders with shutters/window protection*

___ Secure garage door with appropriate bracing/locks*

___ Secure valuables/important papers in safe area/secure location

___ Lock windows and doors

___ Draw drapes and blinds

___ Collect water in containers and store in refrigerator/freezer*

___ Make as much bulk ice as possible*

___ Unplug all electrical appliances, except the refrigerator/freezer*

___ Water heater

___ Lamps

___ Dishwasher

___ Television(s)

___ Clock(s)

___ Other Appliances

___ Cable boxes

___ Microwave

___ Computers/Modems, etc. ___ Coffee Maker

___ Turn off water at main source*

- ___ Turn off all breakers at breaker box, except for the refrigerator/freezer*
- ___ Notify family/friend or neighbor of situation and to watch your home and report any damage – tell them how they can contact you
- ___ Take pager/radio/cellular phone, and chargers
- ___ Lock all doors and proceed to assign location
- ___ Stop at the bank/ATM and withdraw extra cash
- ___ Fill your vehicle’s gas tank
- ___ If needed, stop at the store and purchase snack foods, gum, batteries etc.

II. Emergency Response (Activation) Procedures

- ___ Report to assign location
- ___ Check-in and locate your assigned supervisor
- ___ Obtain briefing from supervisor and determine:
 - ___ What your specific job responsibilities and what’s expected of you
 - ___ Identification of personnel working with you
 - ___ Where your work location will be
 - ___ Eating and/or sleeping arrangements
 - ___ Identification of work shift (length & time of day)
 - ___ Procedures for obtaining additional supplies, services and personnel
 - ___ Clarification of any important points relative to work assignment(s)
- ___ Report to work location.
- ___ Carry out assigned or delegated responsibilities.
- ___ Report any unsafe act or conditions to your supervisor.
- ___ Observe established radio and telephone procedures. Use clear text rather than radio codes when speaking to another agency on a radio.
- ___ Attend any scheduled briefing sessions to review events and any problems encountered with work assignment(s).

___ Maintain a daily record or log of your activities and time spent on work assignments. Keep all receipts and invoices.

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Behavioral Guidelines to Follow All The Time

___ Avoid personal conflicts. Be polite and professional in your actions.

___ Limit or avoid tobacco, caffeine, sugar and sodium.

___ Assign colleagues during stressful situations

___ Use words like “Thank You” and “Please”

___ Keep your sense of humor, especially with your co-workers.

___ Eat well balanced meals such as fruits and vegetables; cereals; breads and grains; poultry, fish and lean meats (broiled or baked); dried peas and beans; cheese, yogurt, and skimmed or low-fat milk.

___ Carry out the following stress prevention or reduction techniques:

___ Avoid the use of drugs and alcohol to feel better.

___ Get plenty of sleep and rest.

___ Work off excess stress or anger by physical exercise.

___ Attempt one task at a time.

___ Take one day at a time.

___ Talk to a friend.

___ Learn to accept what you cannot change or fix.

___ Look for the positives in the situation. Remember that one person can make a difference.

=====

III. Deactivation Procedures

___ Verify deactivation schedule with supervisor.

___ Ensure that work and sleeping areas (if activated) are clean.

___ Clean and secure any gear or equipment assigned to you.

- ___ File any required forms, logs and reports to the appropriate party.
 - ___ Return any issued communications equipment to the Supervisor.
 - ___ Return any issued work equipment and/or unused materials to Supervisor.
 - ___ Follow approved check-out procedures.
 - ___ Check out, making sure that supervisor has all appropriate paperwork necessary for documenting time, supplies or materials used.
-

Post-Incident Behavioral Guidelines

- ___ Talk about what you have gone through with co-workers.
- ___ Talk about situation with someone who cares about your personal health and welfare.
- ___ If possible, exercise your body.
- ___ Relax your mind if stressed.
- ___ Eat well-balanced meals.
- ___ Get plenty of rest.
- ___ If possible, relax at home or away from the workplace for about 48 –72 hours (mind adjustment period).
- ___ Critique emergency operations with supervisor and co-workers at formal session.
- ___ If necessary, schedule critical incident stress debriefing sessions.

