

I. INTRODUCTION

The development of City of Key West Comprehensive Emergency Management Plan (CEMP) is encouraged under Chapter 252, Florida Statutes (State Emergency Management Act).

“FSS 252.34 Definitions

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

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

FSS 252.38 (2): MUNICIPALITIES.--Legally constituted municipalities are authorized and encouraged to create municipal emergency management programs. Municipal emergency management programs shall coordinate their activities with those of the county emergency management agency. Municipalities without emergency management programs shall be served by their respective county agencies. If a municipality elects to establish an emergency management program, it must comply with all laws, rules, and requirements applicable to county emergency management agencies. Each municipal emergency management plan must be consistent with and subject to the applicable county emergency management plan. In addition, each municipality must coordinate requests for state or federal emergency response assistance with its county. This requirement does not apply to requests for reimbursement under federal public disaster assistance programs.

(3) EMERGENCY MANAGEMENT POWERS; POLITICAL SUBDIVISIONS.—

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

3. To establish, as necessary, a primary and one or more secondary emergency operating centers to provide continuity of government and direction and control of emergency operations.”

The CEMP establishes a framework through which the City will prepare for, respond to, recover from, and mitigate against the impacts of a variety of emergencies and disasters which could affect the residents and visitors of Key West. The CEMP provides guidance to local officials and staff on procedures, organization and responsibilities which will prevent, minimize, and/or relieve personal hardship and property damage associated with disasters or the imminent threat thereof.

The CEMP is operations oriented. It addresses coordinated evacuation; shelter; post-disaster response; rapid deployment of resources; communications and warning; and annual training and exercises to determine the City's ability to respond to emergencies; and clearly defines the responsibilities of local agencies and organizations through a modified National Incident Management System (NIMS)/Emergency Support Function (ESF) approach to planning and operations.

The CEMP describes the basic strategies, assumptions and mechanisms through which the City will mobilize resources and conduct activities in the emergency management phases of preparedness, response, recovery and mitigation. To facilitate local operations, the CEMP adopts a functional approach that groups the types of assistance to be provided under each ESF. Each ESF is headed by a primary agency which has been selected based on its authorities, resources, and capabilities in each functional area.

A. Purpose

The CEMP establishes a framework for an effective system of comprehensive emergency management, the purpose of which is to:

1. Reduce the vulnerability of people and communities in the City to loss of life, injury, or damage and loss of property resulting from natural, technological or man-made emergencies, catastrophes, or hostile military or paramilitary actions;
2. Prepare for prompt and efficient response and recovery activities to protect lives and property affected by an emergency;
3. Response to emergencies using all systems, plans, and resources necessary to preserve the health, safety, and welfare of the persons affected by the emergency;
4. Recover from emergencies by providing for the rapid and orderly implementation of restoration and rehabilitation programs for persons and property affected by emergencies; and;
5. Assist in anticipation, recognition, appraisal, prevention, and mitigation of emergencies that may be caused or aggravated by inadequate planning for, and regulation of, public and private facilities and land use.
6. Protection of the city's visitors and its vital tourist industry.

Notes:

- Coordination (Liaison w/ KW NWS, MC primary operation center). Does this gets mentioned in this document?
- Should we mention the NWS being located in the city limits and is dedicated solely to Monroe county and its residents.

B. Scope

The Scope of the City of Key West CEMP addresses the following:

1. The CEMP establishes fundamental policies, program strategies and assumptions.
2. The CEMP establishes a concept of operations spanning the direction and control of an emergency from initial monitoring through post-disaster response, recovery and mitigation.
3. The CEMP defines interagency and intergovernmental coordination mechanisms to facilitate delivery of immediate assistance.
4. The CEMP assigns specific functional responsibilities to appropriate local agencies and organizations, as well as outlines methods to coordinate with the private sector and voluntary organizations.
5. The CEMP addresses the various types of emergencies likely to occur, from local emergencies, to minor, major or catastrophic disasters.
6. The CEMP identifies actions that local response and recovery organizations will take, in coordination with county, state and federal counterparts as appropriate, regardless of the magnitude of the disaster.
7. The CEMP identifies actions that local organizations will take in respect to mitigation activities, in coordination with state and federal counterparts.

