



City of Key West

Hurricane Response & Recovery Annex

October - 2010

Last Plan Update: August 8, 2009



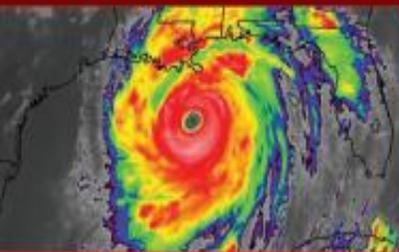
EARLY ALERT

REAL-TIME EMERGENCY MANAGEMENT

Key West Emergency Management continuously strives to improve hurricane preparedness. Key West in partnership with Early Alert, Inc. has developed the Key West Hurricane Response and Recovery Annex. This plan includes incorporating the lessons learned from historical events and their observed impacts such as storm surge, wind damage, evacuation, damage assessment, identifying requirements for special needs and recovery efforts. Over the last few years, there has been an increase in hurricane awareness and preparedness. Key West is dedicated to work collaboratively with Monroe County, surrounding jurisdictions and the military to protect lives and property from the threat of tropical storms and hurricanes. Due to the great potential for injuries and loss of life, property damage, economic loss and disruption of community activities, everyone with a role in hurricane preparedness must remain perpetually vigilant and proactive; we can never be overly-prepared. It is only through our continued efforts that Key West can meet and overcome the potentially devastating effects of a major hurricane.

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SITUATIONAL AWARENESS



ALL HAZARD TRAINING



EMERGENCY PLANNING



SEVERE WEATHER



APPROVAL & IMPLEMENTATION

The City of Key West Hurricane Response and Recovery Annex

This Hurricane Response and Recovery Annex are hereby approved. This plan is effective immediately and supersedes all previous editions.

Mayor
Key West

Date

City Manager
Key West

Date

Emergency Management Coordinator
Key West

Date

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KEY WEST HURRICANE RESPONSE & RECOVERY ANNEX

I. PURPOSE

The primary mission of government in an emergency is to protect the lives and property of its citizens. Regardless of how well state and federal governments are organized to provide assistance, the unpredictable nature of hurricanes and the time, space and distance factors involved dictate that Key West must be prepared to cope with the initial impact of a hurricane on its own. Recognizing that routine emergency services will, by their nature, be inadequate to cope with the effects of a hurricane, it is the duty of Key West to provide for the emergency expansion of its survival capabilities within the limits of available resources.

The Key West Hurricane Response & Recovery Annex is a hazard-specific annex to the Key West Comprehensive Emergency Management Plan (CEMP). The Key West Hurricane Response & Recovery Annex has been developed to provide a basis for hurricane-oriented emergency operations and to establish the organizational and operational concepts and procedures designed to minimize the loss of life and property and to expedite the restoration of essential services following a major hurricane. In the preparation of this plan, emergency duties and responsibilities have been assigned, to the extent possible, to agencies having the same or similar responsibilities in day-to-day operations. Where necessary, agencies should develop specific Standard Operating Procedures (SOPs) or Standard Operating Guidelines (SOGs) to assist agencies and Key West departments in responding to and recovery from hurricanes. Standard Operating Procedures or guidelines explain what tasks need to be performed and how they will be accomplished in an emergency situation.

The Key West Hurricane Response & Recovery Annex has been developed in consonance with the Key West Comprehensive Emergency Management Plan (CEMP), references, laws and authorities and will be updated annually as part of the City of Key West's Emergency Planning process. Key West understands that being prepared to respond and recover from the effects of a hurricane require constant development and revision of emergency plans and procedures, training of staff, partner agencies, and non-government organizations, and exercises to test the Key West Comprehensive Emergency Management Plan (CEMP) and this Hurricane Response & Recovery Annex. This process and the results of actual emergency response operations will allow Key West to update and enhance the CEMP and Hurricane Response & Recovery Annex to include "lessons learned" and best practices from actual events and exercises so that we are as well prepared as possible to cope with the effects of a hurricane.

II. EXPLANATION OF TERMS

A. Acronyms

AAR	After Action Report/Review
ARC	American Red Cross
BPO	Blanket Purchase Order
CAP	Corrective Action Plan
CEMP	Comprehensive Emergency Management Plan
CFR	Code of Federal Regulations
DA	Damage Assessment
DEM	Division of Emergency Management

DHS	Department of Homeland Security
DOT	Department of Transportation
DRC	Disaster Recovery Center
EMC	Emergency Management Coordinator
EMS	Emergency Medical Services
EOC	Emergency Operations Center
ESF	Emergency Support Function
FCO	Federal Coordinating Officer
FDOT	Florida Department of Transportation
FEMA	Federal Emergency Management Agency
FHP	Florida Highway Patrol
FIU	Florida International University
FKEC	Florida Keys Electric Cooperative
FSC	Finance Section Chief
GDS	Graphic Decision System
HazMat	Hazardous Material
HSPD	Homeland Security Presidential Directive
HVA	Hazard Vulnerability Analysis
IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IMS	Incident Management System
IMT	Incident Management Team
IP	Improvement Plan
IT	Information Technology
JAITF	Joint Interagency Task Force
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
KES	Keys Energy Services
KWEOC	Key West Emergency Operations Center
LOFR	Liaison Officer
LSC	Logistics Section Chief
MAA	Mutual Aid Agreement
MCDAT	Monroe County Damage Assessment Team
MCEM	Monroe County Emergency Management
MCOEM	Monroe County Office of Emergency Management
MCSO	Monroe County Sheriff's Office
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPH	Miles per Hour
NFIP	National Flood Insurance Program
NHC	National Hurricane Center
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
OEM	Office of Emergency Management
OS	Overseas Highway
OSC	Operations Section Chief
PA	Public Assistance

PDA	Preliminary Damage Assessment
PIO	Public Information Officer
PL	Public Law
POC	Point of Contact
PSC	Planning Section Chief
RACES	Radio Amateur Civil Emergency Services
RF	Recovery Functions
SAR	Search and Rescue
SBA	Small Business Administration
SERP	State Emergency Response Plan
SO	Safety Officer
SOGs	Standard Operating Guidelines
SOPs	Standard Operating Procedures
TSA	The Salvation Army
USAR	Urban Search and Rescue
USDA	United States Department of Agriculture
VOAD	Voluntary Organizations Active in Disasters

B. Definitions

1. Activation. Refers to the opening and operation of the Emergency Operations Center for the City of Key West.
2. Advisory. A formal message from the National Hurricane Center issued on a regular basis, giving warning information along with details on the tropical cyclone location, intensity, movement, watch and warning areas.
3. Area Command (Unified Area Command). An organization established (1) to oversee the management of multiple incidents that are each being managed by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Sets overall strategy and priorities, allocates critical resources according to priorities, ensures that incidents are properly managed, and ensures that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional.
4. Cyclone. An atmospheric closed circulation rotating counter-clockwise in the Northern hemisphere.
5. Emergency Operations Center (EOC). Specially equipped facilities from which government officials exercise direction and control and coordinate necessary resources in an emergency situation.
6. Emergency Situations. As used in this plan, this term is intended to describe a *range* of occurrences, from a minor incident to a catastrophic disaster. It includes the following:
 - a. Incident. An incident is a situation that is limited in scope and potential effects. Characteristics of an incident include:
 - 1) Involves a limited area and/or limited population.
 - 2) Evacuation or in-place sheltering is typically limited to the immediate area of the incident.
 - 3) Warning and public instructions are provided in the immediate area, not community-wide.
 - 4) One or two local response agencies or departments acting under an incident commander normally handle incidents. Requests for resource support are normally handled through agency and/or departmental channels.
 - 5) May require limited external assistance from other local response agencies or contractors.
 - 6) For the purposes of the National Response Framework (NRF), incidents include the

full range of occurrences that require an emergency response to protect life or property.

- b. Emergency. An emergency is a situation that is larger in scope and more severe in terms of actual or potential effects than an incident. Characteristics include:
 - 1) Involves a large area, significant population, or important facilities.
 - 2) May require implementation of large-scale evacuation or in-place sheltering and implementation of temporary shelter and mass care operations.
 - 3) May require community-wide warning and public instructions.
 - 4) Requires a sizable multi-agency response operating under an incident commander.
 - 5) May require some external assistance from other local response agencies, contractors, and limited assistance from state or federal agencies.
 - 6) The EOC may be activated to provide general guidance and direction, coordinate external support, and provide resource support for the incident.
 - 7) For the purposes of the NRF, an emergency (as defined by the Stafford Act) is “any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of catastrophe in any part of the United States.”
- c. Disaster. A disaster involves the occurrence or threat of significant casualties and/or widespread property damage that is beyond the capability of the local government to handle with its organic resources. Characteristics include:
 - 1) Involves a large area, a sizable population, and/or important facilities.
 - 2) May require implementation of large-scale evacuation or in-place sheltering and implementation of temporary shelter and mass care operations.
 - 3) Requires community-wide warning and public instructions.
 - 4) Requires a response by all local response agencies operating under one or more incident commanders.
 - 5) Requires significant external assistance from other local response agencies, contractors, and extensive state or federal assistance.
 - 6) The EOC will be activated to provide general guidance and direction, provide emergency information to the public, coordinate state and federal support, and coordinate resource support for emergency operations.
 - 7) For the purposes of the NRF, a *major disaster* (as defined by the Stafford Act) is any catastrophe, regardless of the cause, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster federal assistance.
- d. Catastrophic Incident. For the purposes of the NRF, this term is used to describe any natural or manmade occurrence that results in extraordinary levels of mass casualties, property damage, or disruptions that severely affect the population, infrastructure, environment, economy, national morale, and/or government functions. An occurrence of this magnitude would result in sustained national impacts over prolonged periods of time, and would immediately overwhelm local and state capabilities.
- 7. Eye. The relatively calm center of a tropical cyclone that is more than one half-surrounded by wall clouds.
- 8. Eye Wall. An organized band of cumuliform clouds immediately surrounding the center of a tropical cyclone. Eye wall and wall cloud is used synonymously.
- 9. GDS. Graphic Decision System for hurricanes. This computer program creates a data file from information obtained directly from the National Hurricane Center to provide a map display of past, present, and forecast positions of a tropical cyclone, along with other statistical data.
- 10. Hazard Analysis. A document, published separately from this plan, which identifies the local hazards, which includes hurricanes that have caused or possess the potential to

adversely affect public health and safety, public or private property, or the environment.

11. Hazardous Material (HazMat). A substance in a quantity or form posing an unreasonable risk to health, safety, and/or property when manufactured, stored, or transported. The substance, by its nature, containment, and reactivity, has the capability for inflicting harm during an accidental occurrence. Is toxic, corrosive, flammable, reactive, an irritant, or a strong sensitizer, and poses a threat to health and the environment when improperly managed. Includes toxic substances, certain infectious agents, radiological materials, and other related materials such as oil, used oil, petroleum products, and industrial solid waste substances.
12. HURREVAC. A computer model, which provides specific information on surge vulnerability, evacuation responses, SLOSH data, and evacuation scenarios, which could evolve, based on historical data, as it relates to a tropical cyclone based on the latest advisories.
13. Hurricane. A warm-core tropical cyclone in which the maximum sustained surface wind speed is 64 kts (74 mph) or more.
14. Hurricane Season. The portion of the year having a relatively high incidence of hurricanes. The Atlantic season runs from June 1st through November 30th.
15. Hurricane Warning. For the 2009 hurricane season, warnings consist of sustained winds of 64 kts (74 mph) or higher associated with a hurricane are expected in a specific coastal area in 24 hours or less. A hurricane warning can remain in effect when dangerously high water or a combination of dangerously high water and exceptionally high waves continue, even though winds may be less than hurricane force. For the 2010 hurricane season, warnings consist of sustained winds of 74 mph or higher associated with a hurricane are expected in a specific coastal area within 36 hours or less.
16. Hurricane Watch. For the 2009 hurricane season, an announcement for specific coastal areas that a hurricane or an incipient hurricane condition poses a possible threat, generally within 36 hours. For the 2010 hurricane season, an announcement for specific coastal areas that a hurricane or an incipient hurricane condition poses a possible threat, generally within 48 hours.
17. Inter-local agreements. Arrangements between governments or organizations, either public or private, for reciprocal aid and assistance during emergency situations where the resources of a single jurisdiction or organization are insufficient or inappropriate for the tasks that must be performed to control the situation. Commonly referred to as mutual aid agreements.
18. Intermediate Advisories. Advisories issued between regular advisories when a tropical cyclone nears the coast.
19. Present Movement. The best estimate of the movement of the center of a tropical cyclone at a given time and a given position. This estimate does not reflect the short-period, small-scale oscillations of the cyclone center.
20. Public Information. Information that is disseminated to the public via the news media before, during, and/or after an emergency or disaster.
21. Saffir Simpson Hurricane Scale. A scale used to determine storm intensity.
22. SLOSH. Sea, Lake, Overland Surge from Hurricanes. Special program that computes the likely storm surge for various categories of storm for various coastal basins.
23. Special Needs Registry. A registry maintained by the Monroe County Social Services to keep track of the special needs and special medical needs persons within Monroe County as required by the State of Florida.
24. Stafford Act. The Robert T. Stafford Disaster Relief and Emergency Assistance Act authorizes federal agencies to undertake special measures designed to assist the efforts of states in expediting the rendering of aid, assistance, emergency services, and reconstruction and rehabilitation of areas devastated by disaster.
25. Standard Operating Procedures. Approved methods for accomplishing a task or set of tasks. SOPs are typically prepared at the department or agency level. May also be

referred to as Standard Operating Guidelines (SOGs).

26. Storm Surge. An abnormal rise in sea level accompanying a hurricane or other intense storm, and whose height is the difference between the observed level of the sea surface and the level that would have occurred in the cyclone. Storm surge is usually estimated by subtracting the normal or astronomic tide from the observed storm tide.
27. Storm Tide. The actual level of seawater resulting from the astronomic tide combined with the storm surge.
28. Tropical Cyclone. A warm-core, non-frontal low pressure system of synoptic scale that develops over tropical or subtropical waters and has a definite organized surface circulation.
29. Tropical Depression. A tropical cyclone in which the maximum sustained surface wind speed is 33 kts (38 mph) or less.
30. Tropical Disturbance. A discrete tropical weather system of apparently organized convection, generally 100 to 300 miles in diameter, originating in the tropics or subtropics, having a non-frontal migratory character, and maintaining its identity for 24 hours or more.
31. Tropical Storm. A tropical cyclone in which the maximum sustained surface wind speed ranges from 34 to 63 kts (39 to 73 mph).
32. Tropical Storm Watch/Warning. An announcement that a tropical storm poses or tropical storm conditions pose a threat to coastal areas generally within 36 hours. A tropical storm watch should normally not be issued if the system is forecasted to attain hurricane strength. An announcement issued by the National Weather Service when there is the possibility that a tropical storm may pass near or through the area within 24 to 36 hours.
33. Tropical Wave. A trough or cyclonic curvature maximum in the trade-wind easterlies. The wave may reach maximum amplitude in the lower middle troposphere or may be reflection of an upper atmospheric cold low or equatorial extension of a middle latitude trough.
34. Tropical Weather System. A designated for one of a series of tropical weather anomalies. As such, it is the basic generic designation, which successive stages of intensification, may be classified as a tropical disturbance, wave, depression, storm, or hurricane.
35. Wall Cloud. An organized band of cumuliform clouds immediately surrounding the center of a tropical cyclone. Wall cloud and eye walls are used synonymously.

III. SITUATION AND ASSUMPTIONS

A. Situation

The City of Key West is exposed to many hazards, including hurricanes, of which have the potential for disrupting the community, causing casualties, and damaging or destroying public or private property. The Hurricane Response & Recovery Annex's objectives are:

- Early voluntary evacuation.
- Relocation of vulnerable population to safe areas.
- Selective evacuation of specified zones.
- Phased, general evacuation to the mainland according to the Monroe County Emergency Management Plan.
- Return of non-residents to the mainland.

A summary of the major hazards that Key West may face can be located in the Key West Comprehensive Emergency Management Plan (CEMP).

Hazard Vulnerability Analysis: Tropical Storms and Hurricanes

1.) Categories of Hurricanes by Wind Speed (NWS-NHC)

Category	Wind Speeds	Storm Surge Heights
Category 1	74-95 mph	4-5 feet
Category 2	96-110 mph	6-8 feet
Category 3	111-130 mph	9-12 feet
Category 4	131-155 mph	13-18 feet
Category 5	155+ mph	18+ feet

2.) Saffir-Simpson Hurricane Scale

Saffir-Simpson Hurricane Scale							
Category Damage	Millibars	Inches	Miles per Hour (mph)	Storm Surge	Wind Kts	Damage Severity	
Category 1	Less than 980	28.94	74-95	3-6 Feet	64-83	Minimal	 <p>Category 1 Minimal 74-95 mph winds</p>
Category 2	965-979	28.50-28.91	96-110	4-8 Feet	84-96	Moderate	 <p>Category 2 Moderate 96-110 mph winds</p>
Category 3	945-964	27.91-28.47	111-130	5-10 Feet	97-113	Extensive	 <p>Category 3 Extensive 111-130 mph winds</p>
Category 4	920-944	27.17-27.88	131-155	6-12 Feet	114-135	Extreme	 <p>Category 4 Extreme 131-155 mph winds</p>
Category 5	Below 920	Below 27.17	Above 155	7-14 Feet	153	Catastrophic	 <p>Category 5 Catastrophic Winds over 155 mph</p>

3.) The Hurricane Response & Recovery Annex will cover two types of responses depending on the severity of the impending storm such as:

- **Tropical Storms & Category 1-2 Storms**
- **Category 3-5 Hurricane.**

4.) Below are protective actions that will be taken during tropical storms and hurricanes.

a.) Profiling Hazards: Tropical Storms and Category 1 and 2 Hurricanes

- Provide public information
- Protect public facilities, equipment, and vital records
- Evacuation and sheltering for the vulnerable population
- Evacuation of non-residents to the mainland
- Evacuation of non-residents, RV parks, travel trailers, and close all state and local parks.
- Prepare to initiate recovery operations

b.) Profiling Hazards: Hurricanes Category 3,4, and 5

- Provide public information
- Protect public facilities, equipment, and vital records
- Evacuation of the vulnerable population and evacuation of non-residents to the mainland.
- Evacuation of non-residents, RV parks, travel trailers, and close all state and local parks.
- Work with Monroe County to provide assistance with Key West residents when a mandatory phased-general evacuation is ordered.
- Work with Monroe County to provide Refuge of Last Resort identified within Key West for those non-evacuees who either chose not to leave Key West or do not have enough time to evacuate.

5.) **Hurricane History**

IRENE 1999 (Category 1)

Irene was a typical wet October storm that moved over the Florida Keys and southeast Florida dumping from 10 to 20 inches of rain. This tremendous rainfall resulted in severe flooding.

GEORGES 1998 (Category 2)

Georges made landfall in the Florida Keys with winds of 105 mph. Georges then caused extensive flooding in the Florida Panhandle with rainfall in excess of 15 - 20 inches (25 inches in Milton). Many of the rivers reached record flood levels causing extensive flooding.

WILMA 2005 (Category 3)

Hurricane Wilma formed and became an extremely intense hurricane over the Northwestern Caribbean Seas. It had the all-time lowest central pressure for an Atlantic basin hurricane, and it devastated the Northeastern Yucatan Peninsula. Wilma also inflicted extensive damage over Southern Florida. Storm surges of 4 to 5 ft were observed over much of the lower and middle Florida Keys, locally to near 7 ft. However, a storm surge of near 9 ft was estimated visually in the Marathon area. Storm surges were generally in the 4 to 5 ft range over the upper Keys. This resulted in considerable flooding over substantial portions of the Keys.

BETSY 1965 (Category 3)

On September 7, Betsy continued moving toward the southwest toward extreme southern Florida. It passed over Key Largo at the eastern end of the Florida Keys on September 8, and then continued west along the Keys, as a Category 3 hurricane. Hurricane Betsy made landfall in the middle and upper Key causing extensive damage. Hurricane-force winds were experienced in the Miami area for roughly twelve hours. At its landfall on Key Largo, Betsy had an exceptionally large eye (40 miles (65 km) in diameter). After crossing Florida Bay and entering the Gulf of Mexico, Betsy re-strengthened, growing into a Category 4 storm with winds up to 155 mph (250 km/h), only one mile per hour short of qualifying for Category 5 status.

DONNA 1960 (Category 4)

Donna caused storm surges of up to 13 ft in the Florida Keys and 11 ft surges along the southwest coast of Florida. Heavy rain falls of 6 to 12 inches in Florida, and 4 to 8 inches elsewhere along the path of the hurricane. The landfall pressure of 27.46 inches makes Donna the fifth strongest hurricane of record to hit the United States. It was responsible for 50 deaths in the United States. The hurricane caused \$387 million in damage in the United States and \$13 million elsewhere along its path. Hurricane Donna impacted Southwest Florida, Middle and Upper Keys.

LABOR DAY 1935 (Category 5)

The combination of winds and tides were responsible for 408 deaths in the Florida Keys. Damage in the United States was estimated at \$6 million. Today that value would exceed \$2 billion.

ANDREW 1992 (Category 5)

Andrew hit south Florida with estimated sustained winds of 145 mph and gusts in excess of 175 mph. Twenty-three people died in the U.S. due to Andrew, and the estimated property damage of \$25 billion makes it the costliest hurricane in U.S. history.

B. Planning Assumptions

1. This plan will be constructed using the principles of the National Incident Management System and Incident Command System.
2. Key West recognizes that close cooperation and communication with Monroe County, surrounding jurisdictions and the military is necessary in order to ensure the success of any emergency response.
3. Key West will continue to be exposed to and subject to the impact of tropical storms and hurricanes and as well as lesser hazards and others that may develop in the future are located in the Key West Hazard Vulnerability Analysis (HVA).
4. An emergency resulting from the effects of a tropical cyclone may occur and escalate far more rapidly than that which could be handled by the City of Key West alone. The success of rapid response depends on:
 - Close coordination between Key West, Monroe County, surrounding jurisdictions and the military.
 - Understanding the types of risk.
 - Procedures to ensure quick and effective decision making, such as pre-deployment and aggressive training of responders and elected officials on responsibilities and assignments
 - Procedures to rapidly implement local mutual aid agreements, state mutual aid, and possibly federal assistance
 - Developing, implementing, and updating an Incident Action Plan (IAP)
5. Effective public awareness and education programs implemented will allow the citizens of Key West to take appropriate advanced actions based upon the category of the hurricane expected.
6. Evacuation, shelter, and Refuge of Last Resort strategies are based on citizen cooperation with the staggered (phased) evacuation and the best available shelter and refuge options available in Monroe County.
7. A strategy based on sheltering and/or evacuation of the citizens with special needs.
8. The Emergency Operations Center (EOC) for the City of Key West during a Level 1,2, or 3 activation will be located in the **City of Key West's EOC located at the Key West Public Safety Administration Complex, 1604 North Roosevelt Blvd.**, and shall be in constant communications with the Monroe County EOC.
9. It is possible for an emergency/disaster to occur at any time and at any place. In many cases, dissemination of warning to the public and implementation of increased readiness measures may be possible. However, some emergency situations occur with little or no warning.
10. Outside assistance will be available in most emergency situations, affecting Key West. As it takes time to summon external assistance, it is essential for Key West to be prepared to carry out the initial emergency response on an independent basis.

11. Proper mitigation actions, such as floodplain management and fire inspections can prevent or reduce disaster-related losses. Detailed emergency planning, training of emergency responders and other personnel, and conducting periodic emergency drills and exercises can improve Key West's readiness to deal with emergency situations.
12. Local government officials **must** recognize their responsibilities for the safety and well-being of the public and will assume their responsibilities in the implementation of this Hurricane Response and Recovery Annex.
13. Proper implementation of this plan may reduce or prevent disaster related losses.

IV. CONCEPT OF OPERATIONS

A. Objectives

The objectives of the Key West emergency management program are to protect public health and safety and preserve public and private property.

B. Purpose

The purpose of this Hurricane Response and Recovery Annex establishes the framework for an effective system of managing a tropical cyclone (hurricane) related emergency. The purpose of the annex is to:

1. Reduce the vulnerability of people and communities of Key West to damage, injury, and loss of life and property resulting from a tropical cyclone emergency.
2. Prepare for prompt and efficient response and recovery to protect lives and property affected by the emergency.
3. Prepare for prompt and efficient rescue, care and treatment of persons victimized or threatened by the emergency.
4. Provision of a setting conducive to the rapid and orderly start of restoration and rehabilitation of persons and property affected by the emergency.
5. Provide an emergency management system embodying all aspects of pre-emergency preparedness and post emergency response, recovery, and mitigation.
6. Assist in anticipation, recognition, appraisal, prevention, and mitigation of emergencies, which may be caused or aggravated by inadequate planning for, and regulation of, public and private facilities and land use.

C. Scope

1. The plan establishes fundamental policies, program strategies and assumptions.
2. The plan identifies those services and resources available in the event of a catastrophic incident, Key West will be prepared to respond to and recover from a tropical cyclone that could adversely affect the health, safety of our citizens, and the economy.
3. The plan establishes a concept of operations outlining the direction and control of an emergency from the initial monitoring through post-direction response and recovery.
4. The plan identifies provisions that are made for the needed flexibility or direction, coordination, and a method of cooperation to enable government to accomplish the following goals:

- Minimize the suffering, loss of life, injury, and property damage resulting from tropical storms and hurricanes.
 - Minimize disaster-related shortages and service system disruptions, which would have an adverse affect on our residents.
 - Provide immediate relief and promote short-term and long-term recovery.
 - Avoid or reduce future losses of life and property damage resulting from tropical storms or hurricanes.
 - Comply with local, state, and federal laws including disaster assistance regulations.
 - Document all disaster-related expenses to ensure the reimbursement of expenses related to the disaster in accordance with all FEMA requirements to ensure reimbursement for hurricane-related expenses. Ensure complete documentation to ensure an expeditious reimbursement from State and/or Federal Emergency Management Agency (FEMA).
5. The plan defines an interagency coordination mechanism to facilitate delivery of immediate assistance from other agencies.
 6. The plan assigns specific functional responsibilities to appropriate departments and agencies, as well as, private sector agencies and groups, as well as volunteer organizations.
 7. The plan identifies actions to be taken by Key West in coordination with Monroe County, state, and federal agencies.