=====

APPENDIX C
EOC Equipment and Supply List

- € Workstation Computers
 - € Laptop Computers/Tablets
 - € Spare Monitors, Keyboards, etc.
 - € Printers
 - € Fax Machine
 - € Extra Toner and ink cartridges
 - € Desktop document scanners
 - € Computer projector
 - € GIS Plotter
 - € Copier
 - € Televisions

 - € Telephones (standard non-wireless)
 - € Satellite Telephone
 - € Extra Cell Phones
 - € Miscellaneous Office Supplies
 - € NOAA Weather Radio
 - € Phone/Radio Chargers
 - € Phone headsets
 - € 800mHz Radios/VHF
 - € Portable fans
 - € Flash Lights
 - € Battery powered lanterns

 - € Back up UPS
 - € Batteries (AA,AAA,C,D, etc.)
 - € Power Strips
 - € Extension cords

 - € 3 days of shelf-stable meals
 - € 3 days of bottled water
 - € Coffee
 - € Paper towels
 - € Garbage bags
 - € Plastic Tarps
 - € Plastic Utensils
 - € Paper plates
 - € Coffee cups
 - € Zip lock bags
 - € Aluminum Foil
 - € Plastic wrap
- € 6 portable toilets
 - € 3 cases toilet paper

 - € Office paper
 - € White Boards
 - € Ball point pens (Black, Blue & Red)
 - € Permanent Markers
 - € Dry Erase Markers
 - € Flip Chart Paper
 - € Easels
 - € Thumb drives
 - € Manual typewriter
 - € Pencils
 - € Pencil Sharpener
 - € Rubber bands
 - € Staplers
 - € Paper clips
 - € Sticky notes
 - € Note/legal pads
 - € Index Cards
 - € Binders
 - € Label maker
 - € Dictionary
 - € Phone Books
 - € Map Books/Maps
 - € Clear Tape
 - € Glue
 - € Clear document covers
 - € Scissors
 - € Box cutters
 - € File Storage Boxes
 - € Duct Tape
 - € Clear packing tape
 - € Portable Signs
 - € Insect Repellent
 - € Hand sanitizer
 - € Cleaning supplies
 - € Hand cart

APPENDIX D

Evacuation Checklist

Prepare evaluation plan and purchase supplies ahead of time (now)

- Identify where you will go (at least two alternatives)
- Plan on how you will get there
- Think about your pets (public shelters don't allow pets)

Monitor local media for information and weather updates

Secure your home inside and out

- Check your shutters for parts and fit
- If you have a boat, make sure you know how to secure it
- Bring in outdoor furniture and loose items
- Turn off unneeded utilities (water, electric & gas), if possible

Fill your car with fuel, check tire pressure and fluids

Get some cash from the bank or ATM

Bring your disaster supply kit (see the Collier County All Hazards Guide)

- 3 day supply of food and water
- Battery operated radio
- Flash lights
- Extra batteries
- First aid kit
- Sleeping bags
- Medications
- Personal hygiene supplies
- Cell phone chargers
- Toys, books or games for the kids

Identification for Re-Entry to your neighborhood (2 forms)

- Picture ID
- Utility bill, homeowners or business insurance document, or tax bill
(It's important to have the address you are returning to on your identification)

Insurance Information

- Policy numbers
- Contact information
- Information on coverage

Personal phone book

Other valuable documents

Last, notify friends and family of your destination.

For additional information go to: Collierem.org, Floridadisaster.org, or Colliersheriff.org

APPENDIX E
Schools and Non-Hurricane Shelters

Schools

Marco Island Charter Middle School
1401 Kirkwood Street
Marco Island, FL 34145
(239) 377-3201
(239) 389-4818

Tommy Barfield Elementary
101 Kirkwood Street
Marco Island, FL 34145
(239) 377-8500

Marco Island Academy Public Charter High School
2255 San Marco Road
Marco Island, FL 34145
(239) 393- 5133

Tiger Tail Beach
430 Hernando Drive
Marco Island, FL 34145
(239)254-4000

United Church of Marco Island
320 N. Barfield Drive
Marco Island, FL 34145
(239) 394-6572

Marco Lutheran Church
525 North Collier Blvd.
Marco Island, FL 34145

Park Buildings/ & Potential Shelters

Marco Island Library
210 Heathwood Drive, South
Marco Island, FL 34145
(239) 394-3272

Marco Island Museum
180 Heathwood Drive, South
Marco Island, FL 34145
(239) 642-1440