C. Methodology

1. The City of Key West CEMP was developed as a team effort consisting of the following agencies and organizations:

- a) Key West City Commission
- b) Key West City Manager and Staff
- c) Key West Finance/Administration Dept.
- d) Key West Clerk 's Office
- e) Key West Fire Rescue and Emergency Management
- f) Key West Building Dept.
- g) Key West Parks and Recreation
- h) Key West Public Works
- i) Key West Police Department
- j) Key West Code Enforcement
- k) Key west Rescue/American Medical Response
- l) Key West Port Authority
- m) Key West Transit
- n) MC Emergency Management
- o) MC Sheriff's Office
- p) MC School Board
- q) MC Social Services
- r) Monroe County Fire Rescue
- s) Key west Property Appraiser
- t) The Salvation Army
- u) Dept. of Transportation
- v) Florida Keys Aquaduct Authority
- w) American Red Cross
- x) National Weather Service– Key West
- y) Bayshore Manor
- z) Keys Energy Service
- aa) SPCA-Key West
- bb) Comcast
- cc) Tourist Development Council
- dd) AT&T/Bellsouth
- ee) US Military
- ff) US Coast Guard

2. Specific methods utilized to establish the planning process and promote participation in the emergency management program are as follows:

- a. An orientation seminar and/or tabletop exercise will be conducted on a regular basis to familiarize each member of the emergency management team with the CEMP and test the associated procedures.
 - b. Letters from various agencies and departments supporting the planning principles, and acknowledging and accepting plan responsibilities.
 - c. Promulgation letter from the Mayor of the City Commission.
These documents can be found in the CEMP Reference Documents.
3. Development and distribution of the City of Key West CEMP is the responsibility of Key West Emergency Management, specifically the Division Chief of Emergency Management – Any changes to the CEMP will be provided to those on the distribution list within 14 days of the modification.

In addition, all participating agencies have been requested to provide any changes in their plans and procedures (as it relates to the CEMP) to Key West Emergency Management in a timely manner as well. All changes to the CEMP will be tested in the next scheduled training exercise.

A complete distribution list can be found in the CEMP Reference Documents.

II. SITUATION

A. Hazards Analysis

Several hazards can occur within Key West which may have an adverse impact upon life, property, and local economic well being. These hazards may vary in intensity, degree of threat, speed of onset, and scope. These factors all have a bearing on the response capabilities of the City.

Hazards identified which require preparedness, response, recovery, and mitigation efforts within the City include:

1. Tropical Cyclones (Hurricanes & Tropical Storms)
2. Hazardous Materials Incidents
3. Tornadoes and Severe Weather
4. Drought
5. Flooding
6. Extreme Heat/Cold
7. Civil Disturbance/Terrorism
8. Disease and Pandemic Outbreak
9. Critical Infrastructure Disruption
10. Major Transportation Incident
11. Mass Migration
12. Coastal Oil Spill
13. Ports and Marinas Emergencies

A narrative of each hazard including probability and severity of occurrence, vulnerable population, damage information and other specific data related to the hazard can be found in this section and in the Hazard Specific Annexes of this document. Some additional information on specific hazards can be found in the City of Key West LMS.

1. Tropical Cyclone/Hurricanes

The potential damage from high winds and flooding would be the greatest threat from tropical cyclone events. The topography through out the Keys including a large portion of the City of Key West has little elevation and is at high risk from storm surge produced by a hurricane. Those living in mobile homes, RV's, and poorly constructed homes would be most vulnerable to wind and flood damage. Monroe County and the City will order a complete evacuation of the area for any storm above a Category 2.

2. Hazardous Materials Incidents

There are () reported 302-Facilities in City of Key West outlined in the following table:

| Facility | Chemical | Vulnerable Zone | VZ Population | Overall Risk* |
|----------|----------|-----------------|---------------|---------------|
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3. Tornadoes and Severe Weather

Key West area is historically known to experience the greatest number of waterspouts along the US coastline with the threat of ocean borne waterspouts making landfall that produce potential life threatening tornadoes. There is also a threat of severe thunderstorms and lightning. Because of their speed of onset and unpredictability, immediate warning must be disseminated to inform residents and visitors to seek protective sheltering. Mobile home residents in the City are particularly susceptible to tornado and straight line wind damage.