D. Goals

In response to a hurricane emergency, Key West, in cooperation with Monroe County, will strive to achieve the following:

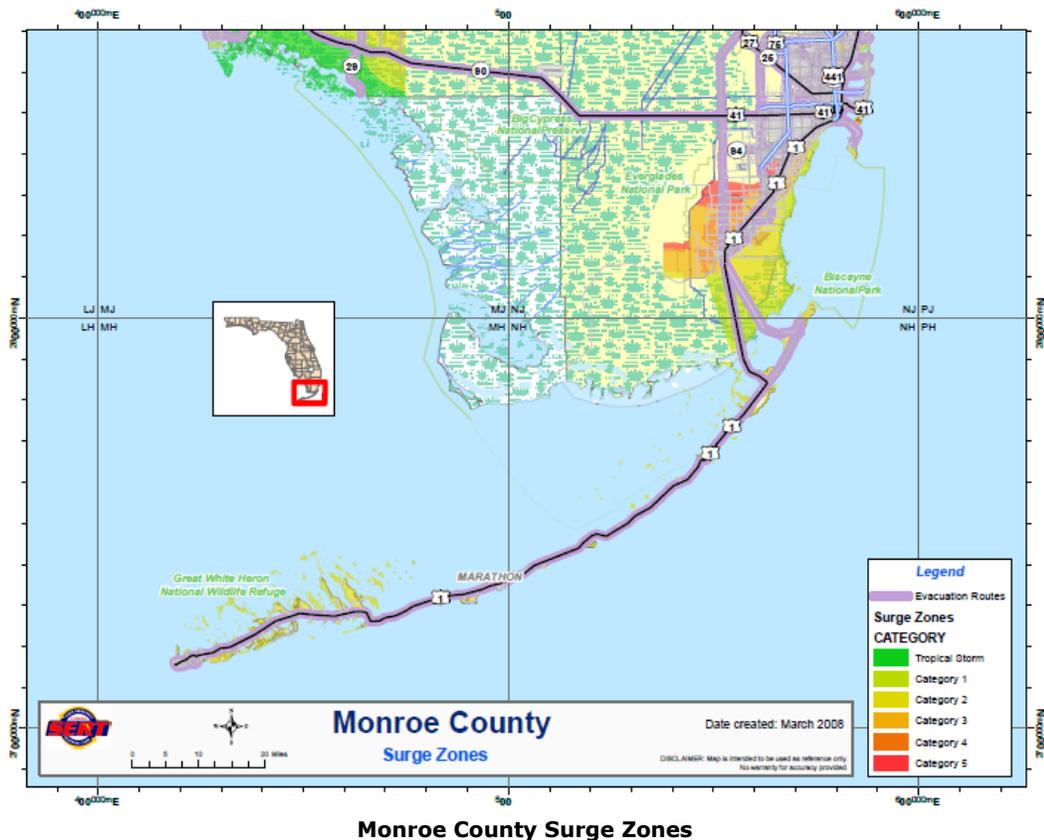
- Evacuation and shelter of the vulnerable population and non-residents who do not leave the City in a category 1 or 2 storm, and open Refuge of Last Resort shelters in category 3, 4 and 5 storms, when required.
- Preservation of public property and vital records.
- Minimize the loss of private property.
- Minimize the impact and timing of response operations on the local level economy by coordinating with Monroe County and the National Hurricane Center (NHC) to prevent unnecessary closure of businesses, evacuation of residents and visitors (guests), and to protect the local economy.
- Minimize the impact of response operations on the environment.
- Identify structures to be used as shelters and Refuges of Last Resort in the City and communicate those to the Monroe County EOC.
- Coordinate all plans and programs with the Monroe County Emergency Management Department.
- Continuity of local government (COG).

E. Geography

1. The City of Key West lies near the end of the island chain known as the Florida Keys and is the southern-most city in the continental United States. Key West encompasses approximately 4.2 square miles and has a population of approximately 25,478, which increases depending on the time of the year. It should be noted that approximately two to three million tourists visit or travel through the entire Keys annually impacting the City of Key West.
 - a. Note Key West is the County Seat, as such hosts County, School District, Chief Judge / Circuit Court, Naval Air Station, USCG Sector Key West, Joint Interagency Task Force South (JAITF South), Federal Court / Law Enforcement Offices, Key West NWS, County Sheriff Administration and Detention Center

Key West Population Elements	Numerical Data based on the US Census Data, Florida Association of Counties, City of Key West Government
Total Population—2003 Census	25,478
Distribution by Age	12% over the age of 65 18% under age 18 70% between 20-59
Special Needs Population	140 persons currently registered 350 in Evacuation Zone #1
Tourist Population	Seasonal/up to 1.2 million people annually
Non-English Speaking/Hearing Impaired	6,047
Transient Population	1,200
Mobile Home Parks/Population	3 parks; approximately 350 mobile homes
Inmate Population	Monroe County Sheriff Office jail: 544 inmates
Adult Care Center	1 major complex
Military Personnel/Dependents	5,000
Commuter/Business Day Population	TBD

- Key West’s land configuration is such that storms of moderate intensity will cause extreme flooding and considerable damage to property. Storm surge can be expected from 3 feet in a category 2 or 3 storm to as much as 14 feet or greater in a category 4 or 5 storm.



3. The highway system is exceptionally unique in that a single road with forty-five (45) connecting bridges forms the backbone of the entire city transportation network and is the sole link with the mainland of Florida. US Highway #1 or the "Overseas Highway" is a state-maintained road that runs into Key West and is the only evacuation route until you reach CR 905 leading to Card Sound Road in upper Key Largo. From this point, traffic can be routed on both US Highway #1 and Card Sound Road.
4. The National Hurricane Center has named Monroe County as the most vulnerable in the continental United States to the effects of a tropical cyclone. Because of the low elevation of the Keys, significant level of flooding begins to occur at the category 3 storm levels. This makes the use of the majority of the shelters questionable at best. Additionally, wind threats will become so great that many insubstantial structures will be an extreme risk. Because of uncertainties of the stability of many structures including shelters, ***the Category 3 level is the "out of county evacuation" threshold.***

F. General

1. It is the responsibility of Key West officials to protect public health and safety and preserve property from the effects of hazardous events such as tropical cyclones. This involves having the primary role in identifying and mitigating hazards, preparing for and responding to, and managing the recovery from emergency situations that affect the community.
2. It is impossible for government to do everything that is required to protect the lives and property of our population. Citizens of Key West have the responsibility to prepare themselves and their families to cope with emergency situations and manage their affairs and property in ways that will aid the government in managing emergencies. Key West, in coordination with Monroe County and the State of Florida, will assist citizens in carrying out these responsibilities by providing public information and instructions prior to and during emergency situations.
3. Local governments are responsible for organizing, training, and equipping local emergency responders and emergency management personnel, providing appropriate emergency facilities, providing suitable warning and communications systems, and for contracting for emergency services. The state and federal governments offer programs that provide some assistance with portions of these responsibilities.
4. To achieve plan objectives, Key West has organized an emergency management program that is in accordance with Florida Statute 252 that is both integrated (employs the resources of government, organized volunteer groups, and businesses) and comprehensive (addresses mitigation, preparedness, response, and recovery). This plan is one element of Key West's preparedness activities.
5. The Key West Comprehensive Emergency Management Plan (CEMP) is based on an all-hazard approach to emergency planning. It addresses general functions that may need to be performed during any emergency situation and is not a collection of plans for specific types of incidents.
6. Departments and agencies tasked in this plan are expected to develop and keep current Standard Operating Procedures (SOPs)/Standard Operating Guidelines (SOGs) that describe how emergency tasks will be performed. In addition, departments and agencies are charged with ensuring the training and equipment necessary for an appropriate response are in place. List departments / agencies?

7. This plan is based upon the concept that the emergency functions that must be performed by many departments or agencies generally parallel some of their normal day-to-day functions. To the extent possible, the same personnel and material resources used for day-to-day activities will be employed during emergency situations. As personnel and equipment resources are limited, some routine functions that do not contribute directly to the emergency may be suspended for the duration of an emergency. The personnel, equipment, and supplies that would normally be required for those functions will be redirected to accomplish emergency tasks.
8. Key West has adopted the National Incident Management System (NIMS) in accordance with the President's Homeland Security Directive (HSPD)-5. The City's adoption of NIMS will provide a consistent approach to the effective management of situations involving natural or man-made disasters, or terrorism. The NIMS allows the City to integrate our response activities using a set of standardized organizational structures designed to improve interoperability between all levels of government, private sector, and non-governmental organizations.
9. This plan, in accordance with the NRF, is an integral part of the national effort to prevent, and reduce America's vulnerability to terrorism, major disasters, and other emergencies, minimize the damage and recover from attacks, major disasters, and other emergencies that occur. In the event of a catastrophic incident, as defined in HSPD-5, the City will integrate all operations with all levels of government, private sector, and non-governmental organizations through the use of NRF coordinating structures, processes, and protocols.

G. Operational Guidance

Key West will employ the six components of the NIMS in all operations, which will provide a standardized framework that facilitates our operations in all phases of emergency management.

1. Initial Response. Emergency responders are likely to be the first on the scene of an emergency situation. They will normally take charge and remain in charge of the incident until it is resolved or others who have legal authority to do so assume responsibility. They will seek guidance and direction from local officials and seek technical assistance from state and federal agencies and industry, where appropriate.
2. Implementation of Incident Command System (ICS)
 - a. The first local emergency responder to arrive at the scene of an emergency situation will implement the ICS and serve as the Incident Commander (IC) until relieved by a more senior or more qualified individual. The IC will establish an incident command post (ICP) and provide an assessment of the situation to local officials, identify response resources required, and direct the on-scene response from the ICP.
 - b. For some types of emergency situations, a specific incident scene may not exist in the initial response phase and the EOC may accomplish initial response actions, such as mobilizing personnel and equipment and issuing precautionary warning to the public. As the potential threat becomes clearer and a specific impact site or sites identified, an ICP may be established, and direction and control of the response transitioned to the IC.

(See Key West Comprehensive Emergency Management Plan for Roles and Responsibilities for each position within the Key West EOC.)

3. Source and Use of Resources.

- a. Key West will use its own resources, all of which meet the requirements for resource management in accordance with the NIMS, to respond to emergency situations, purchasing supplies and equipment if necessary, and request assistance if City resources are insufficient or inappropriate. If Key West resources prove inadequate, Monroe County may be the first channel through which Key West requests assistance when its resources are exceeded. If additional resources are required, the City will:
 - 1) Summon those resources available to Key West pursuant to inter-local agreements. Attachment to this plan summarizes the inter-local agreements and identifies the officials authorized to request those resources.
 - 2) Summon emergency service resources that the City has contracted for.
 - 3) Request assistance from volunteer organizations active in disasters (VOAD).
 - 4) Request assistance from industry or individuals who have resources needed to deal with the emergency situation.
 - 5) Request assistance from the military such as the US Navy, Coast Guard, and the Joint Interagency Task Force South (JAITF South)
- b. When external agencies respond to an emergency situation within Key West's jurisdiction, we expect them to conform to the guidance and direction provided by the Key West IC, which will be in accordance with the NIMS.

INCIDENT COMMAND SYSTEM (ICS)

H. ICS - Incident Command System

1. Key West intends to employ ICS, an integral part of the NIMS, in managing emergencies. ICS is both a strategy and a set of organizational arrangements for directing and controlling field operations. It is designed to effectively integrate resources from different agencies into a temporary emergency organization at an incident site that can expand and contract with the magnitude of the incident and resources on hand.
2. The IC is responsible for carrying out the ICS function of command -- managing the incident. The four other major management activities that form the basis of ICS are Operations, Planning, Logistics, and Finance/Administration. For small-scale incidents, the Incident Commander and one or two individuals may perform all of these functions. For larger incidents, a number of individuals from different departments or agencies may be assigned to separate staff sections charged with those functions.
3. An IC using response resources from one or two departments or agencies can handle the majority of emergency situations. Departments or agencies participating in this type of incident response will normally obtain support through their own department or agency.
4. In emergency situations where other jurisdictions or the state or federal government are providing significant response resources or technical assistance, it is generally desirable to transition from the normal ICS structure to a Unified or Area Command structure. This

arrangement helps to ensure that all participating agencies are involved in developing objectives and strategies to deal with the emergency.

(See Key West Comprehensive Emergency Management Plan for Roles and Responsibilities for each position within the Key West EOC.)

I. ICS – Emergency Operations Center (EOC) Interface

1. For major emergencies and disasters such as tropical cyclones, the Emergency Operations Center (EOC) will be activated. When the EOC is activated, it is essential to establish a division of responsibilities between the incident command post and the EOC. A general division of responsibilities is outlined below. It is essential that a precise division of responsibilities be determined for specific emergency operations.
2. The IC is generally responsible for field operations, including:
 - a. Isolating the scene.
 - b. Directing and controlling the on-scene response to the emergency situation and managing the emergency resources committed there.
 - c. Warning the population in the area of the incident and providing emergency instructions to them.
 - d. Determining and implementing protective measures (evacuation or in-place sheltering) for the population in the immediate area of the incident and for emergency responders at the scene.
 - e. Implementing traffic control arrangements in and around the incident scene.
 - f. Requesting additional resources from the EOC.

KEY WEST EMERGENCY OPERATIONS CENTER (EOC)

J. Key West Emergency Operations Center (EOC)

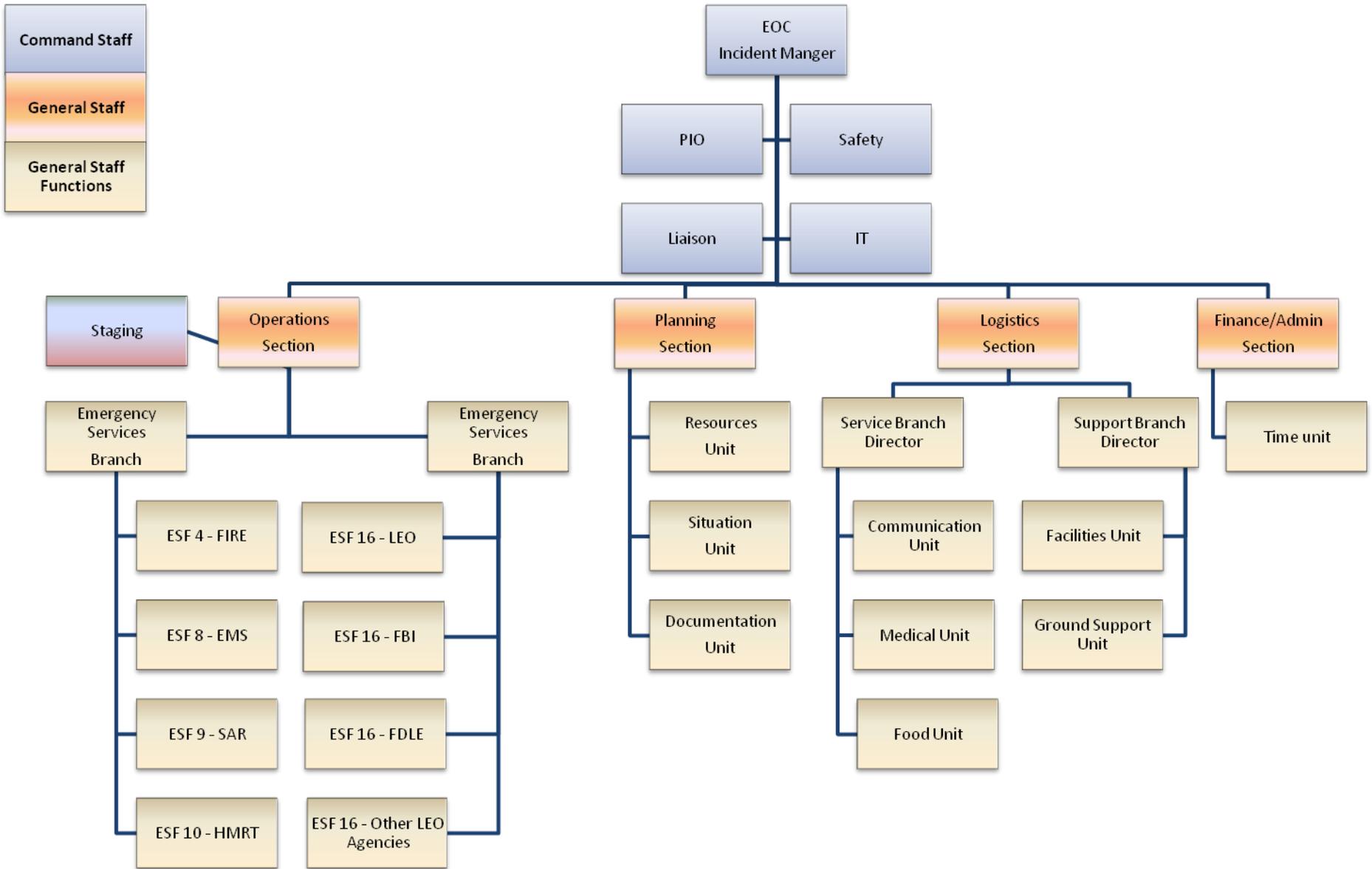
1. **Key West EOC.** The Key West EOC will be activated by the order of the City Manager or Fire Chief (Division Chief of Emergency Management and Training) or designee when emergency response coordination is required. The EOC, in coordination with the Monroe County EOC, can be partially or fully activated depending on the severity of the emergency or disaster. Once the EOC has been activated, the EOC will notify Monroe County of its activation and establish lines of communication with the County. When the EOC is activated, Incident Command and Unity of Command shall be used and maintained. The EOC will remain activated until the Mayor decides that the activation is no longer needed (demobilization) or that the severity of the hazard has escalated to the point that it is too dangerous or hazardous to continue to operate the EOC at that location. The EOC is generally responsible for:
 - a. Providing direction and control
 - b. Providing resource support for the incident command operations.
 - c. Issuing community-wide warning.
 - d. Issuing instructions and providing information to the general public.
 - e. Organizing and implementing large-scale evacuation.
 - f. Organizing shelter operations and refuge of last resort.

- g. Organizing and implementing shelter and mass care arrangements for evacuees.
 - h. Coordinating traffic control for large-scale evacuations.
 - i. Requesting assistance from Monroe County, state and other external sources.
2. In some large-scale emergencies or disasters, emergency operations with different objectives may be conducted at geographically separated scenes. In such situations, more than one incident command operation may be established. If this situation occurs, a transition to an Area Command or a Unified Area Command is desirable, and the allocation of resources to specific field operations will be coordinated through the EOC.
3. **Key West EOC Activation Levels.** The Key West EOC can be activated on the following levels:

Level	Activation Phase
Level I	Full Scale Activation: All primary and support agencies under the Key West Comprehensive Emergency Management Plan will be notified. The EOC is fully staffed on a 24 hour basis with all appropriate city staff and applicable agency representatives.
Level II	Partial Activation: All primary agencies and departments are notified. The EOC is staffed to the level necessary to handle an emergency operation.
Level III	Monitoring: Notification will be made to those agencies and departments who would need to take action as part of their everyday duties. The Key West EOC will be staffed, primarily, by Public Safety personnel.

4. Activation of the Key West EOC will be in concert with the Monroe County EOC activation.
5. The City of Key West will provide liaison(s) to the Monroe County EOC for coordination with Monroe County twenty four (24) hours per day. Liaison personnel will be required when the Monroe County EOC is at Full Activation (Level I) for twelve (12) hour shifts until the emergency event has been resolved and the EOC has deactivated or demobilized.
(See Key West Comprehensive Emergency Management Plan for Roles and Responsibilities for each position within the Key West EOC.)
6. **Key West EOC Organizational Chart.** *(See following page)*

Key West Emergency Operations Center Organization Chart



ESF 1 – DOT

- General Staff – Logistics, Ground Support
 - KWDOT

ESF 2 – Communications

- General Staff – Logistics, Communications
 - KWPD Emergency Dispatch
 - Information Technology

ESF 3 – Public Works / Engineering

- General Staff – Logistics, Facilities
- General Staff – Operations, Infrastructure Restoration Branch, Debris Removal, Damage Assessment
 - KW PW
 - Engineering Services
 - Community Services
 - Port Operations

ESF 4 – Fire

- General Staff – Operations, Emergency Services Branch
 - KWFD – Fire Operations

ESF 5 – Information & Planning

- General Staff – Planning
 - City Clerk
 - Planning
 - Port Operations

ESF 6 – Mass Care

- MC OEM,
- Salvation Army,
- American Red Cross
- CERT

ESF 7 – Resource Support

- General Staff – Logistics
 - City Clerk
 - Human Resources

ESF 8 – Health & Medical

- General Staff – Operations, Emergency Services Branch
 - Key West Rescue
 - MC DOH

ESF 9 – SAR

- General Staff – Operations, Emergency Services Branch
 - KWFD – Fire Special Operations

ESF 10 – Haz-Mat

- General Staff – Operations, Emergency Services Branch
 - KWFD – Fire Special Operations

ESF 11 – Food & Water

- General Staff – Logistics, Infrastructure, Facilities,
 - KCAA

ESF 12 – Energy

- General Staff – Logistics, Infrastructure, Facilities
 - KES

ESF 13 – Military Support

- General Staff – Logistics, Support Branch
 -

ESF 14 – Public Information

- Command Staff – PIO, Information
 - KWPD – PIO
 - KW PIO

ESF 15 – Vol. & Donations

- General Staff – Logistics
- CERT
 -

ESF 16 – Law Enforcement

- General Staff – Operations, Emergency Services
 - KWPD

ESF 17 – Animal Protection

- General Staff - Logistics
 - Community Services

ESF 18 – Business & Industry

- General Staff – Logistics, Communications
 - Engineering
 - KWFD – Fire Prevention
 - Building Department
 - Planning Department

STAFF DUTIES & RESPONSIBILITIES WITHIN THE KEY WEST EOC

7. Staff Duties and Responsibilities within the Key West EOC.

Position	Roles and Responsibilities
<u>Mayor/Mayor Pro tem/Commissioners</u>	<ul style="list-style-type: none"> a. Declare a Local State of Emergency b. Issue emergency orders and recommendations c. Set policy d. Provide guidance to the Incident Commander
<u>City Manager</u>	<ul style="list-style-type: none"> 1.) Reports to the Mayor/Mayor Pro tem/Commissioners. 2.) Ensure participation of all relevant City departments and employees in Key West disaster preparedness planning and emergency operations. 3.) Ensure consideration of disaster preparedness needs in the City capital improvement budgeting and planning. 4.) Authorizes activation of the Emergency Operations Center (EOC). 5.) Sets policy. 6.) Provides guidance to the Incident Commander. 7.) Authorizes the issuance of protective action recommendations.
<u>Incident Commander (IC): Fire Division Chief of Emergency Management and Training</u>	<ul style="list-style-type: none"> 1.) Reports to the City Manager. 2.) Alerts and updates City and Monroe County Officials. 3.) Monitors all information critical to the emergency operation. 4.) Ensures that all information is distributed to the public. 5.) Approves the Incident Action Plan. 6.) Manages the Key West EOC. 7.) Issues emergency response directives. 8.) Coordinates actions with Monroe County. 9.) Coordinates efforts with the Florida Division of Emergency Management (DEM). 10.) Conducts EOC briefings as needed.
<u>Safety Officer (SO)</u>	<ul style="list-style-type: none"> 1.) Reports to the Incident Commander. 2.) Identifies hazardous situations associated with the incident. 3.) Advise the Incident Commander on safety issues. 4.) Advise the Incident Commander in matters affecting personnel safety. 5.) Investigates (or coordinates the investigation of) accidents that occur within the incident.

<p><u>Public Information Officer (PIO)</u></p>	<ol style="list-style-type: none"> 1.) Reports to the Incident Commander. 2.) Establish an incident information center as required. 3.) Prepare press briefings. 4.) Collect and assemble incident information. 5.) Act as Liaison between the Media and the incident personnel. 6.) Response to special requests for information. 7.) Activates and manages rumor control line.
<p><u>Operations Section Chief (OSC):</u> Fire Division Chief of Operations</p>	<ol style="list-style-type: none"> 1.) Reports to the Incident Commander. 2.) Supervises operations. 3.) Develops the tactical operations plan. 4.) Determines the need and requests for additional resources. 5.) Implements the IAP or tactical plan. 6.) Reviews assignments and modify based on effectiveness of current operations. 7.) Assigns specific tasks.
<p><u>Planning Section Chief (PSC):</u> Planning Department Director</p>	<ol style="list-style-type: none"> 1.) Reports to the Incident Commander. 2.) Activate Planning Section units as necessary. 3.) Establish information requirements and reporting schedules for all ICS organizational elements for use in preparing the Incident Action Plan (IAP). 4.) Notify necessary personnel of the Planning Section's activation and the names and numbers of key personnel. 5.) Supervises the preparation of the Incident Action Plan (IAP). 6.) Assemble information for alternate (contingency) strategies. 7.) Assemble and disassemble strike teams not assigned to operations. 8.) Identify need for use of specialized resources or technical specialists. 9.) Perform operational planning for the Planning Section. 10.) Advise general staff of any significant changes in incident status. 11.) Provide incident traffic plan to and from the EOC. 12.) Supervise Planning Section units. 13.) Instruct the Planning Section in the distribution of incident-related information. 14.) Prepare recommendations for release of resources.