Mackle Park
1361 Andalusia Terrace
Marco Island, FL 34145
239) 642-0575

Racquet Center
1275 San Marco Road
Marco Island, FL 34145
(239) 394-5454

The Marco Island YMCA
101 Sandhill Street
Marco Island, FL 34145
(239) 393-2600

APPENDIX F
Damage Assessment Checklist

- € Safety Briefing
 - Preliminary Information on the area
 - Known Hazards
 - Known Damage
- € Map of the Zone to be Assessed
- € GPS Receiver
- € Camera w/ extra batteries
- € Laptop computer or Tablet with Air Card and charger
- € Clipboard
 - Pens/pencils, etc.
 - Placards and marking paint
 - Damage Assessment forms
 - Handouts for citizens
- € Appropriate clothing
 - City/Emergency Markings
 - Steel toed shoes or boots
 - Rain gear
 - City Safety vest
 - Long Pants
 - Gloves
 - Hat/hard hat
 - Eye protection
 - Respirator/dust mask
- € Supplies/ Equipment
 - Bottled Water
 - Bug Spray
 - Sun Screen
 - First Aid kit
 - Cell Phone w/charger
 - Radio
 - Snack food
- € Vehicle
 - Emergency/City Markings
 - Full tank of fuel
 - Spare tire/ Fix-a-flat
 - Shovel & tow rope
 - Cooler w/ ice and water

APPENDIX G
Contact Numbers

American Red Cross	(239) 596-6868, or 777-7967 (after hours)
Animal Services (County)	(239) 252-7387
Ashbritt Environmental (Debris Contract)	(954) 545-3535, or 683-0247
Border Patrol Comm Center	(954) 965-6300 x120
Century Link Telephone	(239) 263-6205, or (239) 565-3896
Civil Air Patrol (Marco)	(239) 643-2226, or (239) 860-5560
Collier County Clerk of Courts	(239) 252-8430
Collier County Emergency Management	(239) 252-3600/3601
Collier County School District, Superintendent	(239) 377-0212
Collier County Sheriff's Office	(239) 774-4434, or 252-9300
Collier County Sheriff's Dispatch Center	(239) 793-9319
Collier County Dist 1 Commissioner	(239) 252-8097/8389
Collier County Manager's Office	(239) 252-8383
Collier County Health Department (Director)	(239) 252-8201, or 293-3000
Collier County Supervisor of Elections	(239) 252-8450
Combs Oil Company	(239) 657-3313, or 774-2666
Comcast Cable	(239) 432-1840, or (239) 432-1634
Congressman Trey Radel (14 th Dist)	(202) 225-2536
Congressman Daiz Balart (25 th Dist)	(202) 225-4211
Environmental Protection Agency	(239) 344-5706, or (239) 633-5437
Evans Oil Company	(239) 262-4124
Everglades City – Mayor	(239) 695-3781
FAA Watch Desk – Ft. Myers	(239) 768-1377
FDLE	(800) 342-5869
FBI (Tampa)	(813) 273-4566
FDOT	(863) 519-2758
FEMA HQ - Washington D.C.	(800) 621-3362
FEMA Region IV (Atlanta)	(770) 220-5200 #1
Florida DEP (Ft. Myers)	(239) 344-5600
Florida Fire Service (Div. of Forestry)	(239) 690-3500 x105
Florida Highway Patrol (Ft Myers)	(239) 938-1800
Governor of Florida	(850) 410-0501
LCEC (Trisha Dorn)	(239) 292-3142, or (239) 656-2164
Marco Cable	(239) 394-4895, or (239) 642-4545
Marco Island Airport	(239) 642-7878 x23
Marco Island Chamber of Commerce	(239) 394-7549
Medical Examiner	(239) 434-5020, or 434-7767
Mosquito Control	(239) 436-1000
Naples Generator Services	(239) 877-9798
Naples Civil Air Patrol	(239) 643-2226, or 860-5560
Naples Airport Authority	(239) 643-0733 Sat. Phone 870776419268
Naples Community Hospital (NCH)	(239) 436-5252, or 436-5178
Naples City Manager	(239) 213-1027
Naples Mayor	(239) 213-1000, or 777-7952
Naples Police Chief	(239) 213-4850