4. Drought

Monroe County does not have its own water supply. All of the County's water comes from the Biscayne Aquifer located in Florida City on the mainland via FKA pipeline. Lack of rainfall and adequate water supply could result in water restrictions and lower water pressure which could cause a "boil water" notice.

5. Flooding

Most of Key West has a natural elevation of 3 to 6 feet above mean sea level. It is subject to flooding during significant rain event including tropical systems.

6. Extreme Heat/Cold Emergencies

Key West is the southernmost point of the continental United States and generally experiences a mild to moderate climate. The greatest threat during cold emergencies is wind chill, which could affect the homeless. Heat related emergencies are far more frequent, especially to those visiting from northern areas and unaccustomed to the high humidity and heat.

7. Civil Disturbance and Terrorism

The City of Key West is home to the counties Federal Court House and multiple military facilities including a US Coast Guard Base. Additionally, there are multiple schools within the city's jurisdiction including Florida Keys Community College. Should an event occur at any of these facilities the number of those impacted could exceed a thousand. After the events of 9/11/01, City of Key West continues to monitor and respond to any threat of terrorism.

8. Disease and Pandemic Outbreak

Due to the potential of complex health and medical conditions that could threaten the general population, a naturally occurring disease outbreak could impact the City's residents, especially in a confined setting such as a school. It is also recognized that this hazard could be the result of a terrorist action. The most recent incident involved the West Nile Virus which was monitored by City and county officials.

9. Critical Infrastructure Disruption

Critical infrastructure failure or disruption could occur in any jurisdiction with Key West being no exception. Impacts to water, power, gas, or communications systems would negatively affect the residents/businesses within the City. This type of incident could potentially occur in any geographical area of the City.

10. Major Transportation Incident

U.S. Highway 1 is the main and only highway in and out of Monroe County and the City of Key West. The City is home to Key West International Airport and has a runway of 4007 feet. It handles multiple flights in and out with aircraft capable of carrying up to 72 passengers and crew. An accident involving roadway transportation would have the greatest effect to City residents affecting very few to 1,000's potentially involved. An accident on or near the airport could also significantly impact Key West with casualties into the hundreds.

11. Mass Migration

Armed violence, civil unrest and economic hardship abroad results in the threat of spontaneous mass migration to Florida, particularly south Florida dealing specifically with Haiti and Cuba. Cuba is only 90 miles from Key West and routinely has refugee landings in or near the City. Mass Migration increases the need for law enforcement, detention, emergency medical services and mass care. The City of Key West

would be responsible for providing resources which would be needed, ie; US Coast Guard and Immigration Naturalization Service (INS).

12. Coastal Oil Spill

Key West's economy is primarily based on tourist oriented, marine based recreational activities. Additionally, the commercial fishing industry would be severely impacted by such an incident. The City of Key West would be responsible for providing resources which would be needed, ie; US Coast Guard.

13. Ports and Marinas

There are -- marinas located in the City. Key West Port is the stopping point for multiple large cruise ships on a routine weekly basis. There are also multiple vessels anchored in areas around Key West. The "live aboard" population on these anchored boats could be impacted by a number of hazards including severe weather and tropical cyclones. The aircraft and cruise ships could potentially pose a similar problem for both the airport and cruise ship passengers.

HAZARD MATRIX

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B. Geographic Information

The City of Key West consists of 9.9 square miles and has an average of 3-6 feet above MSL. The following table illustrates land distribution in Key West:

| Land Use | Acres | Percentage |
|---------------------------|-------|------------|
| Residential | | |
| Commercial | | |
| Industrial | | |
| Recreational/Conservation | | |
| Water | | |
| Public | | |