<p><u>Logistics Section Chief (LSC):</u> Division Chief, Fire Marshal</p>	<ol style="list-style-type: none"> 1.) Reports to the Incident Commander. 2.) Determines what protective measures to employ for all City Property and institutes these measures. 3.) Assists local businesses with guidance on the preparation for the storm. 4.) Maintains lists of contractors in the City for storm debris, emergency road clearing, and emergency preparation assistance for Key West citizens. 5.) Implements recovery plans after storm has passed.
<p><u>Finance/Administration Section Chief (FSC)</u></p>	<ol style="list-style-type: none"> 1.) Reports to the Incident Commander. 2.) Maintains daily contact with necessary agency's administration offices on finance matters. 3.) Ensure that all personnel are aware of financial reporting procedures and have the necessary forms for proper reporting. 4.) Ensure all personnel time, claims, and reimbursement records are kept and forwarded to the appropriate staff. 5.) Ensure that all City records are adequately protected and/or transported to a safe area. 6.) Ensure that all documents initiated at the EOC are properly prepared and completed. 7.) Ensure that documentation is being completed by <u>all</u> departments.

Information Technology Services

- 1.) Reports to the Incident Commander.
- 2.) Develops procedures for maintaining and retrieving computer data before, during, and after an emergency, including a formal process for computer data back up and protecting and securing computer equipment.
- 3.) Provide written instructions and training to all City personnel.
- 4.) Participate in emergency related training.
- 5.) Attend emergency-related training, conferences and workshops, on information technology.
- 6.) Develop written procedures and provide formal staff training for emergency computer data back up and protection of computer equipment.
- 7.) Include emergency management information on City websites.
- 8.) Develop written information about ensuring safety of computer information and equipment during emergencies.
- 9.) Participate in post-disaster planning efforts to assess the effectiveness of emergency information storage and computer equipment procedures.
- 10.) Develop computer and information resource programs and procedures that reduce the City's risk of losing essential data during an emergency.
- 11.) When instructed, implement the necessary process for retrieving data after an emergency event.
- 12.) Participate in the immediate/initial local damage assessment process.
- 13.) Review and document conditions of the City's computer equipment, and, if necessary, provide estimates of repair or replacement costs.

(See Key West Comprehensive Emergency Management Plan for Roles and Responsibilities for each position within the Key West EOC.)

KEY WEST EOC STAFFING AND POSITIONS

8. Incident Command System (ICS) Positions within the City of Key West EOC:

The Key West EOC is comprised of internal Key West departments, partner agencies, non-government organizations, and volunteer groups. This team is led by City Manager and Division Chief of Emergency Management and Training and is comprised of the following members:

Command Staff:

ICS Position	City of Key West Staff
Command Staff	
Incident Commander (IC)	City Manager Assistant City Manager Operations/Finance Division Chief of Emergency Management and Training
Safety Officer (SO)	Division Chief Fire Marshal, Police Captain Operations/Administration
Public Information Officer (PIO)	City PIO, PD PIO
Liaison Officer (LOFR)	PD Officer, Captain Fire Inspector
IT- Information Technology	IT Director, IT Administrator
General Staff	
Operations Section Chief (OSC)	Assistant City Manager Operations FD Division Chief Operations Community Service Director
Planning Section Chief (PSC)	Port Operations Director Planning Department Director Utilities Department Director
Logistics Section Chief (LSC)	Utilities Director Engineering Services Director HR Director
Finance/Administration Chief (FSC)	Assistant City Manager Finance Deputy Finance Director City Clerk

9. The City of Key employs ICS, an integral part of the NIMS, in managing emergencies. ICS is designed to effectively integrate resources from different agencies that can expand and contract with the magnitude of the incident and resources on hand. The Incident Commander (IC) is responsible for carrying out the ICS function of command by managing the incident. There is four other major management activities that form the basis of ICS are: Operations, Planning, Logistics, and Finance/Administration. For small incidents, the IC and one or two individuals may perform all of these functions. For larger incidents, a number of individuals from different departments or agencies may be assigned to separate staff sections charged with those functions. *(See the Key West Comprehensive Emergency Management Plan)*

10. The Key West EOC is organized into sections according to the National Incident Management System (NIMS) and the Incident Command System (ICS). The EOC functions as a local multi-agency coordination entity and is led by the Incident Commander: City Manager, Assistant City Manager, and/or Division Chief of Emergency Management and Training. *(See the Key West Comprehensive Emergency Management Plan)*

(Note: See the Key West Comprehensive Emergency Management Plan for roles and responsibilities for each position within the Key West Emergency Operations Center.)

11. Division Chief of Emergency Management and Training (Fire Department)

a. The Emergency Management Coordinator is responsible for the following:

- Serves as the Staff Advisor to the City Manager and City officials
- Establishes objectives and priorities for the emergency management program and provide general policy guidance on the conduct of the emergency management program.
- Keep the City Manager apprised of the preparedness status and emergency management needs.
- Coordinate and response with local National Weather Service office.
- Coordinate local emergency planning and preparedness activities and the maintenance of the Key West Comprehensive Emergency Management Plan and Annexes.
- Coordinate with city's public information officer for public briefings.
- Maintain resource inventory or Point of Contact list for City resources
- Oversee appropriate training for Emergency Management personnel, Key West Fire Rescue and other designated city personnel. It is up to each individual City department Director to ensure that their staff receives appropriate training. The EMC is available to assist City departments with Emergency Management training as requested.
- Coordinate periodic emergency management exercises to test the City's Emergency Management Plan and training.
- Manage the EOC, develop procedures for its operation, and oversee EOC staffing.
- Implement policies and decisions of the governing body relating to emergency management.
- Organize the emergency management program and identify personnel, equipment, and facility needs.
- Emergency management partners with City departments and agencies for specified emergency-related tasks.
- Encourages departments and agencies to participate in emergency planning, training and exercise activities.
- Coordinates the operational response of local emergency services.
- Coordinates the activation of the EOC and supervises its operation.
- Perform the day-to-day Liaison with County and State Emergency Management staff and other local emergency management personnel.
- Coordinate with organized volunteer groups and businesses regarding emergency operations.
- Supports the overall preparedness program in terms of its budgetary and organizational requirements.

- Implement policies and decisions of the governing body.
- Supporting Standard Operating Procedures (SOPs)/Standard Operating Guidelines (SOGs).
- If determined that the City is eligible for State or Federal disaster assistance, coordinate with State and Federal agencies to carry out authorized recovery programs.
- Attend critical hurricane conferences and workshops.
- Coordinate plans and response with local military.
- Brief Tourist Development Council (TDC) and local Chamber of Commerce.
- Continue with public awareness as required.

The general organization of the Emergency Operations Center (EOC) during a full activation for emergency operations is divided into Command Staff and General Staff.

12. Incident Wrap-Up, EOC Deactivation, After Action Review, and Corrective Actions

a.) EOC Deactivation

The EOC shall be deactivated upon the direction of the Incident Commander. Notification will be sent to all organizations/agencies involved in the response. Upon deactivation, the EOC staff, internal and external agencies may give their agency's contact information to the EOC so that incidents or requests related to the incident or event can be continued even after the EOC is deactivated. Staff and equipment demobilization will be conducted in an orderly process. The Planning Section will work with all EOC sections to disseminate and collect ICS 221 Demobilization paperwork prior to demobilization from the incident.

b.) Personnel & Equipment Accountability

It is the responsibility of each section to maintain accountability of all personnel and equipment assigned. Personnel will be accounted for by name and located entered in the ICS 211 Check In Sheet, ICS 203 EOC Personnel Assignments, and ICS 207 Organizational Chart that reflects the personnel currently on-duty and schedule for the next operational period.

c.) Documentation

- 1.) Each position/section is responsible for the maintenance of its documentation. Adequate supplies are on hand to facilitate the process. Each position/section is responsible to ensure that a copy of all documentation is provided to the Planning Section in order to document the incident. Documentation includes ICS 213 General Messages, ICS 214 Unit Logs, Agency Situation Reports, resource requests, ICS forms, and any other documents. The transition of documentation from one shift to another is the responsibility of each Section Chief.
- 2.) At the conclusion of the incident, each position/section will consolidate all files, assure that all forms are completed, and will submit them to the Planning Section so that the incident documentation package can be created at the conclusion of the incident.
- 3.) The documents generated during the course of the incident should be used as reference material for the After Action Review (Report); however, no original documents shall be removed from the EOC.

d.) After Action Review (AAR) and Corrective Action Plan

The Planning Section Chief compiles an After Action Report as determined by the Incident Commander. This report contains a summary of the incident, dates, and times of activation, deactivation, number of personnel utilized, master events list, incident objectives, and the outcome of the event. Shortly after the event has ended, the EMC or Incident Commander will host an After Action Review to allow internal and external City of Key West agencies, partner agencies, non-government organizations, etc the opportunity to provide feedback about the event, lessons learned and best practices. This valuable input will be incorporated into the After Action Review and as part of this process will determine areas for improvement to develop the Corrective Action Plan.

MONROE COUNTY EMERGENCY OPERATIONS CENTER (EOC)

K. Monroe County EOC.

The Monroe County EOC is located at Mile Marker 49 gulf side in Marathon on the second floor of the Monroe County Government Center. This facility meets all Monroe County building code requirements.

- 1.) The Monroe County EOC is the primary EOC for direction and control of emergency incidents that occur in the Florida Keys.
- 2.) Monroe County Emergency Management, which operates the Monroe County EOC, is designated by state law as the official authority for emergency preparedness, mitigation, response and recovery activities in Monroe County. As such, during an emergency event, Key West must coordinate all emergency-related activities with the Monroe County EOC.
- 3.) During an emergency event, the Monroe County EOC will be activated and staffed accordingly. The Monroe County EOC is the primary agency for each Emergency Support Function (ESF) and is responsible for coordinating the planning and response activities for support agencies.
- 4.) The Monroe County EOC will serve as an information and coordination point for response and recovery activities. The EOC will be activated when emergency situations exceed the ability to be managed by the Emergency Management Director and/or County Administrator.
- 5.) The following agencies are those which, are part of the emergency response teams and those which, may be asked to report to the EOC to coordinate with Emergency Management in assistance efforts:

Emergency Response Agencies to Assistance Emergency Management during an Emergency/Disaster	
Communications	Florida Highway Patrol
Private Sector/Industry	City of Marathon
Sheriff's Office	State Parks Representative
Fire Marshal	Fish and Wildlife Conservative
Fire/Rescue	The Salvation Army
Emergency Medical Services (EMS)	AT&T
Tourist Development Council (TDC)	Florida Keys Aqueduct Authority (FKAA)
Safety Manager	Florida Keys Electric Cooperative (FKEC)
Public Works	Keys Energy
Technical Services	Port and Transit Authority
Department of Public Health	Wireless Communications Providers

Growth Management	Florida Power and Light
Environmental Management	Fuel Distributors
Community Services Division	Comcast Cable
Management Services Division	NAS Boca Chica
Purchasing	Social Services
Office of Management and Budget	Attorney
Airport Management	School Board
Ocean Reed Public Safety	FEMA
Mosquito Control	Military Branches
City of Key West	US Customs
City of Key Colony Beach	US Coast Guard
Department of Professional Regulations	Florida Keys National Marine Sanctuary
City of Layton	Looe Key National Marine Sanctuary
Village of Islamorada	American Red Cross
RACES Operators	Florida Department of Forestry
Florida Division of Emergency Management (FDEM)	Florida Department of Transportation (FDOT)
Florida Department of Law Enforcement (FDLE)	

LOCAL, STATE, FEDERAL & OTHER ASSISTANCE

L. Local, State, Federal & Other Assistance

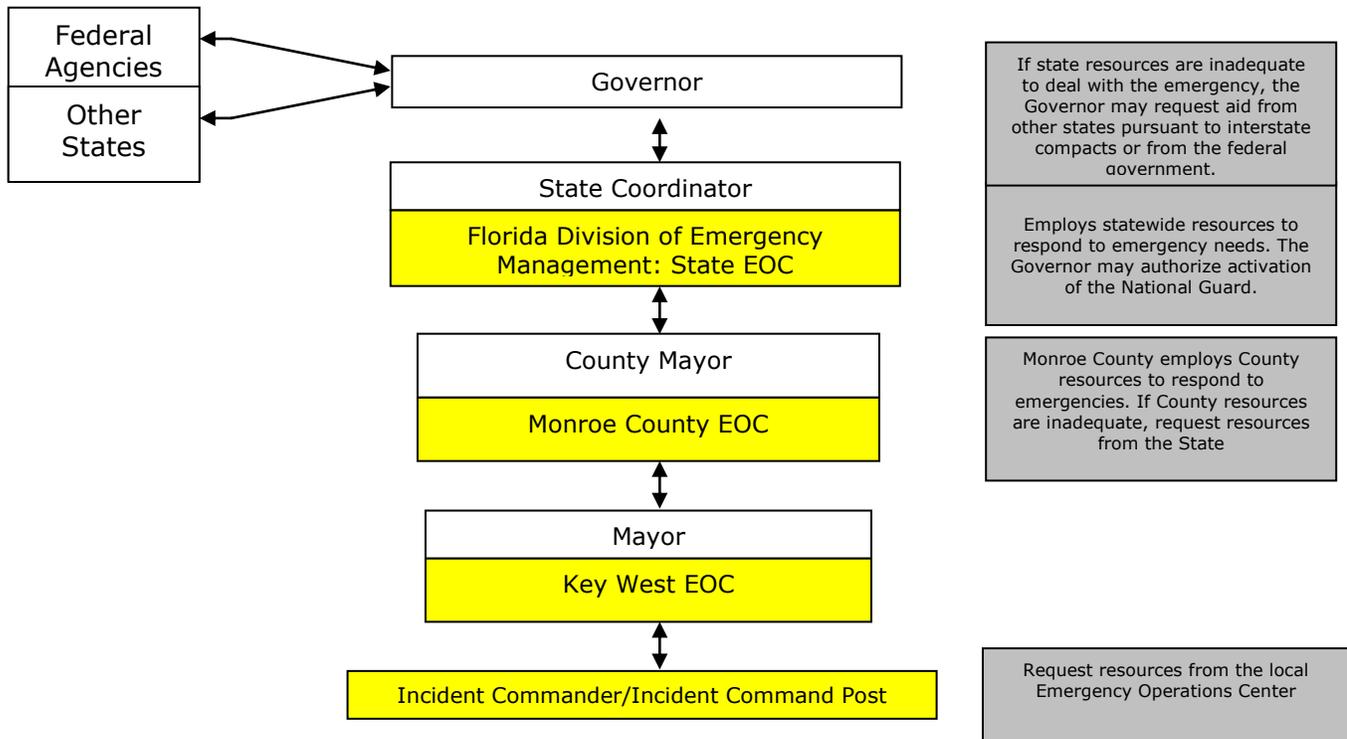
1. Decision Making

Based on recommendations from the Monroe County Emergency Operations Center, Key West will make key decisions concerning an emergency declaration, an evacuation order, the implementation of the Key West CEMP, and this Hurricane Response and Recovery Annex. Depending on the magnitude and scope of the disaster, Key West will also make crucial decisions on the opening of shelters for tropical storms and category 1 or 2 hurricanes, the opening of Refuge of Last Resort in category 3, 4, and 5 hurricanes, evacuation and response operations.

a.) Local, State & Federal Assistance

- 1) **Resource Request Process.** Key West may request assistance from Monroe County before requesting state assistance. Key West will utilize Mission Tracker—Constellation to request additional resources. If resource requests that exceed the County’s capability shall be forwarded to the State through the Monroe County Logistics to the State of Florida EOC via the State Emergency Response Plan (SERP).
- 2) When an emergency situation exceeds Key West’s capability to respond or recover, the City may seek supplemental assistance, to include assistance in obtaining information needed to respond to an emergency situation, from the State. If the City exceeds its local resources, the Mayor may request County assistance. If Monroe County is unable to provide the requested resources, the County Mayor may request State assistance.

- 3) Immediate local military assistance is available upon request from the Incident Commander/Incident Manager.
- 4) State assistance furnished to the City is intended to supplement local resources and not substitute for such resources, including mutual aid resources, equipment purchases or leases, or resources covered by emergency service contracts.
- 5) The Governor has the authority to utilize all state resources within the state to respond to a request for assistance including the usage of the National Guard. If a particular state agency is required by law to render assistance in a certain type of emergency (e.g., oil spill, hazmat, animal disease outbreak, radiological event, etc.), then direct communications between local government officials and that state agency is appropriate. If state assistance is authorized, state agencies will provide response and recovery assistance within their capabilities in accordance with state statutes and regulations and this plan.
- 6) State assistance furnished to local governments is to supplement local resources, not a substitute for them. The provision of state response assistance to local governments is not dependent upon a formal declaration of a State of Disaster either by the local government or Governor when such response is required by state law or, in the opinion of either the Governor, and the Director of the Florida Division of Emergency Management, such assistance is needed for lifesaving operations or to relieve suffering and hardship.
- 7) The mission for the State Warning Point is to provide on a 24/7 support to the people of the State of Florida and the Division of Emergency Management with efficient and effective communications during normal periods as well as pre-and-post disaster periods and to serve as the contact point in Florida for communications between local Governments and Emergency Agencies, State Government Agencies and the Federal Government. The State Warning Point contact information is:
 - Emergencies Only: 1-800-320-0519 or 1-850-413-9911
 - Non-Emergencies : 850-413-9900
 - TDD Emergencies & Non-Emergencies: 1-800-226-4329
 - a.) When state resources are insufficient to deal with an emergency situation, the Florida Division of Emergency Management will coordinate with the Governor's Office to request specific assistance from other states or the federal government.



7. Other Assistance

- a. If resources required to control an emergency situation are not available within the State, the Governor may request assistance from other states pursuant to a number of interstate compacts or from the federal government through the Federal Emergency Management Agency (FEMA).
- b. For major emergencies and disasters for which a Presidential declaration has been issued, federal agencies may be mobilized to provide assistance to states and local governments. The *NRF* describes the policies, planning assumptions, concept of operations, and responsibilities of designated federal agencies for various response and recovery functions.
- c. FEMA has the primary responsibility for coordinating federal disaster assistance. No direct federal disaster assistance is authorized prior to a Presidential emergency or disaster declaration, but FEMA has limited authority to stage initial response resources near the disaster site and activate command and control structures prior to a declaration and the Department of Defense has the authority to commit its resources to save lives prior to an emergency or disaster declaration.
- d. The *NRF* applies to Stafford and non-Stafford Act incidents and is designed to accommodate not only actual incidents, but also the threat of incidents. Therefore, *NRF* implementation is possible under a greater range of incidents.

EMERGENCY AUTHORITIES

M. Emergency Authorities

1. Key federal, state, and local legal authorities pertaining to emergency management are listed in the Key West Comprehensive Emergency Management Plan (CEMP).
2. Florida statutes and the Executive Order of the Governor Relating to Emergency Management provide local government, principally the Chief Elected Official, with a number of powers to control emergency situations. If necessary, the Key West shall use these powers during emergency situations. These powers include:
 - a. Emergency Declaration. In the event of a tropical storm or tropical cyclone (hurricane), the Mayor or designee may request the Governor to issue an emergency declaration for the City of Key West and take action to control the situation. In the Mayor's absence, authority for the emergency declaration may be sought through the following line of succession specified on City Commission resolution 07-182, as may be amended from time to time.
 1. Implementation of all or part of the Key West CEMP and this Hurricane Response and Recovery Plan is automatic with the declaration of a local disaster. Operational procedures contained with this plan may be implemented, as necessary, while the declaration is being sought.
 - b. Disaster Declaration. When an emergency situation has caused severe damage, injury, or loss of life or it appears likely to do so, the Mayor may, by executive order or proclamation, declare a local state of disaster. In addition, the Mayor may subsequently issue orders or proclamations referencing that declaration to invoke certain emergency powers granted by the Governor in Chapter 252 Florida Statutes: State Emergency Management Act *on an appropriate local scale* in order to cope with the disaster.
 - 1) To request state assistance or invoke emergency-related mutual-aid assistance by declaring a state of local emergency in the event of an emergency affecting only one political subdivision. The duration of each state of emergency declared locally is limited to 7 days; it may be extended, as necessary, in 7-day increments. Further, Key West has the power and authority to waive the procedures and formalities otherwise required of the political subdivision by law pertaining to:
 - Performance of public work and taking whatever prudent action is necessary to ensure the health, safety, and welfare of the community.
 - Entering into contracts.
 - Incurring obligations.
 - Employment of permanent and temporary workers.
 - Utilization of volunteer workers.
 - Rental of equipment.
 - Acquisition and distribution, with or without compensation, of supplies, materials, and facilities.
 - Appropriation and expenditure of public funds.

A local disaster declaration activates the recovery and rehabilitation aspects of this

plan. A local disaster declaration is required to obtain state and federal disaster recovery assistance.

Authority for Evacuations. State law provides the Chief Elected Official with the authority to order the evacuation of all or part of the population from a stricken or threatened area within their respective jurisdictions.



**CITY OF KEY WEST
525 ANGELA ST.
KEY WEST, FL 33040**

DECLARATION OF STATE OF INCREASED READINESS

WHEREAS, CHAPTER 252.38 (5) (E), FLORIDA STATUTES, GIVES AUTHORITY TO POLITICAL SUBDIVISIONS TO DECLARE AND ENACT A STATE OF INCREASED READINESS FOR A PERIOD OF UP TO SEVEN (7) DAYS, THEREBY WAIVING THE PROCEDURES AND FORMALITIES OTHERWISE REQUIRED OF THE POLITICAL SUBDIVISION BY LAW PERTAINING TO:

1. PERFORMANCE OF PUBLIC WORK AND TAKING WHATEVER ACTION IS NECESSARY TO INSURE THE HEALTH, SAFETY, AND WELFARE OF THE COMMUNITY;
2. ENTER INTO CONTRACTS;
3. INCURRING OBLIGATIONS;
4. EMPLOYMENT OF PERMANENT AND TEMPORARY WORKERS;
5. UTILIZATION OF VOLUNTEER WORKERS;
6. RENTAL OF EQUIPMENT;
7. ACQUISITION AND DISTRIBUTION, WITH OR WITHOUT COMPENSATION, OF SUPPLIES, MATERIALS AND FACILITIES;
8. APPROPRIATION AND EXPENDITURE OF PUBLIC FUNDS; AND

WHEREAS, THE THREAT OF HIGH WINDS, STORM SURGES, HEAVY RAINS, FLOODING AND TORNADOES ASSOCIATED WITH THE _____ MAY REQUIRE EXPEDIENT ACTION IN ORDER TO PROTECT THE HEALTH, SAFETY, AND WELFARE OF THE COMMUNITY; AND

WHEREAS, THE CITY OF KEY WEST RESOLUTION 20____ - ____ GRANTS THE MAYOR, OR HIS/HER DESIGNEE AUTHORITY TO DECLARE A STATE OF INCREASED READINESS AFTER CONSULTATION WITH THE EMERGENCY MANAGEMENT DIRECTOR.

NOW, THEREFORE, AS MAYOR OF THE CITY OF KEY WEST, I HEREBY DECLARE AND ENACT A STATE OF LOCAL READINESS FOR ALL OF THE CITY OF KEY WEST, FOR A PERIOD OF SEVEN (7) DAYS. PURSUANT TO THIS DECLARATION, ALL PROCEDURES AND FORMALITIES OTHERWISE REQUIRED OF MONROE COUNTY, AS LISTED IN ITEMS 1 THROUGH 8 ABOVE ARE HEREBY WAIVED. THE EMERGENCY MANAGEMENT DIRECTOR IS HEREBY ORDERED TO TAKE WHATEVER PRUDENT ACTIONS ARE NECESSARY TO PROTECT THE HEALTH, SAFETY, AND WELFARE OF THE COMMUNITY. EMERGENCY DIRECTIVES SIGNED BY THE MAYOR, MAYOR PRO TEM, MAYOR’S DESIGNEE OR THE EMERGENCY MANAGEMENT DIRECTOR DURING THE STATE OF LOCAL READINESS HAVE THE FULL FORCE OF LAW AS SPECIFIED IN THE CITY OF KEY WEST RESOLUTION 20____ - ____.

DATE: _____

MAYOR OR MAYOR PRO TEM OF THE CITY OF KEY WEST
TIME: _____



**City of Key West
525 ANGELA ST.
KEY WEST, FL 33040
305 – 809 – 3700**

DECLARATION OF STATE OF LOCAL EMERGENCY

WHEREAS, CHAPTER 252.38 (5) (E), FLORIDA STATUTES, GIVES AUTHORITY TO POLITICAL SUBDIVISIONS TO DECLARE AND ENACT A STATE OF LOCAL EMERGENCY FOR A PERIOD OF UP TO SEVEN (7) DAYS, THEREBY WAIVING THE PROCEDURES AND FORMALITIES OTHERWISE REQUIRED OF THE POLITICAL SUBDIVISION BY LAW PERTAINING TO:

1. PERFORMANCE OF PUBLIC WORK AND TAKING WHATEVER ACTION IS NECESSARY TO INSURE THE HEALTH, SAFETY, AND WELFARE OF THE COMMUNITY;
2. ENTER INTO CONTRACTS;
3. INCURRING OBLIGATIONS;
4. EMPLOYMENT OF PERMANENT AND TEMPORARY WORKERS;
5. UTILIZATION OF VOLUNTEER WORKERS;
6. RENTAL OF EQUIPMENT;
7. ACQUISITION AND DISTRIBUTION, WITH OR WITHOUT COMPENSATION, OF SUPPLIES, MATERIALS AND FACILITIES;
8. APPROPRIATION AND EXPENDITURE OF PUBLIC FUNDS; AND

WHEREAS, THE THREAT OF HIGH WINDS, STORM SURGES, HEAVY RAINS, FLOODING AND TORNADOES ASSOCIATED WITH THE _____ MAY REQUIRE EXPEDIENT ACTION IN ORDER TO PROTECT THE HEALTH, SAFETY, AND WELFARE OF THE COMMUNITY; AND

WHEREAS, THE CITY OF KEY WEST RESOLUTION 20____ - ____ GRANTS THE MAYOR, OR HIS/HER DESIGNEE AUTHORITY TO DECLARE A STATE OF LOCAL EMERGENCY AFTER CONSULTATION WITH THE EMERGENCY MANAGEMENT DIRECTOR.