North Collier NCH	(239) 513-7580
National Weather Service – Miami	(305) 229-4528/4470
National Weather Service – Ruskin	(813)645-2323
Paradise Fuel Services (24/7)	(239) 389-2012
Physicians Regional – Pine Ridge	(239) 304-4753
Physicians Regional – Collier Blvd	(239) 304-4756
Pollution Control (Collier County)	(239) 252-2502, or 249-4309
Senator Garrett Richter (Dist. 76)	(850) 488-4487, or (239) 417-6205
Representative Matt Hudson (Dist. 1)	(239) 417-6270
Salvation Army	(239) 775-9447
Senator Marco Rubio (R)	(202) 224-3041, or (239) 252-8999
Senator Bill Nelson (D)	(202) 224-5274
State of Florida Warning Point (24/7) EOC	(850) 413-9900, or (800) 320-0519
South FL Water Management District	(239) 263-7615 x7603
Sunbelt Rental Equipment	(239) 449-6005
SW Florida Domestic Security T/F	(239) 278-7080 x197
Taylor Rentals	(239) 643-1334
TECO Gas	(877) 832-6747, or (239) 690-5508
Towing – Extreme Recovery	(239) 261- 7033
United Way of Collier County	(239) 261-7112
U.S. Coast Guard – Ft. Myers	(239) 463-5754/5755, or (877) 249-2824
U.S. Coast Guard Auxiliary (Marco)	(239) 417-8623, or (239) 641-1179
Waste Management	(239) 325-3208

APPENDIX H
Assisted Living Facilities/Nursing Homes

According to the Florida Agency for Health Care Administration, there is only one residential care facility on Marco Island:

**Sanitasole
218 South Barfield Drive
Marco Island, FL 34145
(239) 389-6100
Contact/Administrator: Paula Robinson**

APPENDIX I Securing City Workplaces and Offices

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

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

Remember:

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

Supplies:

Plastic tarps, plastic garbage bags, packing /duct tape, waterproof containers, bungee cords, portable data storage devices, spare UPS, spare surge protector, cable tags, small tool kit (for connecting and disconnecting equipment), spare batteries, extension cords and manual office equipment and supplies, clean-up supplies, paper towels and dehumidifier.

APPENDIX J
Hazardous Material Sites

The following facilities report the use of hazardous materials governed by the Superfund Amendments and Reauthorization Act, Title III

Century Link, 401 Bald Eagle Drive

Comcast Cable, 50 Marco Lake Place

Island Country Club, 500 Nassau Road

Marco Island Water Treatment Plant, 961 Windward Drive

Marco Island Reverse Osmosis Water Treatment Plant, 415 Lily Court

There are other sites, not subject to this legislation, which may have substances such as fuel or other non-Extremely Hazardous substances as well.

Mobile and Manufactured Homes

APPENDIX K

The City of Marco Island has one mobile home community within the city limits. The Port Marco community is located at 1219 Bald Eagle Drive, on the north end of the island near the Snook Inn. This community consists of 15 mobile and manufactured homes of various ages and building code manufacture/construction standard. The location is within a coastal flood zone (AE-8), with a small portion of the property in an X zone (outside the 500 year floodplain) and in the 160 -170 mph windborne debris area for Collier County.

* The Marco Island Academy High School, located at 2255 San Marco Drive is comprised of modular temporary buildings that conform to current building code regarding elevation and construction. However, they retain some characteristics which make them more susceptible to high winds and damage from debris which can be associated with severe weather such as a hurricane. Additionally, the site is located within the coastal flood zone (AE-9).