C. Demographics

1. The following table outlines the demographic analysis for City of Key West:

| Population Elements | Numerical Data |
|---------------------------------------|--|
| Total Population – 2003 Census | 25,478 |
| Distribution by Age | 12% over age 65 18% under age 18 70% between 20-59 |
| Special Needs Population | -- persons currently registered |
| Tourist Population | Seasonal/up to --- million annually |
| Non-English Speaking/Hearing Impaired | |
| Transient Population | |
| Mobile Home Parks/Population | parks |
| Inmate Population | MCSO- inmates |
| Adult Care Center | 1major complex |
| Military personnel/dependents | |

*source: US Census Data, Florida Association of Counties, City of Key West Government

D. Economic Profile

1. The major contributors to the economy of Key West are tourist driven industries including retail establishments, hotels and service oriented businesses, and Key West, Government.
2. The following table illustrates pertinent City numerical data (averaged):

| Description | Numerical Data |
|--------------------|----------------|
| Property Tax Value | \$ |
| Per Capita Income | \$ 26,316.00 |
| Unemployment Rate | % |

3. Because of the nature of City of Key West, certain hazards could cause serious economic impacts to the City, while others may not be as devastating. Those of greatest concern are illustrated in the table below:

| Hazard | Unemployment | Property Loss* | Per Capita Income Loss* |
|------------------------------|--------------|----------------|-------------------------|
| Hurricane | % | \$ | \$ |
| Tornadoes and Severe Weather | 10% | \$ | \$ |

* estimated City-wide monetary values

The remaining hazards outlined in the Hazards Analysis could cause negative economic impacts to the City, but these have been minimal based on the history of such events.

E. Emergency Management Support Facilities

Emergency support facilities which include critical facilities (law enforcement facilities, fire stations, shelters, etc), logistical staging areas, and landing zones are shown in the maps on the following two pages. This information is maintained in the City of Key West Emergency Management Facilities Database in coordination with City of Key West GIS and the Property Appraiser's Office.

Critical Facilities Map

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LSA and LZs Map

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F. Planning Assumptions

1. A disaster may occur with little or no warning, and may escalate more rapidly than the ability of any single local response organization or jurisdiction can manage.
2. Achieving and maintaining effective citizen and community preparedness reduces the immediate demands on response organizations. This level of preparedness requires continual public awareness and education programs to ensure citizens will take appropriate advance actions to reduce their vulnerability especially during the initial days (72 hours) after disaster impact.
3. City of Key West is a small Island community with limited resources and personnel. Subsequently, the City's response to emergencies and disasters would be directly correlated to the resources and personnel available within Key West. While there are mutual aid agreements in place with neighboring areas for emergencies which may occur on a daily basis, the majority of this assistance would not be available when faced with a regional disaster. Key West will utilize available resources before requesting County/State assistance, but it should be noted that assistance will be requested should the event out strip the City's ability to respond.
4. Key West will initiate actions toward saving lives, protecting property, providing relief efforts including damage assessment, and required recovery/mitigation functions while working to maintain direction and control through the Emergency Operations Center.
5. The Key West EOC will be activated and staffed by the City's department and agency personnel. Those representatives of emergency functions which are not organic to the City (i.e. ESF 13 – Military Support), will be requested as the incident requires.

G. Disaster Magnitude Classification

Chapter 252.35(a), Florida Statutes, requires the Comprehensive Emergency Management Plan address minor, major, and catastrophic disasters. These levels of disaster are defined as:

1. **Minor Disaster:** Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for County/State or federal assistance.
2. **Major Disaster:** Any disaster that will likely exceed local capabilities and require a broad range of County, State or federal assistance.

3. **Catastrophic Disaster:** Any disaster that will require massive County, State and federal assistance, including immediate military involvement.

III. CONCEPT OF OPERATIONS

A. Organization

1. General Overview

City of Key West is located in Monroe County in the Florida Keys. The Key West Police Department is responsible for law enforcement within the City. Fire protection is the responsibility of Key West Fire Rescue. EMS services are provided by private contract through American Medical Response. There are three (--) Fire stations and (--) EMS Station in the City. The closest hospital is Lower Keys Medical Center located on Stock Island, but within the City limits. Key West Building and Planning oversees building and land use permitting for the entire City. The Key West Public Works Department provides road and associated structure (drainage structures, etc) maintenance.