NOW, THEREFORE, AS MAYOR OF THE CITY OF KEY WEST, I HEREBY DECLARE AND ENACT A STATE OF LOCAL EMERGENCY FOR ALL OF THE CITY OF KEY WEST, FOR A PERIOD OF SEVEN (7) DAYS. PURSUANT TO THIS DECLARATION, ALL PROCEDURES AND FORMALITIES OTHERWISE REQUIRED OF MONROE COUNTY, AS LISTED IN ITEMS 1 THROUGH 8 ABOVE ARE HEREBY WAIVED. THE EMERGENCY MANAGEMENT DIRECTOR IS HEREBY ORDERED TO TAKE WHATEVER PRUDENT ACTIONS ARE NECESSARY TO PROTECT THE HEALTH, SAFETY, AND WELFARE OF THE COMMUNITY. EMERGENCY DIRECTIVES SIGNED BY THE MAYOR, MAYOR PRO TEM, MAYOR’S DESIGNEE OR THE EMERGENCY MANAGEMENT DIRECTOR DURING THE STATE OF LOCAL EMERGENCY HAVE THE FULL FORCE OF LAW AS SPECIFIED IN THE CITY OF KEY WEST RESOLUTION 20____ - ____.

MAYOR OR MAYOR PRO TEM OF THE CITY OF KEY WEST

DATE: _____ TIME: _____

EMERGENCY MANAGEMENT PROTECT ACTIONS BY PHASES

N. Response Objectives by Emergency Management

1. There are five basic objectives, which apply to hurricane operations outlined within this

document. These objectives are aligned with Monroe County's Response Plan.

- Objective 1: Return of non-residents, R/V's, and travel trailers back to the mainland and closure of State & City Parks.
 - Objective 2: Early voluntary evacuation.
 - Objective 3: Relocation of the vulnerable and special segments of population to areas of safety.
 - Objective 4: Phased evacuation of specific zones.
 - Objective 5: General evacuation of city population to the Mainland may be required and according to the Monroe County Phased Evacuation Plan.
2. This plan addresses emergency actions that are conducted during all four phases of emergency management.

MITIGATION

A. Mitigation

Key West will conduct mitigation activities as an integral part of our emergency management program. Mitigation is intended to eliminate hazards, reduce the probability of hazards causing an emergency situation, or lessen the consequences of unavoidable hazards. Mitigation should be a pre-disaster activity, although mitigation may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. The City of Key West and Monroe County's mitigation program is outlined in the Monroe County Local Mitigation Strategy (LMS).

PREPAREDNESS

B. Preparedness

1. Key West will conduct preparedness activities to develop the response capabilities needed in the event an emergency. Among the preparedness activities included in our emergency management program are:
- a.) Providing emergency equipment and facilities.
 - b.) Emergency planning, including maintaining the Key West Comprehensive Emergency Management Plan (CEMP), Emergency Support Function annexes, this plan, and appropriate SOPs/SOGs.
 - c.) Conducting or arranging appropriate training for emergency responders, emergency management personnel, other local officials, and volunteer groups who assist us during emergencies.
 - d.) Conducting periodic drills and exercises to test the City's plans and training.
 - e.) Citizens can purchase insurance.
2. National Flood Insurance Program (NFIP)

- The National Flood Insurance Program (NFIP) is a federal program enabling property owners to purchase insurance protection against losses from flooding. This insurance is designed to provide an insurance alternative to disaster assistance to meet the escalating costs of repairing damage to buildings and their contents caused by floods. Until recently, such coverage was generally unavailable from private-sector insurance companies.
- Participation in the NFIP is based on an agreement between the local communities and the federal government which states that if a community will implement and enforce measures to reduce future flood risks to new construction in special flood hazard areas, the federal government will make flood insurance available within the community as a financial protection against flood losses which do occur.
- No assistance for any facilities will be available in future disasters, unless the required insurance has been obtained and maintained.

RESPONSE

C. Response

1. Key West will respond to emergency situations effectively and efficiently. The focus of most of this plan is on planning for the response to tropical storms and hurricanes. Response operations are intended to resolve the emergency situation while minimizing casualties and property damage. Response activities include warning, emergency medical services, firefighting, law enforcement operations, evacuation, shelter and mass care, emergency public information, search and rescue, as well as other associated functions.

The following pre-landfall goals/strategies are initiated to provide for the greatest opportunity to lessen the effects of a tropical storm or hurricane on people, private and public property, to lessen the economic impact to the community, and the impact on the environment:

- To provide an opportunity for the community to safeguard property and available community resources (assets).
- To preserve public property, equipment and vital records.
- To minimize the impact of tropical storm or hurricane effects on the local economy.
- To minimize the effects of a tropical storm or hurricane on the environment.
- To prepare for search and rescue (SAR) operations.

2. Pre-Landfall/Immediate Response Actions:

- a.) Employee Categorization

1. Key West employees will place themselves in categories based on the following definitions:

Key West Employee(s) Categories during a Tropical Storm or Hurricane Response	
Category A	1.) Available to respond immediately. 2.) Employee feels family plan is sound 3.) Available for pre- and post-impact deployment 4.) Available during the event for immediate deployment
Category B	1.) Available to respond in a short time frame 2.) Employee feels family plan is reasonable, but requires from 6-12 hours implementing and securing 3.) Available to respond post-impact
Category C	1.) Available to respond in an extended time frame 2.) Employee feels family plan is reasonable, but requires from 12-18 hours implementing and securing 3.) Available to respond post-impact
Category D	1.) Available to respond after the first 24 hours 2.) Employee feels family plan is complex or has a special circumstance 3.) Employee lives in a Category 3 to 5 Storm Surge Zone, requiring residential evacuation from the area 4.) Employee not available to respond during first 24 (24) hours after landfall 5.) Will deploy as soon as personal situation allows

- b.) Coordinate protective actions with Monroe County and the Florida Division of Emergency Management. This coordination will provide the community with the maximum amount of time to prepare, while preserving the local economy, until such time that disruption is unavoidable.
- c.) Closure of all City of Key West offices for implementation of policies and procedures that will minimize the effects of a tropical storm or hurricane on Key West facilities, offices, equipment, and vital records.
- d.) Release all City employees with sufficient time to prepare their homes and property for tropical storm or hurricane conditions, as well as their families for evacuation and/or sheltering.
- e.) Provide preparedness guidance to local businesses, especially industry with hazardous materials, to lessen the impact to people, property, and the environment.
- f.) Prepare the community for the initiation of evacuation and/or shelter operations.
- g.) Prepare for recovery operations.
- h.) Maintain essential services such as Fire, Rescue, Emergency Medical Services (EMS), and Law Enforcement as long as possible while ensuring safety of our

first responders.

EVACUATION

O. Evacuation – To include City IMT relocation site (contracts / MOU / MOA)

Will also provide members of the IMT:

- 1.) The City of Key West recognizes the vulnerability of our residents and guests against the effects of tropical storms and hurricanes.
- 2.) Evacuation allows residents and guests of Key West to take protective actions for themselves and their families.
- 3.) The following pre-landfall goals/strategies are initiated to provide for evacuation to lessen the effects of a tropical storm or hurricane on people, property, and the environment:
 - Relocation of residents and guests to safety due to their vulnerability to a tropical storm or hurricane.
 - Relocation of response personnel and equipment to safe areas due to their vulnerability to a tropical storm or hurricane.
 - Assist Monroe County to provide evacuation and/or shelter of special needs population, which has pre-registered with Monroe County Social Services.
- 4.) The City of Key West participates in the overall Monroe County evacuation process.
- 5.) Key West falls into the Monroe County evacuation zone #1 in accordance to chart below.

Monroe County Evacuation Zones		
Zone	Location	Evacuation Area
Zone #1	Key West: All Key West and North to Boca Chica Bridge Key West (MM 1-6)	Key West and Stock Island
Zone #2	Boca Chica Bridge to W. end of Seven Mile Bridge (MM 6-40)	Lower Keys
Zone #3	Seven Mile Bridge to W. end of Long Key Bridge (MM 40-63)	Middle Keys
Zone #4	Long Key Bridge to CR 905 & 905A (MM 63-106.5)	Upper Keys
Zone #5	905A to, and including Ocean Reef (MM 106.5-126.5)	Upper Keys

6.) Monroe County Evacuation Map



- 7.) Due to the likelihood of early flooding at Card Sound Road and other low lying areas along US 1, the timing the evacuation order will be based upon the time prior to the arrival of tropical storm conditions.
- 8.) During evacuation, when the number of vehicles on the roadway is sufficient to produce a hazard, traffic will be split to utilize both US 1 and Card Sound Road via County Road 905.
- 9.) Traffic control is the responsibility of the Monroe County Sheriff's Office, with the support of the Highway Patrol, and other law enforcement agencies along the evacuation route outside city limits.
- 10.) The evacuation route will be cleared of debris from accidents or storm effects by wrecker services under contract by local law enforcement agencies. Key West Fire Department and Public Works personnel will provide support as needed within city limits.
- 11.) The Monroe County Sheriff's Office and Key West Police Department, as available, will monitor low lying areas along the evacuation routes to determine when the roads are no longer passable.
- 12.) The decision to discontinue or phase out the evacuation will be given when the time needed for safe travel to the mainland is no longer available.
- 13.) Transition from evacuation to Refuge of Last Resort operations will begin as conditions warrant or as requested by the City of Key West EOC.

P. Special Needs Evacuation

- 1.) The elderly and disabled (handicapped) members of the community are most vulnerable to the effects of a tropical storm or hurricane.
- 2.) The special needs population represent the segment of the population least able to assist themselves. Therefore, it is the intention of Key West, in cooperation with Monroe County, to the best of our ability to provide for the safety of our special needs population, whose safety is not provided for through affiliation with hospitals, nursing homes, etc.
- 3.) The following pre-landfall goals/strategies are initiated to provide for the evacuation of special needs to lessen the effects of a tropical storm or hurricane on them, property, and the environment:
 - With the cooperation with Monroe County, identify those persons with special needs that are not included in the provisions for evacuation and shelter of the various hospitals, nursing homes, and other facilities operating in the City of Key West, that are required by law to provide safety to their patients/residents in the event of a tropical storm or hurricane.
 - Assist Monroe County in providing transportation to an appropriate public shelter for those persons with special needs who has registered with Monroe County Social Services.
 - Provide transportation for those persons that are located in appropriate medical care facilities that have registered with Monroe County Social Services and Emergency Medical Services (EMS).
- 4.) For a Category 2 or smaller storm, evacuation and shelter at specified Key West shelters for those persons who have registered with Monroe County Social Services.
- 5.) For Category 3 or greater hurricane, evacuation and shelter will be on the Mainland at Florida International University (FIU) for those persons who have registered with Monroe County Social Services.

Q. Shelter Operations

- 1.) Shelter operations are conducted to protect the lives and health of the residents and guests of Key West and operated by Monroe County Emergency Management.
- 2.) The following pre-landfall goals/strategies are initiated to provide shelter for residents and guests to lessen the effects of a tropical storm or hurricane (Cat 2<) on people and property during in county evacuation procedures:
 - Assist in meeting the basic needs for public sheltering for all evacuees from the time an evacuation order is issued to such time all evacuees can return to their homes or temporary housing can be identified.
 - Provide the best possible protection for emergency responders that are engaged in emergency operations.
 - Provide a level of medical care sufficient to address the basic survival needs of those persons that exceed the capabilities of care provided by Monroe County Emergency Management during shelter operations.
- 3.) Shelters will only be available in the City of Key West to the general population for tropical storms and Category 2 or smaller hurricanes.
- 4.) All public shelter operations within Key West will be managed by the Monroe County Emergency Management and supported by the Monroe County School Board.
- 5.) All Special Medical Needs shelter operations will be managed by Key West Fire Rescue.
- 6.) Security at all shelters will be provided by Key West Police Department, Police Officers, and other law enforcement agencies, if needed.

- 7.) Shelters have been pre-designated for Key West for tropical storms and Category 2 or smaller storms.
- 8.) The locations and availability of Refuge of Last Resort facilities are *not* for publication. These facilities are opened on an as needed basis. Evacuees will not be sent to Refuge of Last Resort unless coordinated with the Key West EOC. This list may need to be included on a separate "bulletin". MC OEM and City of Key West has requested this information not be available to the general public, remaining as "confidential operational plans".
- 9.) For activation of any facilities as either shelters or Refuge of Last Resort within the City of Key West, will be the sole discretion of the City's EOC. Coordination should be made with the Monroe County designated Shelter Manager.
 - Jerald O'Cathey, Monroe County Emergency Management: Office: 305-289-6012, Cell: 305-797-1167, Fax: 305-289-6333, email: Ocathey-jerry@monroecounty-fl.gov

R. Refuge of Last Resort Operations

- a.) Refuge operations are implemented as a last resort, to help prevent the necessary injury or death of evacuees that are unable to reach the mainland and non-evacuees during a Category 3 or greater hurricane.
- b.) The following pre-landfall goals/strategies are initiated to provide a Refuge of Last Resort to lessen the effects of a tropical storm or hurricane on people and property:
 - Key West Police Department personnel will open designated Refuge of Last Resort as necessary before arrival of tropical storm conditions or as evacuation operations are phased out or suspended, whichever comes first.
 - The utilization of Refuges of Last Resort is a life-saving measure only and will only be opened as a need has been identified. To prevent unnecessary risk to emergency responders, **no services** will be provided in Refuges of Last Resort.
 - To prevent the encouragement of non-evacuation, the location of designated Refuges of Last Resort will not be published until such time Refuges of Last Resort operations commence.

S. Recovery

- 1.) **Recovery Program.** If a disaster occurs, the City will work with Monroe County to carry out a recovery program that involves both short-term and long-term efforts. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal state. The federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance. The recovery process includes assistance to individuals, businesses, and to government and other public institutions. Examples of recovery programs include temporary housing, restoration of government services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and bridges.

Recovery Phase Levels
Immediate Recovery (Humanitarian Relief)
Search and Rescue
Emergency Medical Care
Emergency Communications
Safety, Security, Traffic Control
Initial Impact Assessment
Implement Legal and Financial Procedures
Emergency Debris Clearance
Transportation
Sheltering and Mass Care
Public Information and Education
Response Coordination
Mutual Aid Response
Volunteer Resource Response
Temporary Building and Rebuilding Moratoriums
Enactment of Special Ordinances
Intermediate Recovery (Restoration)
Re-entry
Detailed Community Damage Assessment
Debris Clearance and Removal
Federal Assistance Programs (Individual/Public)
Resource Distribution
Restoration of Essential Services
Relief Services
Temporary Repairs to Damaged Facilities
Restoration of Public Health Services
Long Term Recovery (Reconstruction)
Environmental Management
Evaluation of Development Regulations
Evaluation of Construction Designs

Evaluation of Infrastructure Designs and Standards
Permanent Repair and Reconstruction of Damaged Facilities
Complete Restoration of Services
Debris Disposal
Economic and Community Redevelopment
Hazard Mitigation

DAMAGE ASSESSMENT

T. Damage Assessment

1.) Introduction

Protecting lives and property through effective partnerships, planning and response to mitigate the impact tropical storms and hurricanes. The Monroe County Emergency Management (MCEM) (ESF #5) is the lead department for the coordination of comprehensive emergency preparedness, training, response and recovery and mitigation services in order to save lives, protect Monroe County’s economic base, and reduce the impact of emergencies. The Monroe County Emergency Damage Assessment Plan is an operations-oriented plan, and addresses issues involved in the coordination of post-disaster county damage assessment to infrastructure.

Note: Copy of Monroe County Damage Assessment Plan will be available at city EOC.

2.) Preliminary Damage Assessment

Preliminary damage assessment is the process of counting, estimating, appraising or sizing-up the damage caused by a disaster prior to the declaration of a major disaster or emergency.

3.) Purpose

Since tropical storms and hurricanes can cause significant damage, it is imperative that the damage assessment process begin immediately after the emergency event (within 12 daylight hours if conditions allow), and prior to the arrival of Florida Division of Emergency Management (DEM) Damage Assessment Team personnel in the County.

4.) The damage assessment function is located within the Planning Section of the EOC and will be activated as soon as practical. Immediate analysis will include:

- A description of the disaster
- Where the disaster struck
- Approximate number of people impacted and associated problems
- Demographics of the affected area
- Whether the disaster is still ongoing and other current

- conditions
- Extent of the disaster impact on the community and the dollar amount of damage (necessary for state and federal assistance applications)
- Marine related impacts

5.) Damage Assessment Objectives

Information collected will determine not only the impact on any given community, but will also assist the Governor's Office to adequately assess the appropriate road to recovery. Any follow up surveys conducted by State, Federal Emergency Management Agency (FEMA), or Small Business Administration (SBA), will be based on data collected by the Monroe County Damage Assessment Team (MCDAT) and/or City of Key West Damage Assessment Team, thus, reliable data will expedite the ultimate goal of obtaining a disaster declaration. The Monroe County Damage Assessment Plan is established for personnel who would be called upon to initiate Monroe County's damage assessment process. The City of Key West has historically provided damage assessments for all properties within City Limits, which include assessments for residents returning from Special Needs Shelters. Monroe County Damage Assessments have been limited to interior assessments of County properties / facilities.

a.) Methods of damage assessment include:

- 1.) Spot reporting, Initial Reports: Key information as to the natural and extent of the disaster and description of the affected area allows the EOC to map, record, and direct response to critical areas. Information may be obtained by radio and television from emergency personnel on scene (rescue, law, fire, and public works), home owners, businesses, marine industry, and etc.
- 2.) Aerial Inspection (Fly Over): Weather permitting, aircraft are utilized for initial damage assessments and later for more detailed assessments. Input can be written observer logs, photos, video, etc.
- 3.) Windshield Assessment/Survey: Disaster/damage assessment teams drive through all affected areas visually gathering data on the number of individual homes, apartments, mobile homes, businesses, public buildings, public infrastructure, critical facilities, etc. that have been damaged or destroyed.
- 4.) Detailed Surveys of Areas: A more detailed assessment of the damaged areas through telephone, mail, and personal interviews. Provide time matrix similar to "preparation phase...72 hours..."

6.) Situation

The following is a description of anticipated damages resulting from tropical storms and/or hurricanes:

- This is a combination of the type of damage encountered in tornadoes and floods, but with 24 hours or more of warning
- Damage along path of up to 50 miles wide but diminishing in severity

- from the coastline inland
- Severe wind and water (surge and rain) structural damage
- Severe wind and water damage along beaches
- Large amounts of debris
- Long term damage from salt water inundation
- Damage is widespread
- Damage is apparent

7.) Preparedness

Preparedness involves those activities, procedures, and actions that governments, organizations, and individuals have developed to protect lives and to minimize damage. Preparedness is an “insurance policy” against emergencies since we cannot mitigate again every disaster. It is undertaken because mitigation activities cannot keep an emergency from occurring. Preparedness activities include planning, training, and exercising to ensure that the most effective and efficient response efforts minimize damages and the loss of life.

8.) Damage Assessment Process

a. Initial damage assessment must be completed (within 12 daylight hours if conditions allow) immediately following a disaster event, and prior to the arrival of Florida Division of Emergency Management (DEM) personnel in the County. Florida DEM team members are from the State, FEMA, and SBA organizations.

b. The City of Key West Damage Assessment

- **Fire Department**
 - ▶ Life Safety
 - ▶ Property Conservation
 - ▶ Infrastructure
 - ▶ Utilities
 - ▶ Electric power
 - ▶ Communications
 - ▶ Potable water
 - ▶ Waste Water
- **Fire Marshal – Fire Prevention**
 - ▶ Commercial properties
 - ▶ Transient
 - ▶ Grocery stores
- **Police Department**
 - ▶ Life Safety
 - ▶ Property conservation
 - ▶ Infrastructure
 - ▶ Roadway
 - ▶ Traffic control

- **General Services (Public Works, Parks & Recreation, Landscaping, Fleet Services, Facilities Maintenance Team)**
 - ▶ Life Safety
 - ▶ Public Facilities
 - ▶ Buildings
 - ▶ Parks
 - ▶ Roads
 - ▶ Storm drains
 - ▶ ROW
 - ▶ TDRS / TDMS

- **Engineering Services**
 - ▶ Life Safety
 - ▶ Property conservation
 - ▶ Utilities
 - ▶ Roads
 - ▶ Beaches
 - ▶ TDMS / TDR

- **Building Department**
 - ▶ Life Safety
 - ▶ Property conservation
 - ▶ Commercial properties
 - ▶ Multi-family
 - ▶ Retail sales
 - ▶ Grocery stores

- The Monroe County Damage Assessment Team will consist of a minimum of 15 personnel from the following departments:
 - ▶ Public Works (Engineering)-3 personnel
 - ▶ Code Enforcement-3 personnel
 - ▶ Building Department- 3 personnel
 - ▶ Fire Rescue-3 personnel
 - ▶ Solid Waste (Debris Management experience)-3 personnel

c. Other County resources may be available such as the American Red Cross that will initially conduct damage assessments.

d. State and Federal damage assessment teams will be used once they arrive in the County.

e. The Directors of the selected departments will appoint the most qualified personnel to serve on the team. These departments were selected based upon the department's area of expertise relative to the geographical knowledge of Monroe County, structural expertise, debris removal experience, etc. This team will be separated into three (3) groups of five (5) personnel per group. Each group will be allocated an area for damage survey (Upper, Middle, and Lower Keys).

f. The Monroe County Damage Assessment Team will meet with the State

Damage Assessment Team upon their arrival in Monroe County. The County will produce damage assessment report to the State Damage Assessment Team and will accompany the visiting personnel to the affected areas. The Damage Assessment process will be coordinated directly through the Monroe County Emergency Management Office.

- g. The Monroe County Emergency Management Office will have the responsibility to provide all damage assessment training to the Monroe County Damage Assessment Team.
- h. The Monroe County Emergency Management Office will issue the Monroe County Damage Assessment Team badges to the Team Lead Coordinator for distribution.
- The Monroe County Damage Assessment Team members will be available to respond to this duty immediately after the disaster event.
- j. In conducting damage assessments in the affected areas, the gathered information will provide a common operating picture of the damage and its impact on the people and their communities.
- k. The following information will be gathered for each damaged structure in the affected area and to describe the different types of facilities damaged by the tropical storm or hurricane.

Items to be captured in Damage Assessment	Description
Functions of damaged structures	Describe the uses of major buildings receiving damage, such as residential, schools, hospitals, government facilities, commercial structures, etc.
Construction Types	Major structures may be masonry, steel, glass, brick, wood, etc. The size of the structure must also be described
Damage Description	The type of damage must be described (i.e. broken windows, blown off roofs, height of flood levels, walls down, etc.) Describe equipment and content damage.
Impact	If damaged structures are no longer habitable, report on the availability of alternate facilities.

9. Responsibilities

a.) Key West responsibilities

- Key West will provide Monroe County Emergency Management with required damage assessment reports. Monroe County will consolidate the data from unincorporated areas, insuring non-duplication of data.

- Consolidated damage assessment reports from Monroe County and Key West will be submitted to the appropriate State disaster agency.
- Post Storm Cleanup. The Key West City Commission has approved five "Disaster Response Services" contractors. The City Commission has ranked the five contractors as follows (Resolution No.: 09-184)
 1. Crowder Disaster Recovery
 2. CrowderGulf Joint Venture, Inc.
 3. Omni Pinnacle, LLC
 4. Ashbritt Environmental, Inc.
 5. DRC Emergency Services, LLC
- When local facilities are inadequate to provide necessary responses, Key West may request aid through the Florida Division of Emergency Management (DEM).
- When a disaster occurs of such magnitude that it could result in a Presidential declaration, a damage assessment of public and private property will be required for each affected political subdivision, including Key West, within the County to determine the extent of damage. This information will provide a basis for determination of actions necessary, establishment of priorities among essential actions and allocation of Key West and Monroe County resources in the disaster area during the early stages of the recovery effort. The damage assessment process will expedite relief and assistance if promptly implemented.
- The collection of damage information begins with the initial response phase to an event and continues long after the response is over. During and after any major event such as a tropical storm or hurricane, it is very important that timely and accurate damage assessments of damages, remaining capabilities, and needs are received by the Key West EOC and communicated to the Monroe County EOC. This information is used to manage immediate response as well as short and long-term recovery issues. Damage assessment is conducted separately from life saving and property protection operations.
- Key West and Monroe County are full partners in the damage assessment process for the County. Policy and training provide mutual damage assessment coordination. Municipalities report their damage and needs assessments to the Monroe County EOC and the County EOC provides appropriate feedback to the municipalities.
- As soon as possible, information on immediate needs and damages to public facilities and private property must be compiled in setting priorities in response and recovery operations and to determine if state or federal assistance programs may be in order. Forms for documenting public and private property damage and impact shall be included in department procedures, or distributed by Monroe County Emergency Management.
- Other public agencies are requested to utilize their communications capabilities to receive additional damage and situation information and to report this to the Key West EOC.

b. City of Key West Damage Assessment Team – This section should identify City resources and assets; similar to what has been noted for County response

1. The City of Key West Damage Assessment Team Lead Coordinator will have the following responsibilities:

- Dispatch personnel to the affected areas.
- Ensure the team has all necessary resources.
- Production of the final damage assessment report for submittal to the Monroe County Emergency Management and Florida Division of Emergency Management (DEM) Damage Assessment Team.
- Select a representative from the Key West Damage Assessment Team to accompany the visiting team during their visits to the affected areas.