**Emergency Support Functions
APPENDIX L**

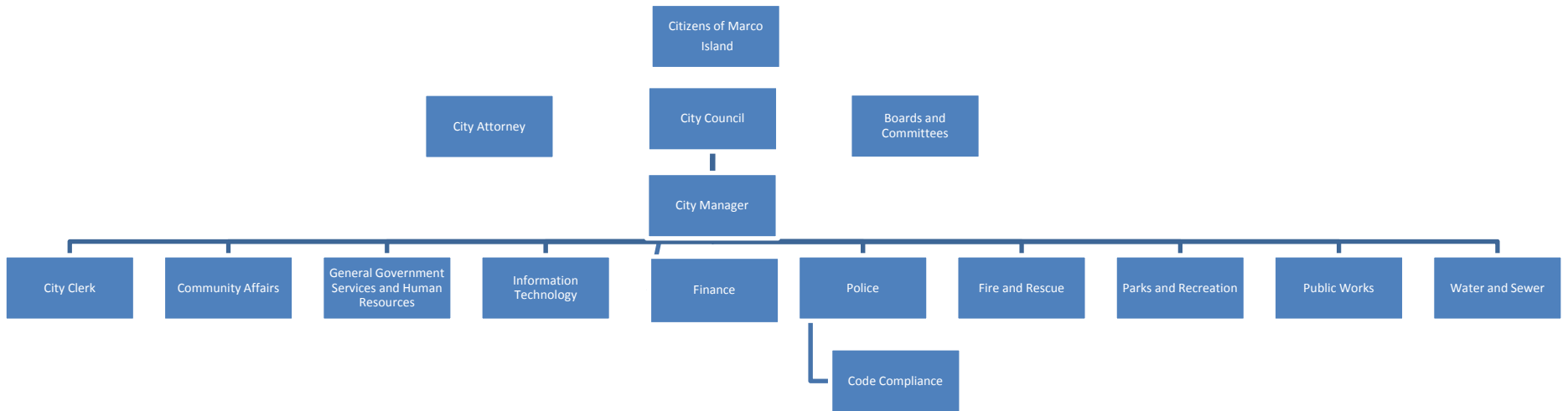
Emergency Support Functions (ESFs)

- ESF 1 – Transportation** (Public Works)
- ESF 2 – Communications** (Information Technology)
- ESF 3 – Public Works** (Public Works)
- ESF 4 – Fire** (Fire Department)
- ESF 5 – Information & Planning** (Information Technology)
- ESF 6 – Mass Care** (Community Affairs)
- ESF 7 – Resource Support** (Clerks Office)
- ESF 8 – Health & Medical** (Fire, Collier County Health Department/EMS)
- ESF 9 – Search & Rescue** (Fire/Police)
- ESF 10 – Hazardous Material** (Fire)
- ESF 11 – Food & Water** (Finance and contracted services)
- ESF 12 – Energy** (Public Works, LCEC)
- ESF 13 – Military** (FL National Guard)
- ESF 14 – Public Information** (City Manager)
- ESF 15 – Volunteers & Donations** (Parks & Recreation, CERT)
- ESF 16 – Law Enforcement** (Police)
- ESF 17 – Veterinary Services** (Collier County Domestic Animal Services)
- ESF 18 – Business & Industry** (Chamber of Commerce)

EMERGENCY SUPPORT FUNCTIONS: P = Primary Agency, S = Support Agency

Agency	ESF-1 Transportation	ESF-2 Communications	ESF-3 Public Works	ESF-4 Fire	ESF-5 Info and Planning	ESF-6 Mass Care/Special	ESF-7 Resource and Support	ESF-8 Health and Medical	ESF-9 Search and Rescue	ESF-10 Hazardous Material	ESF-11 Food and Water	ESF-12 Energy	ESF-13 Military Support	ESF-14 Public Information	ESF-15 Volunteers/ Donations	ESF-16 Law Enforcement	ESF-17 Veterinary Services	ESF-18 Business and Industry
Fire Rescue Dept.	S	S	S	P	P	S	S	P	P	P	S	S	P	S	S	S	S	S
Police Dept.	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	P	S	S
City Council	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
City Clerk		S			S		P							S				S
City Manager	S	S	S	S	S	S	S	S	S	S	S	S	S	P	S	S	S	S
Building Services	S	S	S	S	S	S	S		S	S		S		S	S	S		S
Community Affairs	S	S	S	S	S	S	S	S	S		S	S	S	S	S	S		S
Admin.					S		S											S
Finance					S		S				S				S			S
Human Resources					S		S				P				S			
Information Technology		S			S		S											S
Public Works	S	S	P	S	S	S	S		S	S	S	S		S				
Water and Sewer	S		S			S	S	S		S	S	S		S		S		S
American Red Cross				S		P	S	S			S		S		S			S
County Transportation	S									S								S
Collier Co. E.M.						P					S	S	S	S	S			
Collier School Board	S				S		S	S	S					S				
Collier Sheriff	S						S							S		S		
County Manager's Office							S							S				S
LCEC	S		S									P						
Health Dept.												S						S
MI Chamber of Commerce		S															S	P
NCH/PRMC																		
Century Link		S																
CERT							S				S				S			
MI Cable/Comcast		S																S
Animal Control																		P
Parks and Recreation															P			

**City of Marco Island Organizational Chart
APPENDIX M**



APPENDIX N NIMS Courses

Federally mandated National Incident Management System (NIMS) Incident Command System (ICS) Courses:

ICS-100 (Introduction to ICS)

200 (ICS for Single Resources and Initial Action Incidents)

300 (Intermediate ICS)

700 (NIMS: An Introduction)

701 (NIMS Multiagency Coordinating System), & 704 (NIMS Communications and Information Management) are considered minimum requirements for persons working in the EOC, or having Departmental Emergency responsibilities.