Given the size of the Key West and its limited resources, the City has built cohesive partnership with county, state and federal agencies. This relationship transcends all four phases of emergency management: preparedness, response, recovery, and mitigation. The following organizational chart depicts the emergency operations organization of City of Key West.

**City of Key West
Emergency Operations Organizational Chart**

2. Line of Succession

By the very nature of emergencies and disasters, the need for rapid response cannot be overstated. This includes the ability to activate the City of Key West CEMP, make local declarations, etc. To ensure continuous leadership and continuity during disaster operations, the line of succession is as follows:

1. City Mayor
2. City Vice Mayor
3. Remaining City Commission Members (first available)
4. City Manager
5. Key West Division Chief of Emergency Management/IC

B. Direction and Control

City of Key West utilizes a bottom-up approach to emergency response. It is organized under the National Incident Management System (NIMS) combined with the Emergency Support Function (ESF) concept. When an incident becomes larger than on scene coordination can manage, the Division Chief of Emergency Management may elect to activate the Emergency Operations Center (EOC) to better coordinate the response. The level to which the EOC will be activated will be based on what the incident requires. It recognizes three (3) levels of EOC activation which are as follows:

Level III: Monitoring – This is a continuous monitoring of the incidents which occur within the City. The response can usually be handled with City resources and coordination.

Level II: Partial Activation – Staffed by those departments and/or agencies which are needed to respond to and recovery from the emergency or disaster. The activation may also include County, State agency or department personnel which have been requested through the County/State EOC.

Level I: Full Activation - Staffed by all departments and/or agencies with responsibilities established in the Key West CEMP. The activation may also include County, State agency or federal personnel which have been requested through the County/State EOC.

Given the size and limited resources available within the City, the organizational structure would not change based on the hazard. However, technical assistance would be requested from the appropriate agency needed to handle the response (i.e. marine spill with environmental consequences).

Division Chief of Emergency Management or his/her designee will coordinate all emergency/disaster response and recovery operations. This includes but is not limited to: evacuation and re-entry, shelter activities, request for outside assistance through mutual aid or from county, state resources, damage assessment and human needs relief operations. Division Chief of Emergency Management may also recommend to the City Commission to declare a local state of emergency and other protective action recommendations.

1. Response Operations

Under this organizational structure, the Division Chief of Emergency Management is supported by the agencies and departments in Key West operating from the Key West EOC. Because of the nature and limited resources within the City, the Division Chief of Emergency Management is directly responsible for coordinating a number of response and recovery functions including Public Information.

Under the Division Chief of Emergency Management, there are four functional areas: Operations, Planning, Logistics and Finance / Administration.