2. The Key West Damage Assessment Team will have the following resources in order to conduct damage assessment:

- City and County maps and marine related charts
- Cameras
- Film
- Video cameras and videotapes (if possible-preferred method)
- Flashlights
- Batteries
- Clipboards
- Pens, pencils
- Vehicles
- Badges
- Slickers
- Boots
- First aid kits
- Bottled water
- Necessary forms

c.) The City of Key West Fleet Management Department (Public Works Division) is responsible for the provision of all vehicle/equipment for damage assessment purposes. The Building Department and Code Enforcement damage assessment personnel utilize their City vehicles for the initial damage assessment survey.

d.) City of Key West resources which would be available for assessment and response include: This inventory corresponds with FOG and Disaster Response contract.

Number of resources	
Will be updated when EOC is activated	Pick-Up Trucks
	Sedans
	Cargo Vans
	Flatbed Trucks
	Chippers
	Dump Trucks
	Deere Tractors
	244E / 244H Loaders

1. Additionally, City of Key West has a contract with disaster response contractor's which would be activated and respond when necessary.

2. Monroe County Public Works maintains fuel pumps throughout the County and has reserve fuel supply storage in the Lower Keys. Additionally, the County has a contract with fuel delivery vendors that would deliver fuel within 24 hours (providing US1 is passable). Should the main highway prevent vehicular traffic, request would be made to deliver fuel to the County or local military via barge.
3. Monroe County Emergency Management – Key West will identify the method of coordination with City and County.
 - a.) It is the responsibility of Monroe County Emergency Management to coordinate a working relationship between the Monroe County Damage Assessment Team personnel and the State, FEMA, and SBA Damage Assessment Team.
 - b.) The Monroe County Emergency Management Office will coordinate training for the team members relative to damage assessment procedures.
4. State Government
 - a.) The State of Florida is the first source of governmental assistance available to local governments.
 - b.) When assistance is requested, the State will dispatch State Damage Assessment Teams to the affected areas. These teams will be designated and trained in advance.
 - c.) Individual State agencies will assess damages to State property under their control and report damages as well as actions and expenditures directly to the Florida Division of Emergency Management (DEM).
 - d.) Florida DEM will compile and analyze incoming assessments and will provide to the Governor and State agencies accurate and timely information.
 - e.) When State resources are inadequate to meet the response requirements, Florida DEM will compile the data to document the need for Federal assistance.
5. Federal Government
 - a.) If such a request is made, the Federal Emergency Management Agency (FEMA)'s Regional Director will execute FEMA damage assessment efforts, and compile the damage assessment and expenditure reports into a summary of findings and forward it to the National Office for their recommendation to the President for a presidentially declared disaster declaration.
 - b.) The major agency supplying grants to restore public facilities and coordinate individual assistance is FEMA.
 - c.) If disaster damage is of such severity and magnitude where effective response is beyond the State and local government's capability, the President may declare an emergency or major disaster declaration.

U. Key West & Monroe County Re-Entry Plan

The Monroe County Re-Entry Plan is an operations-based plan and addresses issues involved in the coordination of post-disaster re-entry of designated essential personnel. The re-entry plan describes the basic strategies, assumptions and mechanisms by which the appropriate agencies will mobilize resources and conduct activities within response and recovery operations.

(Note: All data source in this section is referenced from Monroe County CEMP)

- 1) The City of Key West's Re-Entry Plan is to cooperate with the Monroe County Emergency Management and Monroe County Sheriff's Office.

A.) Introduction: Lessons Learned

- 1.) One of the lessons learned from Hurricane Georges in 1998 was the need for not only an evacuation plan, but also a re-entry plan for traffic returning to Monroe County after the storm.
- 2.) The main traffic artery for Monroe County is US 1 which had to be evaluated to ascertain structural integrity, and several devastated neighborhoods were cordoned off for damage assessment and the prevention of looting.
- 3.) A traffic control point was established in Florida City at the north end of the 18 Mile Stretch, but this proved to be untenable. The roadblock bottlenecked traffic so that essential goods and services needed to begin recovery were delayed. The traffic situation also proved frustrating to the citizens of Monroe County, who were understandably anxious to return to their property.

B.) Purpose

- 1.) To provide policies and procedures necessary to protect lives and ensure a safe re-entry for the citizens of Monroe County after an emergency event.
- 2.) To establish a procedure for essential personnel to re-enter immediately after an emergency event.
- 3.) To identify available resources, articulate the deployment and staging of personnel provide an effective screening process for vehicles re-entering Monroe County, and establish an orderly flow of traffic once an "all-clear" has been given.

C.) Objectives

- 1.) Public safety is Emergency Management's primary concern. It is imperative that we ensure safe conditions for the return of all Monroe County citizens.
- 2.) The Monroe County Re-entry Plan is established for personnel who would be called upon to return into the County immediately after an emergency event (within 24 hours).
- 3.) This special group is comprised of City, County, State, and other business employees, whom are considered essential in their line of work. Their sole purpose is to begin immediate restoration to the jurisdictions within the County as well as the County as a whole and/or provide essential services.
- 4.) The Monroe County Re-entry Plan will be activated when an evacuation of Monroe County is ordered. Monroe County personnel assigned to the re-entry

detail will report to their designated supervisors for instructions on necessary preparations.

- 5.) Re-entry personnel from Monroe County will be tasked with the transport of critical equipment to a "safe" area, which will be determined in conjunction with Emergency Management personnel. Equipment storage will be coordinated with a law enforcement agency with which the Monroe County Sheriff's Office has a Mutual Aid Agreement (MAA). Re-entry personnel may also be tasked with assisting in the evacuation, specifically traffic control duties as requested by the Florida City Police Department.

D.) Situation

- 1.) Two key aspects to the successful implementation of the Hurricane Re-Entry Plan is:
 - Having physical assets and personnel needs identified and having those resources available for deployment.
 - Responding to changing conditions and shifting priorities
- 2.) The critical variables:

Storm track and intensity: An intense storm track that affects a large swath of South Florida will siphon off many of the resources on which the Monroe County plan depends. Agencies that may have committed resources from outside the hurricane's impact area should mitigate this factor, but, the Monroe County Sheriff's Office may have to bear the burden of any re-entry effort until other resources can be identified and deployed. The checkpoint area itself may be unusable for some time should the storm severely impact South-Miami-Dade County as did Hurricane Andrew.
- 3.) A massive influx of returning Monroe County citizens during a short period of time may overwhelm the capacity of the checkpoint and staging area. This will be exacerbated if the road closing is of an unknown duration and citizens elect to remain in the Homestead/Florida City area to await re-entry.
- 4.) A tropical storm or hurricane may cause significant widespread damage.
- 5.) A disaster event which calls for a "mandatory" evacuation of all citizens and visitors.
- 6.) Tropical storms and/or hurricanes may cause:
 - power failures
 - Damage to roads
 - Damage to bridges
 - Damage to structures or total destruction
 - Water shortage
 - Provisions shortage
 - Medical assistance shortage
 - Medical supplies shortage
 - Mass casualties
 - Spread of infectious/disease
 - Other
- 7.) The Monroe County Re-Entry Plan does not attempt to be all encompassing, nor is it meant to be construed as inviolable policy. The re-entry situation will be very fluid and calls for dynamic decision making on the part of all the personnel involved. Circumstances may render parts of this plan unworkable,

- and the onsite personnel must evaluate the situation and react accordingly.
- 8.) It must be recognized that any post-hurricane re-entry includes a certain amount of delay, discomfort, and confusion, ranging over a wide spectrum of scenarios as determined by the storm's strength, track, and magnitude.
 - 9.) The Monroe County Sheriff's Office recognizes the needs of its constituents and will make all efforts to minimize the disruptions caused by a hurricane impact.

E.) Response

Response is the first phase that occurs after the onset of a disaster. It includes activities that reduce the probability or extent of injuries or damage such as search and rescue, sheltering, medical care, etc.

F.) Recovery

1.) Recovery activities continue beyond the emergency response period immediately following a disaster. The purpose is to return all systems to normal and/or "near" normal conditions. They can be broken down into short-term and long-term activities.

- a.) Short-term recovery. Short-term activities attempt to return vital human systems to minimum operating standards. Examples may include crisis counseling to help victims of a catastrophic loss and debris removal operations.
- b.) Long-term recovery. Long-term recovery activities stabilize all systems. These include functions as debris removal, reconstruction of infrastructure, redevelopment loans, legal assistance, hazard mitigation planning, etc. Long-term activities can last for years after a disaster.
 - 1.) Essential personnel activities are part of a short-term recovery. This particular assignment will enable the short-term process to continue and once the essential tasks are completed, long-term process begins.

2.) Communications

- a.) It is assumed that the standard communications infrastructure may be impacted by the storm. The Monroe County personnel assigned to the Florida City checkpoint area and the surrounding traffic control points will be issued a compact FM band handheld radio which will allow communications in the re-entry area. The on-site Command Post will have a satellite telephone to ensure communications with the EOC.
- b.) These communications devices will ensure failsafe communications abilities and are an integral key to the success of re-entry operations.

3.) Re-Entry Process

- a.) Monroe County Emergency Management created special badges and car signs, green in color, which will be distributed to all essential personnel. Badges range from 001-1900. Car signs will not be numbered. Each organization has a Point of Contact (POC) who will be responsible for the distribution of badges and signs.
- b.) Monroe County Emergency Management will maintain a computerized list, which will include the POC's name, address, and all relevant phone and pager numbers. The list will include the total number of badges and car signs given to a particular organization and the number sequence issued.

4.) Staging Area

1. The City of Key West will have different rally point locations than Monroe County personnel due to the congestion of traffic bottle-necking that will be attempting to re-enter the Keys.
 - a.) The following locations have been identified as Muster or Rally Points for the City of Key West personnel:
 2. **Miami-Dade County**, Homestead: Air Force Base-Race Track
 - a.) Miami Executive Aviation (East Location) Opa Locka Airport.
 3. **Collier County**
 - a.) Naples Airport (West Location)
 4. **Highlands County**
 - a.) Avon Park/Sebring (North Location)
 - i.) Sebring: Florida National Guard Armory
2500 US Highway 27 S, Avon Park, Florida,
 - ii.) Sebring Regional Airport
 - b.) Monroe County Emergency Management, in conjunction with the Monroe County Sheriff's Office, City of Homestead, and Florida City, has several sites in the vicinity of Homestead and Florida City, as the staging areas for essential personnel.
 - c.) Monroe County personnel will be notified on when and where they will stage prior to the storm's landfall. The staging areas will be in secure facilities or out of the probable hurricane area of impact, depending on the intensity of the storm. Personnel will remain in their staging area during the storm and be deployed to their assignments as soon as the conditions are deemed safe. Several out-of-county staging areas have been identified:
 - Florida City Police Department
 - Florida Highway Patrol (FHP) Snapper Creek Station located at Turnpike, approximately 16 miles north of Florida City.
 - Other sites may be used as needs dictate
 - d.) The onsite commander will coordinate with the Monroe County EOC to determine if the re-entry plan should be activated. It is assumed for

- a minimal storm, activation of the plan will occur.
- e.) The decision on when to deploy will be at the discretion of the onsite commander. The Monroe County Sheriff's Office policy states that personnel will not be deployed if wind speeds are 40 mph or higher. Even if winds abate below that speed, care should be taken as "feeder bands" may still impact the area at intermittent times. It should be realized that some civilian vehicles may venture out during unsafe conditions and proceed southbound on US 1 from the mainland prior to the establishment of a roadblock.
 - f.) Monroe County personnel will leave the pre-hurricane staging area and proceed in convoy fashion to their assigned post in the Homestead/Florida City area.
 - 1.) Returning personnel (those utilizing private or unmarked vehicles), who will be traveling on the Florida Turnpike, will be directed by law enforcement officers to get off at the designated exit and proceed to appropriate staging area (signs will be posted along all routes and law enforcement officers will be directing traffic).
 - 2.) Personnel traveling on US1 or any other road will be directed to proceed to the same location via appropriate roadways. All vehicles utilized by essential personnel must display the car sign on the vehicle dashboard. Signs must be in clear view so those law enforcement officers may direct them to the appropriate staging location. Additionally, green badges assigned to the individuals must be attached to their clothing in a clearly visible manner.
 - 3.) Any individual riding in a vehicle displaying the designated green sign that does not have the green badge, will *not* be allowed back into the County. *There is no exception to this rule.*
 - 4.) Once at the staging location, personnel will wait for their departure back to Monroe County. The Monroe County Sheriff's Office Deputies will be providing information relevant to the return, and will be responsible for escorting cars back in groups, and at designated time intervals.

5.) Traffic Control Points

- a.) The present traffic flow plan is promulgated by the Florida Department of Transportation (FDOT) calls for all southbound Turnpike traffic to be diverted onto Campbell Drive at Turnpike Exit #2. All Monroe County traffic will be directed westbound on Campbell Drive, then southbound on US 1 to Davis Parkway in Florida City. (marked emergency vehicles will be diverted southbound on the turnpike) Traffic will then be channeled west on Davis Parkway to the checkpoint area. Any traffic attempting to circumvent the detour area by going southbound on Krome Ave or US 1 will be routed into the checkpoint area at the Davis Parkway intersections.
- b.) Some traffic can be diverted southbound on the Turnpike to Palm Ave. in Florida City should conditions warrant. The traffic will then flow west on Palm Ave. to a secondary staging area at the Florida Keys Mall.

- c.) In addition, a hard checkpoint will be maintained on US 1 at the beginning of the 18 Mile Stretch. Monroe County Sheriff's Office personnel may be deployed to supplement other law enforcement agencies at the traffic control points. The Florida Highway Patrol (FHP) and the Homestead and Florida City Police Departments have committed personnel for the traffic control points.

2. Checkpoints

- a.) Florida City has committed the use of several city-owned properties to be used as a checkpoint area for vehicles re-entering Monroe County.
- b.) The areas are as follows:
- Vacant land located on the SW corner of Krome Avenue and Davis Parkway.
 - A trailer park located on the NW corner of Krome Avenue and Davis Parkway.
 - A former railroad right-of-way adjacent to the aforementioned, extending north from Palm Drive for approximately ¼ mile.
 - A parking lot of the Florida Keys Discount Mall, Palm Avenue, just east of US 1 (capacity is +/- 1,200 vehicles).

c.) Essential Personnel in Marked Official Vehicles

1. Essential personnel retuning back into the County in marked vehicles, and traveling on the Florida Turnpike, will exit the turnpike (Exit 1) and once past the law enforcement checkpoint, proceed to re-enter the County.
2. In the event of traffic overflow at the entrance into the County, vehicles will be directed to pre-designated staging areas in Florida City.
3. Note: The Monroe County Sheriff's Office may use designated staging areas for any traffic overflow.

d.) Staging Procedures for Trucks and Other Delivery Vehicles

1. Large trucks will be directed to the south end of the railroad right-of-way, where DOT law enforcement will weigh the truck to determine the type of cargo carried. Weighing of the trucks is necessary due to the weight constraints on certain bridges connecting Overseas Highway. The trucks will be prioritized based on type of cargo most critical to recovery efforts.

e.) Provisions for Essential Personnel (once back in the County)

1. Food, water, shower accessibility, and lodging, if necessary, will be provided for responding personnel by the Monroe County Emergency Operations Center.

f.) Telephone Number for Re-Entry Information

1. The City of Key West will publish the ECO "HOT LINE" whenever city reaches Level 2 activation. 1-800-236-7179 will be given to all responding personnel countywide as a backup and should be called *prior* to personnel returning to Monroe County.
2. Personnel will be given instructions relative to the reporting time, location, etc. This is also the number to be used once back in the County for provision information.
3. It is imperative that this number *not* be given out to anyone other than the responding individual. That individual is *not* to give this number out to anyone else, including family members. Family members or non-designated persons will not be given any information regarding county, re-entry or responding personnel status.
4. Relatives and friends may obtain information regarding the Monroe County status by calling the Emergency Information Line at 1-800-955-5504 or the State Information Line at 1-800-342-3557.

g.) Responsibilities during Re-Entry Operations

1. Division/Department Responsibilities

a) Monroe County Emergency Management

- Identification of Monroe County essential personnel
- Distribution list maintenance
- Badges and car sign distribution to the appropriate Points of Contacts (POCs)

b) Monroe County Sheriff's Office

- Traffic control for returning personnel and citizens
- Staging of personnel at designated sites
- Vehicle escort from the staging area to the last checkpoint (County line)
- Vehicle access back into the County

c) Point of Contact

- Provision of total number of essential personnel to the Monroe County Emergency Management
- Distribution of badges and car signs to their personnel
- Notification of changes in their personnel totals (need of additional badges or the return of extra badges and/or car signs)
- Collection of badges and car signs, and maintenance of same after the event.

Monroe County Emergency Phone Contacts for Re-Entry	
Department	Phone Number
Emergency Information Line	800-427-8340 800-955-5504
Monroe County Emergency Management	305-289-6018
Monroe County Sheriff's Office	Chief Joel Widell Office: 305-597-2091 Cell: 305-481-4503 Chief Kenneth Dugger Office: 305-292-7086 Cell: 405-292-9100 Undersheriff Rick Ramsay Office: 305-292-7002 Cell: 305-481-8036
Monroe County Essential Personnel Re-Entry Telephone Number	1-800-236-7179

h.) Hurricane Re-Entry

- 1.) Monroe County has issued color-coded hurricane re-entry decals for residents' vehicles denoting the area of the County in which they reside.

Location within Monroe County	Color Decal
City of Key West	White
Lower Keys	Orange
Middle Keys	Blue
Upper Keys	Yellow

- 2.) Monroe County Emergency Management has also issued several types of re-entry identification. Approximately 1,500 of these placards have been issued. A green placard indicates either a State of Florida or Monroe County Emergency Management employee. A yellow placard indicates a Monroe County "primary employee", which includes certain city or county personnel, medical personnel, and juridical officials deemed to have a critical part in the recovery process.
- 3.) All vehicles except for emergency vehicles will be routed to the checkpoint area and directed to a zone designated for the applicable color coded re-entry decal.
- 4.) Persons possessing Monroe County Emergency Management identification placards will be directed southbound at the checkpoint.
- 5.) In the event that U.S. 1 and Card Sound Road are physically impassable, emergency vehicles and those possessing ID placards will be directed to a separate staging area to facilitate immediate re-entry when available.
- 6.) A secondary checkpoint area at the Florida Keys Mall can be activated, should the need exist, certain traffic as determined by the onsite personnel can be directed to that site for staging.
- 7.) Persons claiming Monroe County residency, but not in possession of a re-entry decal will need to produce some proof of residency and will then be

directed to the applicable staging area.

- 8.) No southbound traffic will be permitted from the checkpoint area unless authorized, or until the "all-clear" has been given by the Monroe County EOC. Vehicles will be permitted to leave the checkpoint area and proceed northbound out of the checkpoint area if conditions permit.
- 9.) If only certain areas of Monroe County have been cleared, a determination will be made as to which, if any, vehicles will be permitted entry.
- 10.) The fact that ingress to Monroe County is closed will convey to everyone entering the checkpoint area to discourage large numbers of vehicles congregating in the area. Efforts will be made to convey known information, particularly any information pertaining to the estimated length of the highway closure.

i.) Monroe County Logistics

- 1.) During the initial stages of re-entry, it will be incumbent upon the Monroe County Sheriff's Office command personnel to locate shift relief for the personnel assigned to the traffic control points and the staging area. This will be determined by the in-County law enforcement needs of the Monroe County Sheriff's Office and by which agencies covered by an MOU are able to provide personnel.
- 2.) Blanket Purchase Orders (BPOs) have been instituted with several large retailers in Florida City. Supplies and refreshments for personnel will be acquired as deemed necessary by on-site command staff. These retailers have sites outside Florida City so supplies can still be acquired in the event that the stores have been closed due to the storm. Gasoline credit cards will be obtained from the Monroe County Sheriff's Office Finance.

MONROE COUNTY RECOVERY OPERATIONS

V. Key West and Monroe County Recovery Operations

Key West Debris Management Plan

(Note: See Key West Debris Management Plan for staff roles and responsibilities)

- 1.) Key West's Debris Management Plan provides an organizational structure, guidance, and standardized procedures for the clearance, removal and disposal of debris caused by a major debris-generating event such as a hurricane. This plan establishes the most efficient and cost effective methods to resolve disaster debris removal and disposal issues.
- 2.) The Key West Debris Management Plan is intended to expedite debris removal and disposal efforts that provide visible signs of recovery designed to mitigate the threat to the health, safety and welfare of PBC residents.
- 3.) Key West will coordinate with partnering agencies through communications and pre-planning with local, State and Federal agencies

- involved with debris management responsibilities.
- 4.) Key West will implement and coordinate private sector Debris Removal and Disposal contracts to maximize cleanup efficiencies.

<p><u>SAMPLE</u></p> <p style="text-align: center;">City of Key West Debris Removal Mobilization Task Order</p>	<p><u>SAMPLE</u></p>
<p>Date: _____ Time: _____ Incident / Event: _____</p>	
<p>City Declaration Order No.: _____ Governor's Declaration Order No.: _____</p>	
<p>Presidential Declaration Order: _____ FEMA Incident / Event No.: _____</p>	
<p>Contractor: _____ Project Manager: _____</p> <p style="text-align: center; font-size: small;">Name of Contractor Name of Approved PM</p>	
<p>Contractor's Estimated Time of Arrival: _____ Number of Crews: _____</p>	
<p>1st Push Priority Locations:</p>	
<p>Roads: _____</p> <p style="text-align: center; font-size: small;">Attach: Map / GPS / GIS</p>	
<p>Forecast Amount of Debris: Use Appropriate USACE Model</p>	
<p><input type="checkbox"/> Tornado / Hurricane: _____</p>	
<p><input type="checkbox"/> Flood Debris: _____</p>	
<p><input type="checkbox"/> C & D _____</p>	
<p><input type="checkbox"/> Vegetative: _____</p>	
<p><input type="checkbox"/> HHW: _____</p>	

Debris Removal Task Order

(This document will be reviewed annually and updated according to FEMA requirements)

A.) Monroe County Recovery Operations

- 1.) Monroe County Emergency Management is responsible for the coordination of recovery efforts within the County. In the event of a declared disaster requiring the establishment of a Joint Field Office (JFO), the Emergency Recovery Coordinator or his/her designee, will provide a Liaison between the County and its municipalities and the State and Federal representatives. The Liaison between the Florida Division of Emergency Management (DEM) Recovery staff and Monroe County Emergency Management is the Area 7 Coordinator.

2.) Recovery Phases

a.) A community response to disaster impacts follows a "phased approach that includes three general phases: Immediate recovery (humanitarian relief), Intermediate recovery (restoration), and Long-term recovery (reconstruction). The recovery phase begins during the response phase with the initial focus on impact assessment.

b.) Immediate recovery operations will begin during the response phase of the emergency. the goals of Immediate Recovery are:

1. Life Safety Issues
2. Restore Local government services at least to minimal capacity
3. Immediate Recovery activities could include:

- Search and Rescue (SAR)
- Emergency medical care
- Safety, security, and traffic control
- Food and water, where needed.

- Initial impact assessment
- Implement legal and financial procedures
- Emergency debris clearance
- Transportation
- Sheltering and mass care
- Public information/education
- Response coordination with municipalities
- Mutual aid response
- Volunteer Resource response
- Emergency communications
- Temporary building and rebuilding moratoriums
- Enactment of special ordinances

c.) Immediate Recovery (restoration). Typically, activities beginning after life-safety issues and ranging from days to months, and in some cases up to over a year. Intermediate recovery activities include:

- Re-entry
- Detailed community damage assessment
- Debris clearance and removal
- Federal assistance programs (Individual and Public Assistance)
- Resource distribution
- Restoration of essential services
- Relief services
- Temporary repairs to damaged facilities
- Restoration of Public Health Services

d.) The goal of Long-Term Recovery (reconstruction) is to restore facilities to pre-disaster conditions. The major objectives of Long-Term Recovery activities could include:

- Environmental management
- Evaluation of development regulations
- Evaluation of construction designs
- Evaluation of infrastructure designs and standards
- Permanent repair and reconstruction of damaged facilities
- Complete restoration of services
- Debris disposal
- Economic and community redevelopment
- Hazard Mitigation
- Risk Assessment/Review
- Acquisition/Relocation of damaged property
- Coordinated delivery of long-term social and health services
- Improved land use planning
- Re-establishing the local economy to pre-disaster levels
- Recovery of disaster response costs
- The effective integration of mitigation strategies into recovery planning and operations.

e.) Recovery functions

1.) Recovery functions represent groupings of types of recovery activities and programs that Monroe County and its citizens are likely to need following a disaster. Monroe County Recovery Functions include:

- RF #1: Impact Assessment (Disaster/Damage Assessment)
- RF #2: Continuation of Government
- RF #3: Public Information; Community Relations
- RF #4: Human Services (short term)
- RF #5: Individual Assistance
- RF #6: Volunteers and Donations
- RF #7: Unmet needs
- RF #8: Debris Management
- RF #9: Re-entry, security
- RF #10: Health
- RF #11: Safety
- RF #12: Repair and restoration of public infrastructure, services, buildings (Public Assistance)
- RF #13: Building inspections and permits
- RF#14: Rebuilding, construction, repairs, and restoration
- RF#15: Housing
- RF#16: Redevelopment (planning and community development)
- RF#17: Economic restoration and development
- RF#18: Environmental Concerns
- RF#19: Mitigation
- RF#20: Recovery administration and finance
- RF#21: Mutual aid

f.) Recovery responsibilities

- 1.) All Monroe County Divisions/Departments are encouraged to:
- a.) Review damage reports and other analyses of post disaster circumstances, compare these circumstances with mitigation opportunities, and identify areas for post disaster development changes.
 - b.) Initiate recommendations for enactment, repeal, or extension of emergency ordinances, moratoriums, and resolutions
 - c.) Recommend and implement an economic recovery program focusing on local community needs.
 - d.) Recommend zoning changes in damaged areas.
 - e.) Recommend land areas and land-use types that will receive priority in the recovery and reconstruction process.
 - f.) Recommend procedural changes for non-vital regulations and development standards to reduce reconstruction time.
 - g.) Initiate recommendations for relation and acquisition of property in damaged areas.
 - h.) Initiate a property owner notification program to inform non-resident property owners of damages incurred to their property and any post disaster requirements or restrictions

imposed by local authorities.