Key Emergency Management personnel should also complete:

IS-400 (Advanced ICS)

702 (NIMS Public Information Systems)

703 (NIMS Resource Management), 706 (NIMS Intrastate Mutual Aid)

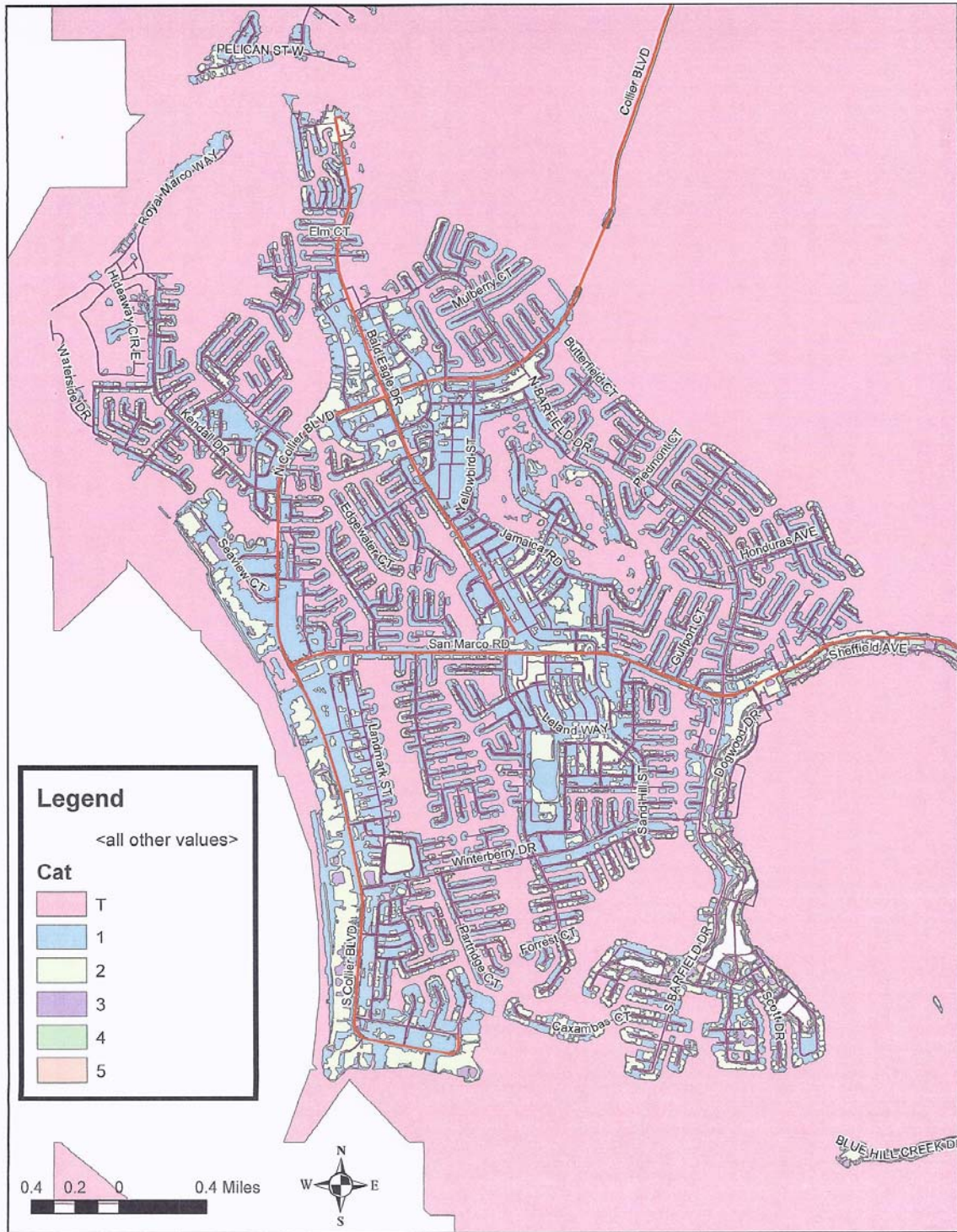
800 National Response Plan)