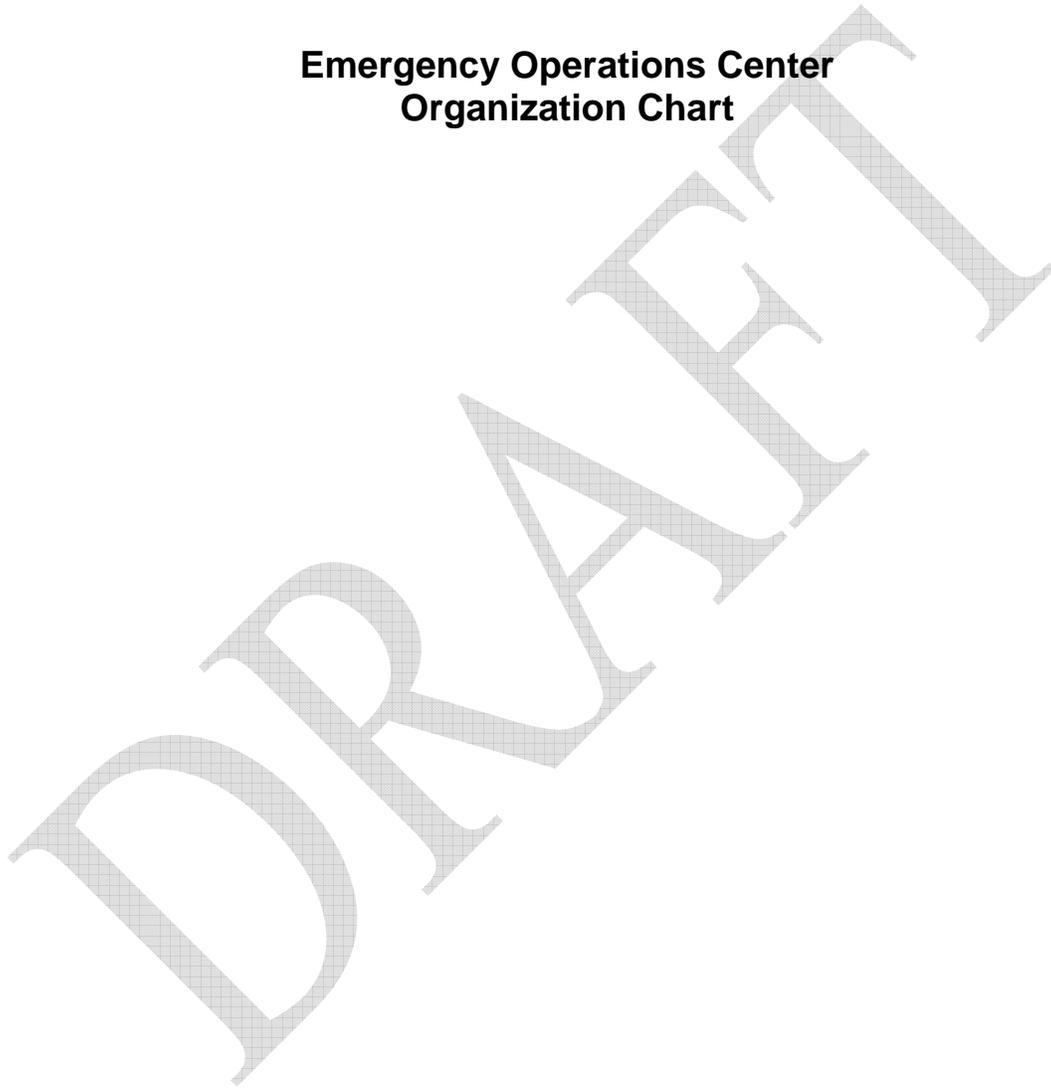
The Operations Section is comprised of three branches: Human Services, Emergency Services and Infrastructure. Included in these branches are 13 of the 17 Emergency Support Functions. As depicted in the ESF Matrix, Emergency Management serves as the primary coordinating agency for 3 of the 13 ESFs and falls into a support role for the remaining 5. The individual ESFs will have representatives in the EOC during emergency operations as required by the incident. Those ESFs coordinated by Emergency Management may require outside assistance for staffing if the emergency or disaster requires such actions.

The Planning Section (ESF 5) is also under the direction of the Division Chief of Emergency Management. It is comprised of one branch, Planning and Intelligence, with many functions. Support from ESF 13 – Military Support will be requested upon activation of the EOC (as required by the incident). This section is responsible for collecting, analyzing, documenting and disseminating plans and information to help enhance response and recovery activities.

The Logistics and Administration Section is under the direction of the Division Chief of Emergency Management as well. ESF 7 – Resource Support is coordinated through the Division Chief of Emergency Management as well as the Finance Office. The Finance and Administration functions will be coordinated through the Finance Office staff. This Section will be responsible for processing and tracking expenditures, procurement of emergency supplies, finance and reimbursement, staffing and general administrative functions.

The City's response and immediate recovery to an emergency and/or disaster is carried out through the organizational structure and primary/support agency matrix is diagramed in the chart and table on the following pages.

**Emergency Operations Center
Organization Chart**



2. Recovery Organization

The organizational structure for recovery to an emergency or disaster is under the leadership of the City Commission. The incident is managed by the Division Chief of Emergency Management. The Division Chief of Emergency Management is supported by the agencies and departments in Key West operating from the Key West EOC. Because of the limited resources within the City, the Division Chief of Emergency Management is directly responsible for coordinating a number of recovery functions including Public Information. Under the Division Chief of Emergency Management, there are six functional branches: DFO Liaison, IA Liaison, PA Liaison, Damage Assessment Coordinator, ESF 5 and Mitigation Liaison.