- i.) Evaluate damaged public facilities and formulate reconstruction, mitigation, or replacement recommendations.
 - j.) Participate in the preparation of a community redevelopment plan.
 - k.) Make recommendations for new ordinances, plans, codes, and/or standards to assist in recovery from future disasters.
- 2.) Certain Monroe County Divisions/Departments, Agencies, and Organizations will be assigned to lead specific recovery functions as per the Recovery Incident Action Plan (IAP). Each “primary” agency will be responsible for coordinating the implementation of their recovery function (RF) and will be responsible for identifying the resources (support departments and organizations) within the recovery functions (RF) that will accomplish the post disaster activities.

g.) Recovery Incident Action Plan (IAP) and Task Force

- 1.) Recovery activities are operational in nature and begin while response operational activities are still underway. For most events, these activities will begin in the Monroe County EOC as staff work to assemble data on the extent of damages.
- 2.) A Recovery Planning Unit is established in the Monroe County EOC to begin the first draft of a Recovery Incident Action Plan (RIAP) for use by the Recovery Task Force. The Recovery Incident Action Plan is based on situation, damage and impact assessments developed by the Monroe County EOC, Planning Section.
- 3.) As the emergency response phase stabilizes, the Monroe County EMC begins to coordinate disaster recovery activities and recommends the activation of the Recovery Task Force, as appropriate.
- 4.) Monroe County may establish a “Recovery Task Force” to:
 - Prepare a redevelopment plan
 - Develop procedures to carry out build back policies
 - Develop policies that promote mitigation from future damage
 - Develop priorities for relocating and acquiring damaged property
- 5.) The Recovery Task Force will develop a specific, more refined Recovery Incident Action Plan based on the first draft developed by the Monroe County EOC, Planning Section. This event-specific Recovery Incident Action Plan, in part, will specify which “recovery functions” are to be activated. The Recovery Incident Action Plan also defines a phased-recovery program with a priority of work plan, i.e. priorities and actions to be taken:
 - Eliminate life-threatening conditions
 - Restore utility and transportation services
 - Provide and restore suitable housing conditions
 - Resume normal economic activity

- Expedite the securing of financial assistance from both the public and private sectors
- Restore other important Monroe County services to normal levels.
- Restore the community's physical facilities, both public and private, such as waste collection, street lighting, street cleaning, traffic control, schools, nurseries, day care, etc.
- Return of all essential services (i.e. water, sewage, electricity, gas, refuse pickup, etc.)
- Return personnel to normal work schedules and assignments

6.) Community Relations Team. Monroe County is in the process of developing a Community Relations Team and will participate in any State and Federal Community Relations activity in Monroe County.

h.) Overview of Federal Recovery Support

1.) Purpose of the National Response Framework (NRF): Emergency Support Function #14 – Long-Term Community Recovery and Mitigation.

- a) Emergency Support Function (ESF) #14 – Long-Term Community Recovery provides a mechanism for coordinating Federal support to State, tribal, regional, and local governments, nongovernmental organizations (NGOs), and the private sector to enable community recovery from the long-term consequences of extraordinary disasters. ESF #14 accomplishes this by identifying and facilitating availability and use of sources of recovery funding, and providing technical assistance (such as impact analyses) for community recovery and recovery planning support.
- b) Scope. ESF #14 may be activated for incidents that require a coordinated Federal response to address significant long-term impacts (e.g., impacts on housing, government operations, agriculture, businesses, employment, community infrastructure, the environment, human health, and social services) to foster sustainable recovery. ESF #14 support will vary depending on the magnitude and type of incident.
- c) Policies. ESF #14 recognizes the primacy of affected State, tribal, and local governments and the private sector in defining and addressing risk reduction and long-term community recovery priorities, and in leading the community recovery planning process. ESF #14 long-term community recovery and recovery planning efforts will be coordinated with State/tribal/local-level stakeholders. Federal agencies continue to provide recovery assistance under independent authorities to State, tribal, and local governments, the private sector, and individuals, while coordinating assessments of need for additional assistance and

identification and resolution of issues through ESF #14. ESF #14 excludes economic policymaking. The National Economic Council, the Council of Economic Advisors, and the Department of the Treasury develop all national economic stabilization policy. Federal support is tailored based on the type, extent, and duration of the incident and long-term recovery period, and on the availability of Federal resources. ESF #14 is not a funding entity but facilitates the identification, coordination, and use of resources to support long-term recovery. Long-term community recovery efforts build resilience focusing on disaster resistance through permanent restoration of infrastructure, housing, agricultural industry, natural resources, community well-being, and the local economy, with attention to mitigation of future impacts of a similar nature. The lead agency in the field is designated based on the type of disaster.

- d) Assessment. ESF #14 provides the coordination mechanisms for the Federal Government to support the State, tribal and local governments' assessment of the long-term recovery needs in the impacted areas and exchange assessment information among Federal departments and agencies.
- e) Coordination. ESF #14 provides the coordination mechanisms for the Federal Government to:
- Convene interagency recovery expertise to provide strategic guidance to long-term recovery efforts.
 - Identify and address long-term recovery issues, including those that fall between existing mandates of agencies.
 - Avoid duplication of assistance, coordinate program application processes and planning requirements to streamline assistance processes, and identify and coordinate resolution of policy and program issues.
 - Identify programs and activities across the public, private, and nonprofit sectors that similarly support long-term recovery and promote coordination between them.
 - Identify appropriate Federal programs and agencies to support implementation of comprehensive long-term community planning and identify gaps in available resources.
 - Identify appropriate Federal programs and agencies to support and facilitate continuity of long-term recovery activities.
- f) Technical Assistance. ESF #14 provides a coordination mechanism for the Federal Government to:
- Work with State, tribal, and local governments; NGOs; and private-sector organizations to support long-term recovery planning for highly impacted communities.
 - Link recovery planning to sound risk reduction practices to encourage a more viable recovery.
 - Strategically apply subject-matter expertise to help communities recover from disasters.

g) Federal Recovery Organization.

1.) Headquarters: The Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) serve as the national ESF #14 coordinator among primary and support agencies. ESF #14 provides representatives to the National Response Coordination Center as requested. Primary agencies are responsible for coordinating ESF #14 planning and recovery activities and strengthening the capabilities of ESF #14.

2.) Regional and Field Operations: The ESF #14 coordinator and primary agencies meet to determine the need to activate ESF #14 elements when the incident is likely to require significant Federal long-term community recovery assistance. Support agencies also have the right to approach the ESF #14 coordinator to request ESF #14 activation. ESF #14 typically organizes within the Operations Section of the Joint Field Office, but may support other Sections as required. Agency representation depends on the nature and severity of the incident.

h) Likely Federal Recovery Actions

1.) Pre-incident Planning and Coordination

Primary and support agencies meet regularly at the National and regional levels to ensure procedures and program/contact information are up to date, to discuss lessons identified from incidents and exercises, and to explore ways to leverage resources by creative use of Federal assistance.

ESF #14:

- Develops coordination mechanisms and requirements for post-incident assessments, plans, and activities that can be scaled to incidents of varying types and magnitudes.
- Conducts impact evaluation of prior ESF #14 efforts and other studies as needed to improve future operations.
- Coordinates development of national long-term recovery strategies and plans in coordination with other relevant Federal departments and agencies that have independent authorities and responsibilities for addressing key issues regarding catastrophic incidents. These may include accessible housing (incident and permanent), large displacements of individuals including those with special needs, contaminated debris management, decontamination and environmental restoration, restoration of public facilities and infrastructure, and restoration of the agricultural sector.
- Develops plans, procedures, and guidance delineating

appropriate agency participation and available resources, taking into account the differing technical needs and statutory responsibilities.



Southern Baptist Relief Workers from all over the southeastern US preparing meals for the people of Key West at Fifth Street Baptist Church after the floods of Hurricane Wilma, October 2005

- Immediately Prior to Incident (when notice is available—e.g., hurricane, flood)
 - ESF #14:
 - Provides early identification of projects that can be quickly implemented, especially those relating to critical facilities based on existing State, tribal, and local plans.
 - Collaborates with the State(s) and other ESFs regarding managing the response in a way that facilitates long-term recovery.
- Post-Event Planning and Operations
 - ESF #14:
 - Gathers information from Federal departments and agencies and State, tribal, and local governments to assess the impacts and needs.
 - Convenes interagency meetings to develop an incident-specific Federal action plan delineating specific agency participation to support specific community recovery and mitigation activities and to avoid duplication of assistance to recipients.
 - Facilitates sharing of information among agencies and ESFs and coordinates early resolution of issues and the timely delivery of Federal assistance.
 - Coordinates identification of appropriate Federal programs to support implementation of long-term community recovery plans under current authorities and funding. This process identifies programs, waivers, funding levels, requests for additional authorities, and possible new legislation needed to address identified program gaps.
 - May provide technical assistance such as impact analyses, economic revitalization, and recovery planning support.
 - Coordinates with ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services, ESF #8 – Public Health and Medical Services, and the State(s) to identify long-term recovery needs of special needs populations and incorporate these into recovery strategies.
 - Coordinates with ESF #3 - Public Works and Engineering, ESF #10 - Oil and Hazardous Materials Response, and the State(s) to identify long-term environmental restoration issues.
 - Coordinates with animal welfare and agricultural stakeholders and service providers in long-term community recovery efforts.
 - Coordinates implementation of the recommendations for long-term community recovery with the appropriate Federal departments and agencies if the recommendations include program waivers, supplemental funding requests, and/or legislative initiatives.
 - Facilitates recovery decision making across ESFs and increases awareness of communities’ existing development and hazard mitigation plans.

i) Requesting Federal Assistance

1. Based on a joint federal and state preliminary damage assessment (PDA) that the ability to recover is beyond local and state capability. The Governor may request federal assistance through a Presidential Declaration. Request packages are prepared by the Florida Division of Emergency

- Management (DEM) from the damage assessment data.
2. Other requests may be made to federal agencies under their own authority from existing or emergency programs, such as the U.S. Small Business Administration (SBA) or the U.S. Department of Agriculture (USDA). The Governor's request for assistance from federal agencies under their own authorities from existing or emergency programs is transmitted directly to the agency or agency administrator involved. The specific assistance, if declared, is then provided directly from the federal agency.
 3. The request made to the President through the Federal Emergency Management Agency (FEMA) for assistance under the authority of Public Law (PL) 93-288, as amended by PLK 100-707, the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, as amended, will be for an "emergency" or "major" disaster declaration.
 - If the President denies federal assistance, the cost of recovery would be borne by the local and state governments.
 - If the request is approved by the President and an "emergency" declaration is made, limited assistance will be provided per the Stafford Act.
 4. If the request is approved by the President and a "major disaster" declaration is made, a federal-state agreement on commitment and assistance is agreed upon, and various assistance programs are provided.
- j.) Recovery Facilities

1. A Joint Field Office (JFO) is established to facilitate federal-state coordination of private and public disaster assistance. The Governor appoints (or has previously appointed) a "Governor's Authorized Representative", to work in partnership with federal officials and to represent the state's interests. The President appoints a Federal Coordinating Officer (FCO) to coordinate federal assistance and requests the Governor to designate a State Coordinating Officer (SCO). The State Coordinating Officer coordinates state and local efforts, working closely with the Federal Coordinating Officer (FCO).
2. Disaster Recovery Center (DRCs) may be established to manage the cooperative effort between the local, state, and federal government for the benefit of disaster victims (individuals, families, and small businesses). Agencies and organizations offering assistance provide representatives to the DRC where disaster victims, through an "entrance/exit interview" process, may receive information and referral to the specific agencies/organizations that can best meet their needs. Application for assistance should be initially made through the national tele-registration center hotline (1-800-462-9029 or TDD 1-800-462-7585). FEMA, state, and local emergency management will jointly determine the locations,

dates, and times for operation of the Disaster Recovery Centers (DRCs).

- a. The Emergency Management Administrator has lead responsibility for coordination with State, pre and post event, on establishment of a Disaster Recovery Center.
- b. The Emergency Management Administrator will work with appropriate City/County staff to identify individuals and groups who will have a support role and/or involved in the establishment of a Disaster Recovery Center.
- c. If needed or required, the City/County may request State participation in the establishment of a Disaster Recovery Center. The request will be in the form of a "Mission Request" per State guidelines.
- d. Monroe County agencies that will be tasked with providing information and referrals in the Disaster Recovery Center: American Red Cross, Salvation Army, Habitat for Humanity, etc.
- e. Monroe County maintains a Critical Facilities Inventory list. This list is updated annually by Monroe County Emergency Management. ESF #5 consults this list to determine locations appropriate for establishment of a Disaster Recovery Center (DRC). After the event, several potential sites are chosen for a DRC, and ESF #5 designates a team (normally comprised of City, County, State, and Federal representatives) to do an on-site analysis for damages and suitability for a DRC.
- f. ESF #2 establishes communications to the site(s) once it is chosen. ESF #16 provides security for all DRCs. Monroe County Social Services maintains a countywide list of special populations. ESF #8, 11, and 15 work with ESF #5 to identify and provide outreach to the special populations identified in the geographic areas of damage.
- g. When it becomes apparent that resources such as food and water and other emergency supplies need to be distributed from a centralized or several centralized locations (based on the areas of damage), ESF #5, 7, and 15 use the Critical Facilities Inventory List, and local geographic knowledge to establish feeding and distribution to these sites. The extent of resources needed is determined and allocated to each site. When the sites have been chosen, ESF #14 notifies the public.

k.) Emergency of Temporary Housing

1. Housing in the Florida Keys, Monroe County, is a serious on-going issue, whether it be temporary housing or affordable housing or housing of any kind. As an example, Monroe

County's growth Management Office states that as of the fall of 1998, only 1,116 dwelling units were available in the entire Monroe County area, most of those are located in the new Poinciana Housing area of Key West.

2. Monroe County Emergency Management has identified geographically suitable sites for large-scale temporary housing operations, such as tent cities or temporary mobile home parks. The decision to establish large-scale temporary housing sites will be made by the Monroe County Administrator. The American Red Cross provides temporary /emergency housing for a limited period of time after an event. The American Red Cross places disaster victims in need or temporary/emergency housing in a local hotel for a maximum of seven days.

3. Two Types of Federal Assistance

- Assistance under a declaration of "emergency" is specialized assistance to meet a specific need and is generally limited to those actions which may save lives and protect property, public health, safety, or to lessen the threat of a more severe disaster. (Note: Under Code of Federal Regulations (CFR) 44, subpart E, a five (5) million dollar cap for debris removal and emergency management measures). Some examples of emergency assistance are:
 - a. Emergency mass care, such as emergency shelter, emergency provision of food, water, medicine, and emergency medical care.
 - b. Clearance of debris to save lives, protect property, public health, and safety.
 - c. Emergency protective measures including: search and rescue (SAR), demolition of unsafe structures, warning of further risks and hazards, public information on health and safety measures, other actions necessary to remove or to reduce immediate threats to public health, safety, public property, or to private property when in the public interest.
 - d. Emergency communications
 - e. Emergency transportation
 - f. Emergency repairs to essential utilities and facilities.
- Assistance under a declaration of "major disaster" provides a wide range of assistance to individuals and/or to local and state governments and certain non-profit organizations.

4. Human Services and Individual Assistance

- Following a Presidential Declaration, authorizing

Individual Assistance (IA), an Individual Assistance Officer will coordinate, with a federal counterpart, all related individual assistance programs as defined in the state and federal administrative regulations.

- Applications for Individual Assistance (IA) are made through the FEMA National Tele-registration program or at the designated Disaster Recovery Center(s).
- Community Outreach Representatives, Florida DEM, and FEMA personnel operating out of a Disaster Recovery Center will visit impacted areas and informing victims of available assistance.
- Disasters that do not warrant a request for Individual Assistance as part of a Presidential Disaster Declaration may meet criteria for various other assistance, such as SBA disaster loans.
- Individual Assistance Programs.
 - a. Temporary housing, until alternative housing is available, for disaster victims whose homes are uninhabitable. Home repair funds for uninsured losses may be given to owner-occupants in lieu of other forms of temporary housing assistance, so that families can quickly return to their damaged homes. Other forms of assistance include rental assistance for up to 18 months and/or use of mobile homes.
 - b. Disaster unemployment assistance and job placement assistance for those unemployed as a result of a major disaster and who have used up their regular unemployment benefits.
 - c. Individual and family grants to help meet disaster-related necessary expenses or serious needs when those affected are unable to meet such expenses or needs through other programs or other means.
 - d. Legal services to low income families and individuals.
 - e. Crisis counseling and referrals to appropriate mental health agencies to relieve disaster-caused mental health problems.
 - f. Loans to individuals, businesses, and farmers for repair, rehabilitation or replacement of damaged real and personal property and some production losses not fully covered by insurance.
 - g. Agricultural assistance, including technical assistance; payments covering a major portion of the cost to eligible farmers who perform emergency conservation actions on farmland damaged by the disaster; and provision of federally owned feed grain for livestock and herd preservation.
 - h. Veteran's assistance, such as death benefits,

pensions, insurance settlements, and adjustments to home mortgages held by the Department of Veterans Affairs (VA) if a VA-insured home has been damaged.

- i. Tax relief, including held from the Internal Revenue Service in claiming casualty losses resulting from the disaster, and state tax assistance.
- j. Waiver of penalties for early withdrawal of funds from certain time deposits.
- k. The Cora Brown Fund, to assist victims of natural disasters for those disaster-related needs that have not been met by other programs.

Other programs can include:

- l. Low Interest Deferred Payment Loan Program, available to home owners and rental property for repair or reconstruction of real property damaged or destroyed in a natural disaster. Applicants must first exhaust insurance or all other federal and state disaster assistance in order to qualify.
- m. Housing and Urban Development Program, offered to low income applicants. Program will pay a percentage of rental costs for a maximum of eighteen (18) months.
- n. Social Security Assistance, help in expediting delivery of checks delayed by the disaster, and in applying for social security disability and survivor benefits.
- o. Emergency Individual and Family Needs, emergency food, clothing, shelter, and medical assistance may be provided to individuals, families having such needs as a result of the disaster.
- p. Contractor's licensing guidance in obtaining licensed contractors to assist home owners with repair or restoration of damaged property.
- q. Insurance information, advice to persons on insurance requirements, claims, and problems with settlement.
- r. Consumer Fraud Prevention, a program to obtain consumer advice, and to report consumer fraud and price gouging.
- s. Hurricane Andrew Trust Fund.

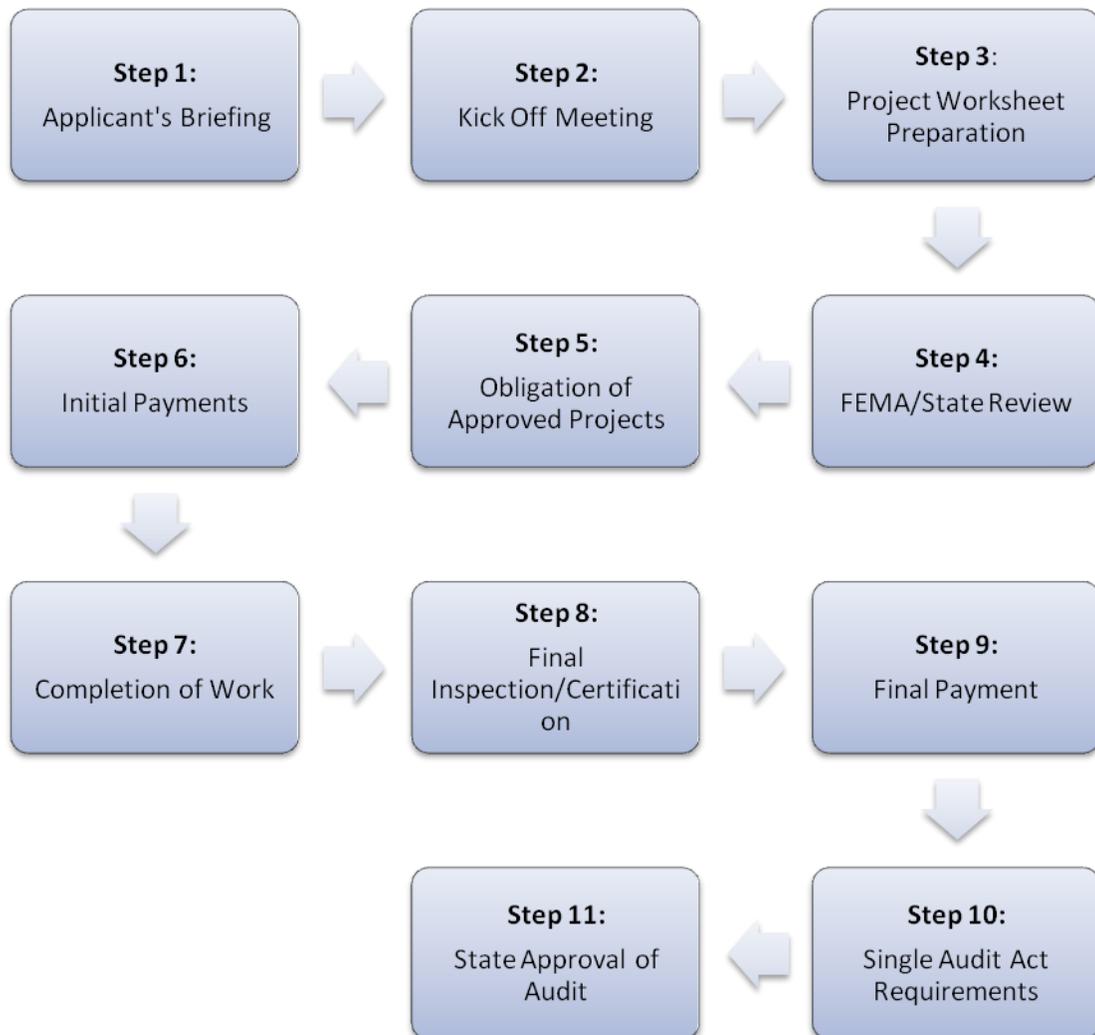
L.) Infrastructure – Public Assistance (PA)

- 1. The Public Assistance Program (PA) is intended to help repair or replace damaged/destroyed public property and infrastructure. After a Presidential Disaster Declaration, Florida Division of Emergency Management (DEM) and

FEMA will join Key West and Monroe County in determining the extent of damages and will conduct an "Applicant's Briefings" to clarify public assistance requirements, procedures, and eligible projects. Typically, the federal government can provide a minimum of 75% of the funding for the recovery work that FEMA rules as eligible, while the State may provide up to 12.5% reimbursement.

2. Other eligible projects can be located in the Florida Department of Community Affairs: Handbook for Disaster Assistance, Section V. A.
3. Project applications. The project application is the document which summarizes total dollar cost of all public assistance, and incorporates required assurances and agreements between the City, County, Florida DEM, and FEMA. Details on eligible projects are found in the Florida Department of Community Affairs: Handbook for Disaster Assistance, Section V.A.
4. Project Worksheets. The basis for Project Applications is the Project Worksheets, which identify the damaged property, define the scope of work, and establish the cost of repair or replacement. These are prepared by a City/County/State/Federal team. The Project Worksheets may be supported by engineers or contractor estimates, photographs, maps, and other appropriate data. The scope of work, as outlined on the Project Worksheet, is the guideline for determining eligibility.

Public Assistance Flow Chart



5. Key West and/or Monroe County responsibilities will include:

- a.) Compiling a list of all sites where damages occurred.
- b.) Documenting all the damage.
- c.) Coordinating the damage survey team(s).
- d.) Reviewing and signing all Project Worksheets.
- e.) Selecting project funding options.
- f.) Project management.
- g.) Preparing reports and documentation.
- h.) Participating in final inspections.
- i.) Providing insurance for approved projects.

6. Other forms of Public Assistance (PA) which may be made available under a Presidential declaration of a major disaster include:

- a.) Use of federal equipment, supplies, facilities,

personnel, and other resources (other than the extension of credit) from various federal agencies.

b.) Community disaster loans, payment of school operating expenses, repairs to federal-aid system road repairs to projects.

7. Federal requirements tied to financial assistance

a.) The Disaster Relief Act of 1974 requires that an applicant, for assistance for the repair or restoration of damaged public or private non-profit facilities, shall purchase and maintain such insurance as may be reasonably available, adequate and necessary to protect such facilities against future loss.

b.) In addition, the applicant must comply with appropriate hazard mitigation, environmental protection, flood plain management, and flood insurance regulations as a condition for receiving federal disaster assistance.

8. Key West Emergency Management will have the lead responsibility for local coordination of all Individual and Public Assistance functions including the Public Assistance Kick-Off Meeting with the Federal Government. A Liaison will serve as a link to DEM and FEMA to facilitate implementation of the Public Assistance process including project, grant, and financial management. Information and assistance from the appropriate agencies (i.e. Monroe County, etc) will support this process.

m.) Unmet Needs Coordination

1.) During the recovery and long-term recovery phases, immediate life safety needs have already been addressed. Mutual aid, voluntary organizations and other private sector groups continue to augment or extend the abilities of Key West and Monroe County to assist disaster victims by providing donated goods and volunteer services.

2.) Key West and/or Monroe County Emergency Management are responsible for the coordination of identifying unmet needs within the City and County and the coordination of requisite actions.

a.) Identify any disaster-related losses experienced by County disaster victims that cannot be provided for by the programs available from local, state, or federal government agencies due to the victim's ineligibility for such services or the unavailability of the goods or services.

b.) Refer families and individuals who have unmet needs to appropriate persons or agencies.

1. Ensure that disaster victims' applications

have been received by the EOC and that their needs are being met, if possible.