Elected Officials are encouraged to complete:

ICS- 100, 700, 701 & 704

Information regarding the National Incident Management Training Program and ICS classes is available on-line at: <http://www.fema.gov>

APPENDIX O Storm Surge Map



Storm Surge Map Source: Collier County Emergency Management and Southwest Florida Regional Planning Council

APPENDIX P
Marco Island Critical Facilities

Caxambas Boat Park/Ramp
909 Collier Court
(239) 642-0004

Marco Island City Hall
50 Bald Eagle Drive
(239) 389-5000

Century Link Vault
410 Bald Eagle Dr.
(239) 263-6205

Collier County Satellite Business Office
1040 Winterberry Drive
(239) 394-6986

Collier County Sheriff Marine Facility
North Barfield Drive
(239) 394-5129

Lee County Electric Coop (LCEC) Sub Station 1
415 Lily Court
(239) 656-2164

Lee County Electric Coop (LCEC) Sub Station 2
808 Elkcam Circle
(239) 656-2164

Mackle Community Park
1361 Andalusia Terrace
(239) 389-3917

Marco Island Fire & Rescue (Station 50)
1280 San Marco Road
(239) 389-5040

Marco Island Fire Station 51
751 East Elkcam Circle
(239) 389-5040

Marco Island Water Department
415 Lily Court
(239) 389-3408

Marco Island Waste Water Department
750 East Elkcam Circle
(239) 394-3168

Marco Island Branch Library
210 Heathwood Drive, South
(239) 394-3272

Marco Island Post Office
600 East Elkcam Circle
(239) 394-5245

Marco Island Historical Museum
180 Heathwood Drive, South
(239) 642-1440

Marco Island Academy (High School)
2255 San Marco Road
(239) 393-5133

Marco Island Charter Middle School
1401 Trinidad Ave.
(239) 377-3200

NCH Healthcare Center
40 Heathwood Drive, South
(239) 394-8234

Physicians Regional Healthcare
1839 San Marco Blvd.
(239) 394-1670

Police Department
51 Bald Eagle Drive
(239) 389-5050

Tommy Barfield Elementary School
101 Kirkwood Street
(239) 377-8500

Tigertail Beach Facility
490 Hernando Drive
(239) 642-8414

U.S. Coast Guard Auxiliary 95
909 Collier Court
(239) 394-5911

**APPENDIX Q
FEMA Forms**

FEMA forms will be maintained on the City server.

APPENDIX R

Standard Operating Procedure (SOP) - for Public Outreach after a Flooding Event

Scope: The procedures contained within this SOP are intended to provide guidance to efficiently provide information in the form of written hand-outs and digital equivalent informational materials to the affected population of the City of Marco Island prior to and after a flooding event.

Purpose: To ensure that timely and pertinent flood preparedness, recovery and mitigation information is available to the public; before, during and after a flooding event in support of the National Flood Insurance Program (NFIP) and the requirements of the community.

General: In order to provide informational outreach to the community regarding preparation, response, recovery and mitigation to a flooding event in City of Marco Island, the following procedures will be followed:

- The Floodplain Coordinator will have available in hard-copy original (ready for reproduction) and in digital (pdf format) the following documents, including – but not limited to:
 - FEMA Publications – 54, 55, 83, 84, 85, 257, 268, 348, 511 & 805
 - FEMA Pamphlets – F 029, 215, 217, 301, 437, 683 & 690
 - The Collier County All Hazards Guide
 - Florida Alliance for Safe Homes (FLASH) Cards (Flooding)
 - Others deemed appropriate, or as approved

When a flooding situation is declared, the appropriate publications will be duplicated in-house*, or through an approved vendor in sufficient quantity to provide hard-copy information to all areas and centers deemed appropriate.

- The City Manager’s Office will assist in posting the appropriate documents in pdf format for availability on the City web-site. Additionally, the Collier County Emergency Management Department can assist in advertising availability of this information via, PSAs, PRs and other notifications.
- The City of Marco Island will coordinate availability and distribution of hard-copy information from designated Points of Distribution (POD), Disaster Recovery Centers (DRC) and Recovery Information Centers (RIC).

Coordinating Instructions: This SOP will be maintained by the City as part of the Marco Island CEMP and will be reviewed during each update.