Each Branch Director will manage and/or coordinate damage assessment, Public Assistance including: 406 mitigation, project worksheets, engineering and special projects; Individual Assistance including: Individual and Family Grants, emergency housing, community relations and Disaster Recovery Centers; damage and impact assessment, and mitigation activities. It should be noted that staffing assistance will be requested based on the requirements of the emergency or disaster.

3. Mitigation Organization

Key West has a Mitigation Coordinator who is responsible for the creation and continuous update on the Local Mitigation Strategy, which was ruled into compliance in 19--. The Mitigation Coordinator is responsible for the post-disaster function of mitigation. It should also be noted that all of Key West's agencies and departments participate in mitigation strategy planning and are part of the LMS team.

C. Preparedness Activities

1. General Issues

- a. A CEMP distribution list will be maintained by Key West Emergency Management. Any changes to the CEMP will be provided to those on the distribution list within 14 days of the modification. In addition, all participating agencies have been requested to provide any changes in their plans and procedures as it relates to the CEMP to Key West Emergency Management in a timely manner as well. All changes to the CEMP will be tested in the next scheduled training exercise.
- b. The City of Key West Clerk's Office and Finance Office is responsible for the preservation of vital City records and documents deemed essential for continuing government functions and conducting post-disaster operations. In addition, each department head also has internal procedures for safeguarding critical records (i.e. Building Department records, etc.).
- c. Key West Emergency Management, in coordination with Monroe County maintains the City's Special Needs Registry. The City's Emergency Medical Services updates the registry on a monthly basis. The City also advertises the registry yearly prior to hurricane season beginning June 1st.

2. Public Awareness and Education

- a. The key to successful disaster operations is the ability to communicate the multiple hazards which face Key West and take the necessary actions to ensure life and safety will not be compromised. These actions start long before Key West is faced with an emergency or disaster and continues through recovery. Key West coordinates with its agencies and departments in public awareness activities throughout the year. This campaign is conducted through various media to ensure the maximum population is reached.

This media includes:

- Public Service Announcements via City Web Site
- Announcements/Information in local newspaper
- Public Safety Days and EOC Open House
- Preparedness information via NWS KW NOAA Radio
- Public Service Announcements via Comcast cable TV

- b. After impact of a disaster the need for public information does not diminish, it actually increases. Disaster Recovery Centers, Recovery Information Centers, and other recovery facilities will be located as close to the area of impact as possible to facilitate their use to all impacted residents. These locations will be determined in coordination with Monroe County Emergency Management, Florida Division of Emergency Management and FEMA. These locations will more than likely be at the schools and other key locations throughout the City. This would be carried out through radio and television media, City Web Site, and print media in the form of newspapers and flyers distributed by recovery personnel.
- c. Mitigation opportunities are communicated to agencies and departments with the City via inter-departmental communication. Mitigation information is provided to the public as part of its public information campaign during the year. This information is also provided to victims of disaster at the various information centers established after impact.

3. Training and Exercises

- a. City of Key West Emergency Management, specifically the Emergency Management Director, is responsible for the development, coordination, and execution of emergency management training. The Training and Exercise Program has been continuously growing in the past years. The foundation of the City's response to emergencies and disasters is built on the "play like you practice" philosophy combined with a "team" concept, which encompasses all City agencies and departments. The types of exercises have included orientation seminars, tabletop exercises, and function exercises, which have included hurricane, terrorism, and hazardous material scenarios. Evaluation format includes written evaluation, post-exercise discussions, and exercise critiques.
- b. Given the purpose of conducting exercises (evaluating policies, plans and procedures), subsequent deficiencies may be found and need to be addressed. Upon discovery of areas of improvement, the involved agency(s) and/or department(s) will meet to discuss, develop, and incorporate changes in policies, plans, or procedures into their respective operating documents. Training is then conducted to orient employees to the new procedures. These changes are then tested in the next training exercise.