2. If a need is not being addressed, find out why, and communicate the reason to the applicant(s).
3. As appropriate, coordinate with ESF#6 to provide donated goods and volunteer services to supplement governmental assistance.
4. Sources of additional resources include:
 - Governmental agencies
 - Voluntary Agencies: VOAD, FIND, ARC, Salvation Army, etc.
 - Churches
 - Non-profit organizations such as the United Way
 - Businesses and corporations

n.) Recovery Coordination in Emergency Conditions

1.) Information

a.) The delivery of information to the affected population regarding potability of water, relief assistance, return to evacuated areas, etc is essential to assure that resources and services reach those who need them. Therefore, it is important that this type of information is centralized, before multiple organizations or governments release any potential misinformation.

2.) Ordinances

a.) Regulatory controls, will, most likely, be necessary to protect the health and safety, and to limit activities which would otherwise be permissible (i.e. curfews, sales of particular items, control of vendors' pricing of essential goods, etc). Specific ordinances will be required to accomplish these objectives to further circumscribe and support the Governor's executive orders regarding these concerns.

3.) Prohibition

a.) In the aftermath of a major emergency, many areas will be devastated and unprotected. Many high priority emergency operations will be performed during the emergency response. Strong control over access, ingress, and egress to the affected area will be implemented, in order to confine the security risk to the affected locations, and to minimize the impact on response

- operations by reducing road traffic.
- b.) A very stern prohibition and control policy may be implemented in the immediate aftermath of a major emergency event, and will be maintained until adequate levels of services and infrastructure are obtainable to support the returning population.

4.) Support Facilities

- a. There are several airfields within Monroe County that would enable aircraft landings, eight (8) military facilities, 2 of which would be able to assist in landing efforts. Monroe County has one (1) special care facility and two (2) nursing homes. There are approximately thirty-six (36) staging areas within the County.

Monroe County Airfields/Airports					
Airfield	City	State	Zip	Latitude	Longitude
Ocean Reef Club Airport	Ocean Reef	Florida	33037	25.32136	-80.2777
Summerland Key Airfield	Summerland Key	Florida	33042	24.66055	-81.4481
Sugarloaf Airfield	Sugarloaf Key	Florida	33042	24.64840	-81.5739
Key West International Airport	Key West	Florida	33040	24.55369	-81.7555
Marathon Airport	Marathon	Florida	33050	24.72555	-81.0496
Fort Zachary Taylor Landing Zone	Key West	Florida	33040	24.54725	-81.8115

5.) Critical Facilities/Critical Infrastructure

- a. Critical facilities and infrastructure for all of Monroe County is referenced in the Monroe County CEMP.

Key West Critical Facilities					
Facility	City	State	Zip	Latitude	Longitude
Stock Island Monroe County Sheriff Jail Facility	Key West	Florida	33040	24.57672	-81.7514
Monroe County Mosquito Control Stock Island	Stock Island	Florida	33040	24.57468	-81.7491
Stock Island Public Service Building	Key West	Florida	33040	24.57276	-81.7482
Monroe County Public Works-Key West	Key West	Florida	33040	24.55335	-81.7530
Harvey Government Center	Key West	Florida	33040	24.55610	-81.7905
Board/Transportation Facility-Key West	Key West	Florida	33040	24.56329	-81.7975
Monroe County Courthouse	Key West	Florida	33040	24.55453	-81.8039
Key West City Hall (Annex)	Key West	Florida	33040	24.55513	-81.8004

Key West Port/Transit Authority	Key West	Florida	33040	24.56187	-81.7902
Key West City Hall 525 Angela St.	Key West	Florida	33040	24.55924	-81.8045
Key West City Hall 3104 Flagler Ave.	Key West	Florida	33040	24.56159	-81.7656
Drive-In Theater	Stock Island	Florida	33040	24.56784	-81.7464
Dog Track	Stock Island	Florida	33040	24.56815	-81.7388
Toppino Debris Site	Rockland Key	Florida	33040	24.59367	-81.6779
Dickerson Debris Site	Rockland Key	Florida	33040	24.59399	-81.6806
Rockland Investment	Rockland Key	Florida	33040	24.59271	-81.6808
MCFR 3 Station	Big Coppitt Key	Florida	33041	24.59777	-81.6560
Keys Energy Services Facility-Big Coppitt Key	Big Coppitt Key	Florida	33041	24.59811	-81.6534
Keys Energy Services Substation	Stock Island	Florida	33040	24.57569	-81.7340
Keys Energy Services Generating Plant	Stock Island	Florida	33040	24.56397	-81.7338
Keys Energy Services Substation	Key West	Florida	33040	24.55620	-81.7673
Keys Energy Services Main Office	Key West	Florida	33040	24.56135	-81.7980
KW Emergency Operations Center	Key West	Florida	33040	24.55460	-81.8006
Stock Island Fire station #8	Stock Island	Florida	33040	24.57269	-81.7360
Big Coppitt Fire Station/EMS #9	Big Coppitt Key	Florida	33041	24.59782	-81.6557
KW Central Fire Station	Key West	Florida	33040	24.55781	-81.7871
KW Fire Station, Angelina Street #2	Key West	Florida	33040	24.55490	-81.8002
Key West Fire Station #3	Key West	Florida	33040	24.56159	-81.7656
KWIA Fire Rescue #4	Key West	Florida	33040	24.55369	-81.7559
Lower Florida Keys Medical Center	Key West	Florida	33040	24.58155	-81.7426
DePoo Hospital LFKHS	Key West	Florida	33040	24.56442	-81.7673
Stock Island MCSO Administration Building	Key West	Florida	33040	24.57732	-81.7520
KW Police Station	Key West	Florida	33040	24.55463	-81.8004
FHP Substation	Key West	Florida	33040	24.55255	-81.7569
Naval Facility	Key West	Florida	33040	24.56285	-81.7910
USCG Base Key West	Key West	Florida	33040	24.56655	-81.7987
Naval Air Station Key West	Key West	Florida	33040	24.58671	-81.6905
Fuel Storage Facility	Key West	Florida	33040	24.56564	-81.7967
Manor Convalescent Center	Key West	Florida	33040	24.57351	-81.7495
Key West Convalescent Center	Key West	Florida	33040	24.58084	-81.7439

Florida Keys Community College	Key West	Florida	33040	24.58196	-81.7433
Sigsbee Elementary School	Key West	Florida	33040	24.57900	-81.7733
Poinciana Elementary School	Key West	Florida	33040	24.56455	-81.7655
Gerald Adams School	Key West	Florida	33040	24.58135	-81.7456
Immaculate Star of the Sea	Key West	Florida	33040	24.55224	-81.7968
Glynn Archer School	Key West	Florida	33040	24.55282	-81.7892
HOB Middle School	Key West	Florida	33040	24.55711	-81.7866
Key West High School	Key West	Florida	33040	24.55555	-81.7776
Seaplane Base	Key West	Florida	33040	24.56446	-81.7918
Bernstein Park	Island	Florida	33040	24.56755	-81.7401
Jose Marti Park	Key West	Florida	33040	24.55745	-81.7884
Ft. Zachary Taylor Recreation Area	Key West	Florida	33040	24.54648	-81.8105
Multi-field Baseball Complex	Key West	Florida	33040	24.56263	-81.7652
Clay Sterling Baseball Fields	Key West	Florida	33040	24.56778	-81.7682
Salt Ponds Bunker Area	Key West	Florida	33040	24.55661	-81.7697
Sigsbee Park and Community Center	Key West	Florida	33040	24.57898	-81.7763
Key West Bight Parking Area	Key West	Florida	33040	24.56175	-81.8000
Baseball Field	Key West	Florida	33040	24.56658	-81.7675
Tommy Roberts Stadium	Key West	Florida	33040	24.56544	-81.7667
Key Largo Landfill	Key Largo	Florida	33037	25.23657	-80.3249
Key West Landfill	Key West	Florida	33040	24.57987	-81.7480
FKAA Storage Facility	Key West	Florida	33040	24.57468	-81.7487
FKAA RO Plant and Storage Facility	Stock Island	Florida	33040	24.55968	-81.7342
Water Tower behind Sigsbee School	Key West	Florida	33040	24.57890	-81.7718
Wastewater Treatment Plan	Fleming Key	Florida	33040	24.56951	-81.7972
FKAA Water Storage Tank		Florida		24.91816	-80.6362
FKAA Back-pumping Station	Key West	Florida	33040	24.57175	-81.7489
FKAA Storage Facility	Key West	Florida	33040	24.56954	-81.7703
FKAA Main Office	Key West	Florida	33040	24.56475	-81.7674
TDMS / TDRS (ESA)					
Transfer Station (WACS#796360)	5701 College Rd.	Florida		24°34'47.75"	81°44'47.61
Transfer Station (WACS#796360)	Rockland Key	Florida		24.59367	-81.6779
McCoy Indigenous Park (WACS # 98431)		Florida		24° 32' 55.53	81°47'02.39
Wicker's Field		Florida		24° 33" 44.73	81°45"53.58
Trumbo Rd		Florida		24° 33' 46.57	81°47'53.07

6.) Energy Infrastructure

b.) Keys Energy Services (Primary) and Florida Keys Electric Cooperative

1. Keys Energy Services (KES) and Florida Keys Electric Cooperative (FKEC) will be responding to and conducting recovery efforts regarding power shortages and disruptions in the supply and delivery of electricity, and other forms of energy and fuels. These utilities will determine the extent of electric power and fuel systems' damage, energy supply, and needs assessment and identification of required resources.

c.) Florida Power and Light

1. Will communicate with FKEC and KES as to the extent of any damage to the Tie Line from the mainland and provide estimates on the time needed to restore electrical services to the residents serviced by FKEC and KES.

7.) Transportation

a. The Florida Department of Transportation (FDOT)

1. This agency is responsible for the overall formulation of transportation resources necessary to provide support to the appropriate emergency response agencies which are required to move supplies, personnel, equipment, and vehicles.

8.) Recovery Public Information and Education Programs

a. Through the designated Public Information Officer, efforts to educate the public as the current status of the recovery effort and available assistance will be comprised of information releases such as:

- The types and location of emergency assistance available, personnel contacts, telephone numbers, location(s), and the hours of operation for the various services such as the Disaster Recovery Center, Small Business Administration, rumor control line,, missing persons information, etc.
- The State of Florida Department of Health's mental and physical health services such as crisis counseling, medical and physical "health notices", e.g. "boil water notices/orders."
- Monroe County Sheriff's Office notifications of current restricted areas, curfew orders, travel restrictions, etc.
- Local church organizations, the Salvation Army, and the American Red Cross will provide information regarding their respective locations and contact numbers for such services as food distribution (mobile canteens, fixed feeding sites), voucher distribution centers, counseling services, shelter status, etc.
- The Monroe County utility companies (the Florida Keys Electric Cooperative and the Keys Energy Services) and the Florida Keys Aqueduct Authority will provide information regarding the current status of their respective services, as well as the estimated times of power or water supply restoration.
- Procedures for providing local assistance to the State and Federal Government relative to the implementation of recovery teams, staging areas, and other sites for coordinated assistance.
- Monroe County has established sites, strategically located throughout the County, which may serve as Disaster Recovery Centers (DRCs). Each DRC will be setup with resources that parallel

those at the Emergency Operations Center. The Monroe County Social Services Department maintains a list of special populations. Each DRC Administrator will act as a Liaison with the EOC regarding all issues related to the individual DRC operations.

- b. The local resources that may provide information and referral in the Disaster Recovery Center (DRC) are:
- Monroe County Emergency Management
 - Local emergency management
 - Volunteer County employees
 - Monroe County Health Department
 - American Red Cross
 - Persons with Special Needs Centers
 - Salvation Army
 - Radio Amateur Radio Emergency Services (RACES)

V. IMPLEMENTATION, ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES DURING TROPICAL STORMS & HURRICANES

A. Implementation

1. Implementation

- a.) The following procedures are organized chronologically as they will be implemented. Protective actions have been assigned to the following timeframe based on:
- 1.) The amount of time for City employees with responsibility within this plan is estimated as the minimum time necessary to achieve their goals, while allowing an opportunity for employees to prepare their families and their properties.
 - 2.) The amount of lead time necessary for agencies with evacuation and shelter responsibilities to secure their families, prepare their families and property, and have the resources necessary to meet their responsibilities in place, and ready for the response.
 - 3.) Based on the data collected from historical tropical cyclones, a base clearance time of 24 hours is used. Actual clearance time will vary from a minimum of 12 hours to a maximum of 30+ hours.
- b.) Factors that may alter the response:
- 1.) Maximization of available daylight and working hours.
 - 2.) Variations in the forward speed, intensity, and radius of tropical storm conditions or hurricane system imposing the threat. (updated every six (6) hrs)
 - 3.) Development of a system within the time frames for initiating protective actions.
 - 4.) Depletion of manpower resources resulting from spontaneous evacuation.
 - 5.) Actual clearance time as calculated by decision assistance tools such as GDS, Hurrevac, Hurr-a-trak, etc and will be adjusted to account for traffic information.
 - 6.) The decision to respond to the threat from a tropical system as a Category 2 or smaller storm vs. Category 3 or greater.
- c.) When the center of the system is within 120 hours from landfall, the 120 hour forecast issued by the National Hurricane Center will provide the first available data on the probability of impact for Key West. This forecast will first be issued approximately 120 hours prior to the arrival of tropical storm conditions and re-issued every six (6) hours

throughout the duration of the event. All time frames are for arrival of tropical storm conditions affecting the area.

Preparedness & Pre-Event Responsibilities

B. Preparedness / Pre-Event Responsibilities

Completed	Time	Actions
		Review the emergency-related functions and activities in the City of Key West Comprehensive Emergency Management Plan.
		Prepare to begin response actions on or before alert at 72 hours.
		Implement emergency procedures for computer equipment and data backup and direct personnel to follow emergency computer process.
		Provide information, computer, and graphics support to the EOC.
		Initiate and maintain emergency log generally at 72 hours.
		If assigned, participate in activities required under Emergency Support Functions, (ESF#5) information and planning and ESF #7 resource support, and other ESF's as required.

Organizational Responsibilities at 72 Hours

C. Organizational Responsibilities at 72 Hours:

Most departments and agencies of local government have emergency functions in addition to their normal day-to-day duties. During emergency situations, our normal organizational arrangements are modified to facilitate emergency operations. Key West's

governmental organizations for emergencies include an Executive Group, emergency services, and support services. *See Key West EOC Organizational Structure.*

1.) Emergency Management

a.) The Fire Department staff will coordinate Emergency Management for Key West and the EOC will be in standby mode monitoring the incident. The Fire Chief or his/her designee acting as the Emergency Management Coordinator (EMC). The EMC will brief the City Manager and the Mayor on the current status of the tropical cyclone imposing a threat to Key West. All City personnel will be put on standby. The Fire Chief will brief all personnel with the following information concerning the tropical system:

- Location, strength and size of the system
- Speed and direction of travel
- Probabilities of the system affecting the Florida Keys
- Specific weather conditions which may affect the strength and direction of travel as determined by the National Hurricane Center.

b.) The following recommendations will be made to the City Manager and/or the Mayor:

- 1.) Recommend the Mayor issue an order for a "State of Increased Readiness."
- 2.) Request the City Manager to assign a Public Information Officer (PIO) during operational hours until either the operation is suspended or the Key West EOC goes to a Level 1: Full Activation.
- 3.) Request the City Manager to assign additional staff to the Fire Department during operational hours as needed until the operation is suspended or operations are transferred to the Key West EOC (Primary EOC).
- 4.) Request the City Manager to direct all City personnel to start documentation of all expenditures related to the emergency event.
- 5.) Request the City Manager to schedule the Strategy Meeting(s) with all essential personnel.

c.) Prepare to implement the pre-evacuation operating procedures.

d.) Contact the Florida Division of Emergency Management through the Monroe County Emergency Management and report:

- What actions have been taken?
- What actions are being done?
- Request status of their operations.

e.) Begin a log documenting any expenses incurred as a result of the response.

Emergency Management General Preparations at 72 Hours Prior to the Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Begin KWEOC Activation
		Recommend the Mayor declare local "State of Increased Readiness."

		Advise City Administration to begin documentation of all storm-related expenses
		Obtain information regarding Special Needs issues
		Participate in meetings/conference calls: as scheduled and announced by the Monroe County EOC.
		Recommend City Administration to complete readiness operations.
		Request City Manager to schedule strategy meetings with essential personnel/agencies.

2.) City Manager

- a.) Schedule a strategy meeting with the key personnel in the City to advise them there is a tropical system that poses a threat to Key West and to assess Key West's level of preparedness.
- b.) Brief the Mayor and other elected officials on the time frame, which any possible declaration of a "State of Local Emergency" may be sought.
- c.) Coordinate with local military.
- d.) Receive updates from local NWS office.
- e.) Recommend to the Mayor, that a "State of Increased Readiness" be declared to support the costs associated with the emergency response.
- f.) Authorize the implementation of all required actions within the 72 hour time frame.
- g.) Direct the City Manager's staff to know the whereabouts of the following staff at all times:
 - Mayor
 - Mayor Pro tem
 - City Commission Members
 - Fire Chief
 - Police Chief
 - All other city management personnel
- h.) Preside over strategy meetings
- i.) Commit available resources to solve reported plan implementation problems.
- j.) Begin a log documenting any expenses incurred as a result of the emergency response.

City Manager General Preparations at 72 Hours Prior to the Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Schedule strategy meeting with key personnel.
		Brief Mayor on timeframe of possible declaration of "State of Local Emergency."

		Recommend to Mayor that "State of Increased readiness" be declared.
		Authorize implementation of actions within 72 hour timeframe.
		Direct staff to know the whereabouts of key personnel.
		Preside over strategy meetings.
		Commit available resources to remedy reported implementation problems.
		Begin to log expenses as a result of the response.
		Additional Items:

3.) Mayor or Designee

- a.) Remain in contact with the City Manager at all times.
- b.) Declare a "State of Increased Readiness" and provide authority for Department heads to incur costs related to the implementation of emergency plans and procedures necessary to respond to the emergency.
- c.) Participate in scheduled strategy meetings.
- d.) Begin a log documenting any expenditure incurred as a result of the emergency response.

Mayor General Preparations at 72 Hours Prior to the Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Remain in contact with City Manager and Fire Chief.
		Declare a "State of Increased Readiness."
		Participate in strategy meetings.
		Begin to log expenditures as a result of the response.
		Additional Items:

4.) City Attorney

- a.) Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
- b.) Begin a log documenting expenditures as a result of the emergency response.

City Attorney General Preparations at 72 Hours Prior to the Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5.) Public Information Officer

- a.) Assist Monroe County in the broadcast of preparedness information to Key West on local media stations.
- b.) Prepare a rumor control station at the City offices.
 - City’s rumor control number is 305-809-1108.
 - Monroe County rumor control number is 888-955-5504.
- c.) Respond to calls from the public.
- d.) Begin a log documenting any expenses incurred as a result of the emergency response.

Public Information Officer General Preparations at 72 Hours Prior to the Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Assist County in broadcast of information on radio stations.
		Prepare rumor control station at City offices.
		Respond to calls from the public.
		Begin to log expenses as a result from the response.
		Additional items:

Organizational Responsibilities at 60 Hours

D. Organizational Responsibilities at 60 Hours

1. Emergency Management

- a.) Advise the City Manager that within the next 12 hours, a decision will be made by Monroe County concerning whether continued implementation of the evacuation, shelter, and Refuge of Last Resort plan will follow a Category 1 or 2 scenario, or a Category 3 or greater (if warranted).
- b.) Request the City Manager to call a strategy meeting with all key personnel
- c.) If not completed before, activate City rumor control line.
- d.) Request the PIO to begin the 60 hour operating procedures.
- e.) Assure that all fuel and gasoline storage facilities are full.

Emergency Management General Preparations at 60 Hour Prior Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Monitor National Hurricane Center (NHC) advisories

		Participate in meetings/conference calls as scheduled and announced by the Monroe County EOC.
		Participate in DEM regional calls.
		Brief KWEOC staff on operations/ strategy.
		Activate Emergency Information Line
		Contact the Monroe County EOC regarding Medivac of local hospital and care facilities
		Monitor the NWS Key West broadcast of information via OA Weather Radio and internet.
		Request utilities to begin emergency operations
		Request KYPD pre-position programmable traffic signs.
		Confirm number and condition of buses for evacuation.
		Request status of Florida International University (FIU) for evacuation through the Monroe County EOC.

2. City Manager

- a.) Authorize the implementation actions that should be taken during this timeframe.
- b.) Schedule and preside over the strategy meeting to assess Key West’s ability to participate in and assist in a county-wide evacuation.
- c.) Begin implementation of pre-evacuation procedures.
- d.) Coordinate with local military.
- e.) Receive updates from local NWS office.
- f.) Advise Monroe County on what actions have been taken in Key West.
- g.) Assign personnel to participate in strategy meetings at the County level.

City Manager		
General Preparations at 60 Hour Prior Onset of Tropical Storm Conditions		
Completed	Time	Actions

		Authorize implementation of actions during this timeframe.
		Schedule and preside over strategy meeting.
		Begin implementation of pre-evacuation operations.
		Advise Monroe County of the City of Key West's actions
		Assign personnel to participate in strategy meeting at County level.
		Additional items:

3. Mayor or Designee

- a.) Participate in strategy meetings to offer guidance on implementation and solve problems associated with hurricane procedures as it relates to existing policies.
- b.) Issue necessary emergency directives in support of emergency operations.

Mayor or Designee General Preparations at 60 Hour Prior Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Participate in strategy meetings.
		Issue necessary emergency directives.
		Additional items:

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the direction and control/Incident Commander throughout the duration of emergency operations.

City Attorney General Preparations at 60 Hours Prior to the Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Participate in strategy meetings as requested.
- b.) Distribute pre-scripted and/or pre-recorded preparedness advisories to the media.
- c.) Monitor all television, radio, and printed releases and reports.

d.) Staff, manage, and monitor the rumor control line.

Public Information Officer General Preparations at 60 Hours Prior to the Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Participate in strategy meetings.
		Distribute advisories to the media.
		Monitor TV, radio, and printed releases and reports.
		Staff, manage, and monitor rumor control line.
		Additional items:

Organizational Responsibilities at 48 Hours

E. Organizational Responsibilities at 48 Hours

1. Emergency Management

- a.) Advise the City Manager that a decision will be made or extended regarding the implementation of the evacuation, shelter, and Refuge of Last Resort plan to either follow a Category 1 or 2 scenario, or a Category 3 or greater (if warranted).
- b.) Implement pre-evacuation procedures, if not already implemented.

Emergency Management General Preparations at 48 Hour Prior Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Monitor National Hurricane Center (NHC) advisories
		Determine Response Category/Assume Level 1 activation
		Request Mayor to declare "Local State of Emergency."
		Notify the Monroe County EOC of intentions and status.
		Update City Manager, Police Chief, Fire Chief
		Brief KWEOC staff
		Participate in meetings/conference calls as scheduled and announced by the Monroe County EOC.
		Obtain update on Special Needs population.

2. City Manager

- a.) Authorize the implementation of actions to be taken during this time frame.
- b.) Coordinate with local military.
- c.) Receive updates from local NWS office.

City Manager General Preparations at 48 Hour Prior Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Authorize implementation of actions taken in this timeframe.
		Schedule and preside over strategy meetings.
		Additional Items:

3. Mayor

- a.) Participate in strategy meetings, as required.
- b.) Issue necessary emergency directives to support emergency operations.

Mayor or Designee General Preparations at 48 Hour Prior Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Participate in strategy meetings.
		Issue necessary emergency directives.
		Additional Items:

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 48 Hours Prior to the Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Continue the distribution of information and preparedness materials to the media and general public as requested.
- b.) Continue operation of the rumor control line.

Public Information Officer General Preparations at 48 Hours Prior to the Onset of Tropical Storm Conditions		
Completed	Time	Actions
		Continue to distribute information to media and public.
		Continue rumor control line.

Organizational Responsibilities at 42 Hours for Category 2 or Smaller Storms

F. Organizational Responsibilities at 42 Hours for Category 2 or Smaller Storms

At this time, a decision will be made by the Monroe County EOC to implement either the Standard Operating Procedures for a Category 2 *or* smaller storm or a Category 3 or greater hurricane. The following emergency response actions are divided accordingly.

1. Emergency Management

- a.) Notify the Mayor that further intensification of the tropical storm is not expected to extend beyond a Category 2 hurricane and a decision has been made to proceed accordingly.
- b.) Work with the Monroe County Shelter/Refuge Coordinator to arrange for shelters in Key West to open.
- c.) Direct all participants to proceed with the appropriate SOPs for this type of response.
- d.) Request the City Manager to schedule a strategy meeting.
- e.) Maintain coordination with Monroe County Emergency Management throughout the event until given the all clear is given.

Emergency Management General Preparations at 42 Hour Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Brief KWEOC staff
		Participate in meetings and conference calls as scheduled and announced by the Monroe County EOC.
		Contact the Monroe County EOC for information regarding suspension of school operations.

2. City Manager

- a.) Authorize the implementation of actions to be taken during this time frame.
- b.) Schedule and preside over a strategy meeting to assess Key West’s ability to implement and manage an appropriate response.
- c.) Coordinate with local military.

d.) Receive updates from local NWS office.

City Manager General Preparations at 42 Hour Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Authorize implementation of actions taken in this timeframe.
		Schedule and preside over strategy meetings.
		Additional items:

3. Mayor

- a.) Participate in the strategy meeting, as required.
- b.) Issue necessary emergency directives to support emergency operations.

Mayor or Designee General Preparations at 42 Hour Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Participate in strategy meetings.
		Issue necessary emergency directives.
		Additional items:

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 42 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Release information regarding the decision to implement procedures for a Category 2 or smaller storm.
- b.) Continue distribution of information and preparedness material to the media and general public, as requested.
- c.) Continue the operation and management of the rumor control line.