- c. The emergency management training program includes courses in preparedness, response, recovery, and mitigation. Training courses offered by City of Key West Emergency Management, in coordination with Monroe County and FDEM include, but not limited to:

Damage Assessment
EOC Operations
NIMS

D. Mutual Aid and Memoranda of Understanding (MOU)

1. The use for and request for resources will be based on the requirements of the incident taking into account the needs of the victims and responders. The lead agency for this ESF will be responsible for making requests for resources and tracking missions throughout the duration of the disaster. Support agencies will fill requests prior to asking for outside assistance. Upon determination that outside resources are needed, Key West will request the resource(s) from Monroe County.
2. **Key West is a signatory to the Statewide Mutual Aid Agreement.**
3. If Key West is contacted to provide a mutual aid resource, the request will be filled based on the available resources within the City.
4. All requests either for resources and/or to deploy resources will follow the guidelines set forth in the "Statewide Mutual Aid Agreement", Key West EOC Standard Procedures (SOP), the SOPs of Monroe County, and the Florida State Emergency Operations Center.
5. All MOU developments, contracting, etc. will be done in accordance with the fiscal policies and procedures developed and maintained by the City of Key West Clerk of the Court and the Finance Office.

IV. FINANCIAL MANAGEMENT

A. Management

1. As with all phases of emergency management, teamwork is the key to successful financial operations. Key West Finance Office is responsible for the overall financial management in disaster response and recovery. This will include maintaining records of all expenditures and obligations for manpower, equipment and materials.
2. Key West Emergency Management, in coordination with the Finance Office, is responsible for training in documentation and reimbursement procedures, which is conducted annually. These procedures are in accordance with the responsibilities and requirements of the Finance Office. This training includes explanation of internal procedures, forms and paperwork, reporting guidelines. This will also be in-serviced upon activation of the EOC.
3. It will be the responsibility of outside agencies (i.e. Red Cross) to seek reimbursement independently of Key West for disaster expenses.
4. Key West Emergency Management, as well as other City departments continuously utilize and seek out additional funding sources to enhance the City's capabilities. These funding sources include EMPA Grant funding, FEMA Grant funding, and multiple mitigation projects.
5. All records relating to the allocation and disbursement of funds pertaining to activities and elements covered in this plan must be maintained, as applicable, in accordance with:
 - a. Code of Federal Regulation-Title 44 Emergency Management and Assistance (CFR-44); relevant circulars and federal statutes, in a manner consistent with provisions of the Federal Stafford Act.
 - b. Chapter 215, Florida Statutes, pertaining to state financial matters.
 - c. Chapter 252, Florida Statutes, relating specifically to emergency management powers and responsibilities.
 - d. Established accounting procedures of City of Key West.

V. REFERENCES AND AUTHORITIES

A. Local Responsibilities

Encouraged under Chapter 252, Florida Statutes, City government is responsible for:

1. Development of an emergency management operation at the City level involving all government, private and volunteer organizations which have responsibilities in the comprehensive emergency management system within the City.
2. Support of the emergency management needs of the City and establishment of intra-City mutual aid agreements to render emergency assistance.
3. Implementation of a broad-based public awareness, education and information program designed to reach all citizens of the City, including those needing special media formats, such as a telecommunication device for the deaf (TDD) or other considerations for non-English speaking residents.
4. Execution of mutual aid agreements within the county/state for reciprocal emergency aid and assistance in the event of a situation is beyond the City's capability.
5. Development and implementation of emergency management programs and initiatives designed to avoid, reduce and mitigate the effects of hazards through the enforcement of policies, standards and regulations.
6. Maintenance of cost and expenditure reports associated with disasters, including resources mobilized as a result of mutual aid agreements.
7. Develop strategies for mitigation programs.

This also applies to any and all other ordinances, laws, rules and statutes that involve municipal emergency management.

C. Reference Documents

City of Key West plans and procedures which supplement the CEMP for specific and unique situations:

City of Key West Local Mitigation Strategy

City of Key West Critical Facility Inventory

City of Key West Resource Inventory

Hazard Specific Annexes (including check and notification lists)

Emergency Support Function Annexes

Emergency Operations Center SOPs

City of Key West Mutual Aid Agreements/Memoranda of Understanding