Public Information Officer General Preparations at 42 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Release information on decision to implement procedures for Category 2 or smaller storms.
		Continue rumor control line.
		Additional items:

Organizational Responsibilities at 36 Hours for Category 2 or Smaller Storms

G. Organizational Responsibilities at 36 Hours for Category 2 or Smaller Storms

1. Emergency Management

- a.) Advise the Mayor on updated information.
- b.) Assist Monroe County to finalize shelter preparations with the Salvation Army.
- c.) Implement actions to be taken during this time frame.

Emergency Management General Preparations at 36 Hour Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Brief KWEOC staff
		Finalize shelter/refuge of last resort preparations
		Participate in meetings/conference calls as scheduled and announced by the Monroe County EOC.
		Order municipal parks to be closed
		City buses made available to Transportation Coordinator

2. City Manager

- a.) Authorize the implementation of actions to be taken during this time frame.
- b.) Coordinate with local military.
- c.) Receive updates from local NWS office.

City Manager General Preparations at 36 Hour Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Authorize implementation of actions taken during this timeframe.
		Additional Items:

3. Mayor

a.) Issue necessary emergency directives to support emergency operations.

Mayor or Designee General Preparations at 36 Hour Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Participate in strategy meetings.
		Issue if necessary emergency directives. (i.e.; Local State of Emergency)
		Additional Items:

4. City Attorney

a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 36 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Continue distribution of information and preparedness material to the media and the public, as requested.
- b.) Continue operation and management of the rumor control line.

Public Information Officer General Preparations at 36 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Continue distribution of information to media and public.
		Continue rumor control line.
		Additional items:

Organizational Responsibilities at 30 Hours for Category 2 or Smaller Storms

H. Organizational Responsibilities at 30 Hours for Category 2 or Smaller Storms

1. Emergency Management

- a.) Advise the Mayor on updated information
- b.) Implement actions to be taken in this time frame.

Emergency Management General Preparations at 30 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Brief Mayor, City Manager, Police Chief, Fire Chief
		Brief KWEOC
		Contact the Monroe County EOC to coordinate assistance to Special Needs registrants within the City of Key West.
		Participate in Calls/Meetings with the Monroe County EOC.
		Conduct meetings/calls with city departments and local organizations. Update on status and preparedness

2. City Manager

- a.) Authorize the implementation of actions to be taken during this time frame.
- b.) Coordinate with local military.
- c.) Receive updates from local NWS office.

City Manager General Preparations at 30 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Authorize implementation of actions taken during this timeframe.
		Additional items:

3. Mayor

- a.) Participate in strategy meetings as required.
- b.) Issue necessary emergency directives to support emergency operations.

Mayor or Designee General Preparations at 30 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Participate in strategy meetings.
		Issue if necessary emergency directives. (i.e.: Local State of Emergency)
		Additional Items:

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 30 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Continue distribution of information and preparedness material to the media and public, as requested.
- b.) Continue operation and management of rumor control lines.
- c.) Participate in strategy meetings as necessary.

Public Information Officer General Preparations at 30 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Continue distribution of information to media and public.
		Continue rumor control line.
		Participate in strategy meetings.
		Additional items:

Organizational Responsibilities at 24 Hours for Category 2 or Smaller Storms

I. Organizational Responsibilities at 24 Hours for Category 2 or Smaller Storms

1. Emergency Management

- a.) Advise the Mayor on updated information.
- b.) Implement actions to be taken during this time frame.
- c.) Begin to update the Monroe County EOC every four (4) hours or as needed.

Emergency Management General Preparations at 24 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Update the Monroe County EOC on status.
		Participate in calls/meetings with the Monroe County EOC.
		Conduct meetings/calls with City departments and local organizations; Update on status and preparedness.
		Brief KWEOC staff
		Prepare to relay Monroe County EOC evacuation order for non-residents.

2. City Manager

- a.) Attend a joint strategy meeting with all jurisdictions within the County to finalize preparations for a joint "Declaration of a State of Local Emergency" and any other emergency orders or directives to protect those in vulnerable areas in the impact zone.
- b.) Suspend normal City operations.
- c.) Coordinate with local military.
- d.) Receive updates from local NWS office.

City Manager General Preparations at 24 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Attend strategy meeting with County to finalize joint "Declaration of a State of Local Emergency."
		Suspend normal City operations.
		Additional Items:

3. Mayor

- a.) Participate in strategy meetings as required.
- b.) Issue emergency directive to support emergency operations including "State of Local Emergency," if not already issued.

Mayor or Designee General Preparations at 24 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Participate in strategy meetings.
		Issue necessary emergency directives, including "State of Local Emergency."
		Additional items:

4. City Attorney

- a.) Remain accessible at all times to support legal needs of the City.

City Attorney General Preparations at 24 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Continue distribution of information and preparedness material to the media and the public, as necessary.
- b.) Continue operations and management of rumor control line.
- c.) Request the media to start broadcasting shelter information on an hourly basis.

Public Information Officer General Preparations at 24 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Support officials as they prepare releases concerning evacuation.
		Participate in joint press conference within County for delivery of "State of Local Emergency."
		Verify continued broadcast of shelter information and preparedness information to the media.
		Additional Items:

Organizational Responsibilities at 18 Hours for Category 2 or Smaller Storms

J. Organizational Responsibilities at 18 Hours for Category 2 or Smaller Storms

1. Emergency Management

- a.) Advise the Mayor on updated information on the tropical storm.
- b.) Initiate actions and procedures associated with recommended evacuation actions.
- c.) Begin status report and update to the County every two (2) hours or as needed.
- d.) Issue necessary emergency orders and directives in support of evacuation operations.
- e.) Issue necessary orders to prepare the City for the storm.

Emergency Management General Preparations at 18 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Monitor the National Hurricane Center (NHC) advisories.
		Confirm hospital's readiness to accept Special Medical Needs patients.

2. City Manager

- a.) Authorize the implementation of actions and procedures associated with a recommended evacuation.
- b.) Coordinate with local military.
- c.) Receive updates from local NWS office.

City Manager General Preparations at 18 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions

		Authorize the implementation of actions associated with evacuation.
		Additional Items:

3. Mayor

- a.) Participate in strategy meetings as required.
- b.) Issue necessary emergency directives and orders to support the evacuation and emergency operations.

Mayor or Designee General Preparations at 18 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Participate in strategy meetings
		Issue necessary emergency directives.
		Additional Items:

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 18 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Support the needs of the Chief Elected Officials (CEO) as they prepare the releases concerning recommended evacuation and protective actions.
- b.) Participate in a joint press conference with all jurisdictions within Monroe County for the delivery of the "Declaration of a State of Local Emergency" and other protective actions.
- c.) Verify continued broadcast of shelter information and preparedness information by the media.
- d.) Maintain operation and management of rumor control lines.

Public Information Officer General Preparations at 18 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Maintain operation of rumor control line.
		Additional Items:

Organizational Responsibilities at 12 Hours for Category 2 or Smaller Storms

K. Organizational Responsibilities at 12 Hours for Category 2 or Smaller Storms

1. Emergency Management

- a.) Provide the Mayor with updated information on the tropical system.
- b.) Carry out evacuation orders from Monroe County of vulnerable areas in the City.
- c.) Request Fire/Rescue to notify people in mobile homes and RV parks when an evacuation has been ordered and report back when each has been cleared.
- d.) Request all participants continue implementation of their procedures throughout the duration of the emergency.
- e.) Initiate actions and procedures associated with the evacuation order and emergency directives.
- f.) Continue two (2) hour update and status reports to the Monroe County EOC.

Emergency Management General Preparations at 12 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Brief KWEOC staff
		Open shelters
		Participate in calls/meetings with the Monroe County EOC.
		Conduct meetings/calls with City departments and local organizations; update on status and preparedness
		Monitor NWS and NHC advisories
		Prepare to relay order for evacuation of vulnerable areas and structures (mobile homes, live aboard, etc)
		Prepare to relay Route Alert Notification
		Open Refuge of Last Resorts, if needed

2. City Manager

- a.) Authorize actions and procedures associated with the evacuation order and protective measures.
- b.) Remove and place computers and disk drives in a secure setting, possibly on the mainland.
- c.) Participate in a strategy meeting to issue a "Declaration of a State of Local Emergency" and other emergency directives that has not already been issued.
- d.) Coordinate with local military.
- e.) Receive updates from local NWS office.

City Manager General Preparations at 12 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Authorize actions associated with phase out of evacuation.
		Begin review of procedures for immediate recovery.
		Schedule and preside over strategy meeting to finalize evacuation, begin phase out of evacuation, and make preparations for immediate recovery.
		Coordinate the move of core personnel to County EOC.
		Additional Items:

3. Mayor

- a.) Participate in strategy meetings as required.
- b.) Issue emergency directives and orders required to support emergency operations.

Mayor or Designee General Preparations at 12 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Participate in strategy meetings.
		Issue necessary emergency directives.
		Prepare to move City operations to County EOC.
		Additional Items:

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 12 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

a.) Maintain operation and management of rumor control lines.

Public Information Officer General Preparations at 12 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Maintain operation of rumor control line.
		Additional items:

Organizational Responsibilities at 6 Hours for Category 2 or Smaller Storms

L. Organizational Responsibilities at 6 Hours for Category 2 or Smaller Storms

1. Emergency Management

- a.) Recommend to the Mayor that evacuation operations be suspended prior to the arrival of tropical storm force winds/conditions.
- b.) Direct City personnel to begin to complete/phase out emergency response operations and take suitable shelter or evacuate to the mainland.
- c.) The following personnel will be requested to report to the City West EOC:
 - Mayor or Mayor’s designee
 - City Manager
 - Public Information Officer’s designee
 - All essential City staff
- d.) All emergency operations will cease when winds reached the sustained tropical force winds of 39 mph or greater until after impact and winds subside to the identified threshold.

Emergency Management General Preparations at 6 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Brief KWEOC staff
		Participate in calls/meetings with the Monroe County EOC
		Conduct meetings/calls with City departments and local organizations; Update on status and preparedness.
		Monitor NWS and NHC advisories
		Implement Refuge of Last Resort Plan as needed
		Begin to phase out (complete) response operations.

2. City Manager

- a.) Authorize the implementation of plans and procedures to complete/phase out emergency response operations and advise all City personnel to take suitable shelter or evacuate.
- b.) Begin the preparation for recovery operations.
- c.) Coordinate with local military.
- d.) Receive updates from local NWS office.

City Manager General Preparations at 6 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Authorize implementation of procedures to phase out response operations.
		Advise City personnel to take shelter or to evacuate.
		Begin preparations for recovery operations.
		Additional Items:

3. Mayor

- a.) Participate in strategy meeting as required.
- b.) Report to the Key West EOC.
- c.) Issue emergency directives and orders in support of emergency operation.
- d.) Begin preparations for recovery operations.

Mayor or Designee General Preparations at 6 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Participate in strategy meetings.
		Evacuate to County EOC.
		Issue necessary emergency directives.
		Additional Items:

4. Public Information Officer

- a.) Assure presence at the Key West EOC.

Public Information Officer General Preparations at 6 Hours Prior to the Onset of Storm Conditions Category 2 or smaller storm		
Completed	Time	Actions
		Discontinue City PIO operation and relocate to County EOC.
		Additional Items:

PREPARATION FOR MAJOR STORMS CATEGORY 3 OR GREATER

Organizational Responsibilities at 42 Hours for Category 3 or Greater Storm

M. Organizational Responsibilities at 42 Hours for Category 3 or Greater Storm

1. Emergency Management

- a.) Notify the Mayor that policies and procedures for a Category 3 or greater storm will be implemented.
- b.) Proceed with the implementation of SOP's for a Category 3 and above hurricane.
- c.) Request that the Mayor schedule a strategy meeting.
- d.) Maintain coordination with the Monroe County EOC throughout the event until the all clear has been given.

Emergency Management General Preparations at 42 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Monitor NWS and NHC advisories
		Brief KWEOC staff
		Notify all local agencies of response category
		Prepare to implement evacuation decision by Monroe County EOC and airlift as directed by the Monroe County EOC.
		Close all non-essential City offices.
		Advise Monroe County EOC of closures and make public announcements.

2. City Manager

- a.) Authorize the implementation of actions to be taken during this time frame.
- b.) Schedule and preside over a strategy meeting to assess the City's ability to implement and manage the emergency response.
- c.) Direct all Key West personnel to proceed with hurricane preparations.
- d.) Coordinate with local military.
- e.) Receive updates from local NWS office.

City Manager General Preparations at 42 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Authorize implementation of actions taken in this timeframe.

		Schedule and preside over strategy meeting.
		Direct all City personnel to proceed with hurricane preparations.
		Additional Items:

3. Mayor

- a.) Participate in the strategy meet as required
- b.) Be prepared to issue a "State of Local Emergency" and necessary emergency directives to support emergency evacuation operations.

Mayor or Designee General Preparations at 42 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Participate in strategy meetings
		Issue necessary emergency directives, including "State of Local Emergency."
		Additional items:

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 42 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Release information regarding the decision to implement procedures for a Category 3 or greater storm.
- b.) Continue distribution of information and preparedness material to the media and general public, as requested.
- c.) Continue 24 hour operation and management of rumor control line.

Public Information Officer General Preparations at 42 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Release information regarding decision to implement procedures for Category 3 or greater storm.
		Continue distribution of information to media and public.
		Continue 24 hour operation of rumor control line.
		Additional Items:

Organizational Responsibilities at 36 Hours for Category 3 or Greater Storm

N. Organizational Responsibilities at 36 Hours for Category 3 or Greater Storm

1. Emergency Management

- a.) Advise the Mayor on updated information.
- b.) With coordination and direction from the Monroe County EOC, recommend to the Mayor the following:
 - Recommend the public seek shelter on the mainland.
 - Initiate the actions associated with a recommended evacuation.
 - Recommend voluntary evacuation.
 - Direct all non-residents to return to the mainland.
- c.) Assist with a County-wide evacuation of the special needs population.
- d.) Implement phase evacuation.
- e.) Implement actions to be taken within this time frame to include:
 - Close all City parks.
 - Prepare to cease (shut down) normal City operations.

Emergency Management General Preparations at 36 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Requests order/begin general/phased evacuation in coordination with the Monroe County EOC.
		Confirm ETA of Medivac aircraft through the Monroe County EOC.
		Confirm hospital is prepared to transport patients to staging areas no later than 18 hours out.
		Brief all organizations involved in airlift operations.

		Begin evacuation of Special Needs population.
		Continue public announcements.

2. City Manager

- a.) Authorize the implementation of actions to be taken during this time frame to include the suspension of normal City operations.
- b.) Schedule a strategy meeting to finalize preparations for evacuation operations.
- c.) Coordinate with local military.
- d.) Receive updates from local NWS office.

City Manager General Preparations at 36 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Authorize implementation if actions taken during this timeframe, including suspension of normal City operations.
		Schedule strategy meeting to finalize preparations for evacuation.
		Additional Items:

3. Mayor

- a.) Participate in strategy meetings as required.
- b.) Issue necessary emergency directives to support emergency response operations.
- c.) Declare a "State of Local Emergency" if not already previously done so.

Mayor or Designee General Preparations at 36 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Participate in strategy meetings.
		Issue necessary emergency directives.
		Declare a "State of Local Emergency", if not done so already.
		Additional Items:

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 36 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Continue distribution of information and preparedness material to the media and public, as requested, to support evacuation procedures.
- b.) Continue operations and management of rumor control line.
- c.) Participate in strategy meetings as required.

Public Information Officer General Preparations at 36 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Continue distribution of information to the media and the public.
		Continue operation of rumor control line.
		Participate in strategy meetings.
		Additional Items:

Organizational Responsibilities at 30 Hours for Category 3 or Greater Storm

O. Organizational Responsibilities at 30 Hours for Category 3 or Greater Storm

1. Emergency Management

- a.) Brief the Mayor on updated information.
- b.) Recommend to the City Manager and Mayor that the City of Key West participate in the County’s phased-general evacuation and prepare any necessary emergency directives to accomplish the evacuation.
- c.) Implement actions to be taken during this time frame.
- d.) Prepare to implement the County’s phased evacuation procedures.

Emergency Management General Preparations at 30 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Brief KWEOC staff
		Participate in calls/meetings with the Monroe County EOC.
		Conduct meetings/calls with City departments and local organizations: update on status and preparedness.
		Obtain status on airlift operations from Monroe County EOC.
		Monitor status of traffic.
		Monitor NWS and NHC advisories
		Confirm status of shelter at Florida International University (FIU) through the Monroe County EOC.
		Begin phased evacuation of residents.
		KWPD—limitation of inbound city traffic as ordered.

2. City Manager

- a.) Make recommendations to the Mayor to make the necessary declarations and issue emergency evacuation directives to support the evacuation.
- b.) Authorize the implementation of actions to be taken during this time frame.
- c.) Coordinate with local military.
- d.) Receive updates from local NWS office.

City Manager General Preparations at 30 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Recommend Mayor make declarations and issue emergency evacuation directives.
		Authorize implementation of actions taken in this timeframe.
		Additional Items:

3. Mayor

- a.) Participate in strategy meetings as required.
- b.) Order the evacuation of mobile homes and RV residents, if not already implemented.
- c.) Issue necessary emergency directives to support emergency response operations.

Mayor or Designee General Preparations at 30 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Participate in strategy meetings.
		Order evacuation of mobile home/RV residents
		Issue necessary emergency directives.
		Additional Items:

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 30 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Continue the distribution of information to the media, as requested.
 b.) Continue operations and management of rumor control line.
 c.) Participate in strategy meetings as required.

Public Information Officer General Preparations at 30 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Continue distribution of information to media and the public.
		Continue rumor control line.
		Participate in strategy meetings.
		Additional items:

Organizational Responsibilities at 24 Hours for Category 3 or Greater Storm

P. Organizational Responsibilities at 24 Hours for Category 3 or Greater Storm

1. Emergency Management

- a.) Advise the Mayor on updated information.
- b.) Report to the evacuation status of the City to the Monroe County EOC.
- c.) Cooperate with nursing home evacuations within the City.
- d.) Implement actions to be taken during this time frame.
- e.) Begin four (4) hour updates to the Monroe County EOC or as needed.

Emergency Management General Preparations at 24 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Brief KWEOC staff
		Update the Monroe County EOC on preparedness and status of operations
		Obtain status of Medivac (aircraft should be on the ground in Key West)
		Assist with nursing home evacuation
		Monitor NWS and NHC advisories
		Monitor evacuation traffic via KWPD
		Monitor shelter status at Florida International University (FIU) and other host shelters as required.
		Coordinate with EMS regarding transportation needs to support Special Needs evacuation.
		Broadcast public information as needed.
		Continue phased evacuation of residents.
		KWPD—stop un-authorized inbound city traffic as ordered.

2. City Manager

- a.) Authorize the implementation of actions to be taken during this time frame.
- b.) Remove essential computers and disk drives to the mainland.
- c.) Coordinate with local military.
- d.) Receive updates from local NWS office.
- e.) Direct non-essential recovery personnel to evacuate.
- f.) Direct essential recovery personnel who evacuate to report to the City of Key West’s staging Area on the mainland when given the all clear.

Miami-Dade County, Homestead: Air Force Base-Race Track

- b.) Miami Executive Aviation (East Location) Opa Locka Airport.

Collier County

- a.) Naples Airport (West Location)

Highlands County

- a.) Avon Park/Sebring (North Location)

- i.) Sebring: Florida National Guard Armory
2500 US Highway 27 S, Avon Park, Florida,
- ii.) Sebring Regional Airport

City Manager General Preparations at 24 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Authorize implementation of actions taken during this timeframe.
		Direct non-essential personnel to evacuate.
		Direct essential recovery personnel to report to Florida International University (FIU)
		Additional Items:

3. Mayor

- a.) Participate in strategy meetings as required.
- b.) Issue necessary emergency directives to support emergency response operations.

Mayor or Designee General Preparations at 24 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Participate in strategy meetings.
		Issue necessary emergency directives.
		Additional Items:

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 24 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Continue operations and management of the rumor control line.

Public Information Officer General Preparations at 24 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Continue rumor control line.
		Additional Items:

Organizational Responsibilities at 18 Hours for Category 3 or Greater Storm

Q. Organizational Responsibilities at 18 Hours for Category 3 or Greater Storm

1. Emergency Management

- a.) Advise the Mayor on updated information.
- b.) Implement actions to be taken during this time frame.
- c.) Update Monroe County on the status of the evacuation.
- d.) Request the City Manager to schedule a strategy meeting.
- e.) Begin two (2) hour updates to the Monroe County EOC or as needed.
- f.) Begin to prepare to relocate command and control and all essential personnel from the City of EOC to the appropriate shelter.
- g.) Identify which structures will be open if Refuge of Last Resort operations are implemented.

2. City Manager

- a.) Authorize the implementation of actions to be taken during this time frame.
- b.) Schedule a strategy meeting to coordinate the phase-out (completion) of the evacuation and transfer of essential City personnel.

City Manager General Preparations at 18 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Authorize implementation of actions to be taken during this timeframe.
		Schedule strategy meeting to phase out evacuation and transfer of City personnel.
		Additional Items:

3. Mayor

- a.) Participate in strategy meetings as required.
- b.) Issue necessary emergency directives to support emergency operations.

Mayor or Designee General Preparations at 18 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Participate in strategy meetings.
		Issue necessary emergency directives.
		Additional Items:

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 18 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

- a.) Maintain operations and management of the rumor control line.

City Attorney General Preparations at 18 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Continue rumor control line.
		Prepare to move to County EOC.
		Additional Items:

Organizational Responsibilities at 12 Hours for Category 3 or Greater Storm

R. Organizational Responsibilities at 12 Hours for Category 3 or Greater Storm

1. Emergency Management

- a.) Provide the Mayor updated information on the major tropical cyclone threat and the estimated time of arrival for tropical storm conditions.
- b.) Recommend to the Mayor and City Manager to begin preparations to phase-out (complete) the evacuation and release all City personnel that will evacuate.
- c.) Evacuation process, procedures, and location will be determined.
- d.) Request that the City Manager schedule a strategy meeting to finalize the

- evacuation. Begin to phase-out (complete) evacuation and make preparations for immediate recovery.
- e.) Continue two (2) hour updates to the Monroe County EOC.
 - f.) Make last minute adjustments for the re-location of City response personnel. Recommendations to relocate *all* City personnel away from the core of the forecasted track will be determined by the intensity, direction, and speed of the storm.
 - g.) Begin review of procedures for immediate recovery.

Emergency Management General Preparations at 12 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Update Monroe County EOC on preparations and status.
		Obtain status of Medivac (aircraft should be departing)
		Monitor nursing home evacuation
		Monitor NWS and NHC advisories
		Monitor evacuation traffic via KWPD
		Monitor shelter status at Florida International University (FIU) and other host shelters as required.
		Coordinate with EMS regarding transportation needs to support Special Needs evacuation.
		Broadcast PAR's and public information as needed
		Identify Refuge of Last Resort locations
		Begin the Phase-out of general evacuation, prepare locations for PIO broadcast.
		Prepare for recovery operations.

2. City Manager

- a.) Authorize actions and procedures associated with the phase-out (completion) of evacuation activities.
- b.) Review procedures for immediate recovery.
- c.) Coordinate with local military.
- d.) Receive updates from local NWS office.
- e.) Schedule and preside over a strategy meeting to finalize the evacuation, begin phasing out the evacuation, and make preparations for immediate recovery.

City Manager General Preparations at 12 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Brief KWEOC staff
		Update Monroe County EOC on preparations and status
		Monitor status of Medivac (aircraft should be on the ground in Key West)
		Monitoring nursing home evacuation
		Monitor NWS/NHC advisories
		Monitor evacuation traffic via KWPD
		Monitor shelter status at Florida International University (FIU) and other host shelters as required.
		Coordinate with EMS regarding transportation needs to support Special Needs evacuation.
		Broadcast PAR's and public information as needed.
		Review Refuge of Last Resort procedures
		KWPD—stop un-authorized inbound city traffic as ordered.

3. Mayor

- a.) Participate in strategy meetings as required.
- b.) Issue emergency directives and orders as required supporting emergency response operations.
- c.) Prepare to order the suspension of essential City services when conditions warrant. Estimated sustained winds of 39 mph or greater.

4. City Attorney

- a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 12 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations.
		Additional items:

5. Public Information Officer

a.) Maintain operations and management of rumor control line.

Public Information Officer General Preparations at 12 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Continue rumor control line.
		Prepare to move to County EOC.
		Additional Items:

Organizational Responsibilities at 6 Hours for Category 3 or Greater Storm

S. Organizational Responsibilities at 6 Hours for Category 3 or Greater Storm

1. Emergency Management

a.) Phase-out response operations and prepare for Recovery operations and/or Search-and-Rescue (SAR) operations.

Emergency Manager General Preparations at 6 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Brief KWEOC staff
		Obtain status of shelters and evacuation traffic.
		Confirm departure of Medivac (airlift)
		Implement Refuge of Last Resort procedures
		Monitor NWS/NHC advisories
		Brief the Monroe County EOC
		Phase out (complete) response operations; ensure field response units are in safe locations.
		Prepare for recovery operations.

2. City Manager

a.) Prepare for Recovery operations.

City Manager General Preparations at 6 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Prepare for recovery operations.
		Additional items:

3. Mayor

a.) Prepare for Recovery operations.

Mayor or Designee General Preparations at 6 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Prepare for recovery operations.
		Additional items:

4. City Attorney

a.) Remain accessible at all times to support the legal needs of the City.

City Attorney General Preparations at 6 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Remain accessible at all times to support the legal needs of the Incident Commander throughout the duration of emergency operations and recovery.
		Additional items:

5. Public Information Officer

- a.) Assist County Public Information Officers (PIO)
- b.) Prepare for Recovery operations.
- c.) Announce Refuges of Last Resort locations
 - a. Local NWS office for HLS statements
 - b. Media
 - c. MCDEM

Public Information Officer General Preparations at 6 Hours Prior to the Onset of Storm Conditions Category 3 or greater storm (3-5)		
Completed	Time	Actions
		Assist County Public Information Officer (PIO)
		Prepare for recovery operations.
		Additional Items: