City of Key West

Comprehensive Emergency Management Plan (CEMP)

September - 2009

Last Plan Update: November 29, 2009

EARLY ALERT

REAL-TIME EMERGENCY MANAGEMENT

Key West Emergency Management continuously strives to improve all phases of emergency management such as preparedness, mitigation, response and recovery. Key West in partnership with Early Alert, Inc. has developed the Key West Comprehensive Emergency Management Plan (CEMP). This plan includes incorporating the National Incident Management System (NIMS, ICS principles, and roles and responsibilities for each Key West Department or key agencies responsible for providing emergency support for emergency operations during an emergency or disaster. Over the last few years, there has been a focus on all four phases of emergency management such as preparedness, mitigation, response and recovery. Key West is dedicated to work collaboratively with Monroe County, surrounding jurisdictions and the military to protect lives and property from all-hazards emergencies and disasters. Due to the great potential for injuries and loss of life, property damage, economic loss and disruption of community activities, everyone outlined within this Comprehensive Emergency Management Plan (CEMP) with a role in emergency operations must remain perpetually vigilant and proactive; as 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 hazards that face the City of Key West.

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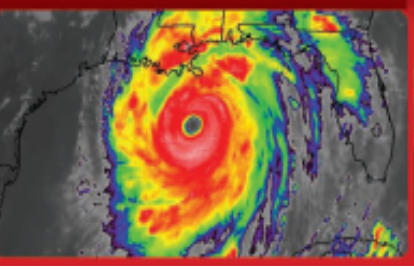
SITUATIONAL AWARENESS



ALL HAZARD TRAINING

EMERGENCY PLANNING

SEVERE WEATHER

APPROVAL & IMPLEMENTATION

The City of Key West
Comprehensive Emergency Management Plan

This Key West Comprehensive Emergency Management Plan (CEMP) is hereby approved. This plan is effective immediately and supersedes all previous editions.

_____ _____
Mayor Date
Key West

_____ _____
City Manager Date
Key West

_____ _____
Emergency Management Coordinator Date
Key West

RECORD OF CHANGES

Change #	Type of Change	Change Entered By	Date of Change
1	Development of Key West Comprehensive Emergency Management Plan (CEMP)	Early Alert, Inc.	09/27/2009
2	Added suggested changes to include Lines of Succession, Monroe County Hazard Vulnerability Analysis, and Mutual Aid Agreements	Early Alert, Inc.	11/22/2009 11/29/2009

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ANNEXES (distributed under separate cover)

ESF	Function	Agency Responsible
ESF – 1	Transportation	Key West Department of Transportation
ESF – 2	Communications	Key West Police Emergency Dispatch and Information Technology
ESF – 3	Public Works/Engineering	Key West Public Works Engineering Services Community Services Port Operations
ESF – 4	Fire	Key West Fire Department
ESF – 5	Information and Planning	City Clerk Planning Port Operations
ESF – 6	Mass Care	Monroe County OEM Salvation Army American Red Cross Community Emergency Response Team
ESF – 7	Resource Support	City Clerk Human Resources
ESF – 8	Health and Medical	Key West Rescue Monroe County Department of

		Health
ESF – 9	Search and Rescue (SAR)	Key West Fire Department
ESF – 10	Hazardous Materials	Key West Fire Department-Fire Special Operations
ESF – 11	Food and Water	Key West EOC General Staff-Logistics, Infrastructure, Facilities KKAA
ESF – 12	Energy	Keys Energy Services
ESF – 13	Military Support	Key West EOC General Staff-Logistics and Support Branch
ESF – 14	Public Information	Key West Police Department PIO Key West Public Information Officer
ESF – 15	Volunteers and Donations	Key West EOC General Staff-Logistics
ESF – 16	Law Enforcement	Key West Police Department
ESF – 17	Animal Protection	Key West EOC-General Staff-Logistics Community Services
ESF – 18	Business and Industry	Key West EOC-Logistics, Communications Engineering Key West Fire Department-Fire Prevention Building Department Planning Department

Comprehensive Emergency Management Plan (CEMP)

I. AUTHORITY

A. Federal

1. Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 U.S.C. 5121
2. Emergency Planning and Community Right-to-Know Act, 42 USC Chapter 116
3. Emergency Management and Assistance, 44 CFR
4. Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
5. Homeland Security Act of 2002
6. Homeland Security Presidential Directive. *HSPD-5,* Management of Domestic Incidents
7. Homeland Security Presidential Directive, *HSPD-3,* Homeland Security Advisory System
8. National Incident Management System
9. National Response Framework
10. National Strategy for Homeland Security, July 2002
11. Nuclear/Radiological Incident Annex of the National Response Framework

B. State

1. Florida Statute, Chapter 252 (Emergency Management)
2. Florida Statute, Chapter 252.35 (Emergency Management Powers)
3. Florida Statute, Chapter 252.355 (Special needs registry)
4. Florida Statute, Chapter 252.356 (Assist persons with disabilities during emergencies or disasters)
5. Florida Statute, Chapter 252.3568 (Emergency sheltering of persons with pets)
6. Florida Statute, Chapter 252.357 (Monitoring of nursing homes and assisted living facilities during disasters)
7. Florida Statute, Chapter 252.358 (Emergency preparedness prescription medication refills)
8. Florida Statute, Chapter 252.36 (Emergency Management powers of the Governor)
9. Florida Statute, Chapter 252.365 (Emergency coordination officers; disaster preparedness plans)
10. Florida Statute, Chapter 252.37 (Financing)
11. Florida Statute, Chapter 252.371 (Emergency Management, Preparedness, and Assistance Trust Fund)
12. Florida Statute, Chapter 252.372 (Imposition and collection surcharge)
13. Florida Statute, Chapter 252.373 (Allocation of funds; rules)

14. Florida Statute, Chapter 252.38 (Emergency Management Powers of a political subdivision)
15. Florida Statute, Chapter 252.385 (Public Shelter Space)
16. Florida Statute, Chapter 252.39 (Local Services)
17. Florida Statute, Chapter 252.40 (Mutual Aid Agreements)
18. Florida Statute. Chapter 252.41 (Emergency Management Support Forces)
19. Florida Statute, Chapter 252.42 (Government, Equipment, Services and Facilities)
20. Florida Statute, Chapter 252.43 (Compensation)
21. Florida Statute, Chapter 252.44 (Emergency Mitigation)
22. Florida Statute, Chapter 252.45 (Lease or Loan of State Property; Transfer of State Personnel)
23. Florida Statute, Chapter 252.46 (Orders and Rules)
24. Florida Statute, Chapter 252.47 (Enforcement)
25. Florida Statute, Chapter 252.50 (Penalties)
26. Florida Statute, Chapter 252.51 (Liability)
27. Florida Statute, Chapter 252.52 (Liberality of Construction)
28. Florida Statute, Chapter 252.55 (Civil Air Patrol, Florida Wing)
29. Florida Statute, Chapter 252.60 (Radiological Emergency Preparedness)
30. Florida Statute, Chapter 252.61 (List of Persons for Contact Relating to Release of Toxic Substances into the Atmosphere)
31. Florida Statute, Chapter 252.62 (Director of Office of Financial Regulation; Powers in a State of Emergency)
32. Florida Statute, Chapter 252.63 (Commissioner of Insurance Regulation; Power in a State of Emergency)

C. Local

1. City Ordinance Resolution #07-182, dated 6 June 2007 (adopting NIMS).
2. Inter-local Agreements & Contracts. See the summary in Attachment 6.

II. PURPOSE

THE KEY WEST COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP) OUTLINES OUR APPROACH TO EMERGENCY OPERATIONS. IT PROVIDES GENERAL GUIDANCE FOR EMERGENCY MANAGEMENT ACTIVITIES AND AN OVERVIEW OF OUR METHODS OF MITIGATION, PREPAREDNESS, RESPONSE, AND RECOVERY. THE PLAN DESCRIBES OUR EMERGENCY RESPONSE ORGANIZATION AND ASSIGNS RESPONSIBILITIES FOR VARIOUS EMERGENCY TASKS. THIS PLAN IS INTENDED TO PROVIDE A FRAMEWORK FOR MORE SPECIFIC EMERGENCY SUPPORT FUNCTIONAL ANNEXES THAT DESCRIBE IN FUTHER DETAIL WHO DOES WHAT, WHEN, AND HOW. THIS PLAN APPLIES TO ALL LOCAL OFFICIALS, DEPARTMENTS, AND AGENCIES. THE PRIMARY AUDIENCE FOR THE DOCUMENT INCLUDES OUR CHIEF ELECTED OFFICIAL AND OTHER ELECTED OFFICIALS, THE EMERGENCY MANAGEMENT STAFF, DEPARTMENT AND AGENCY HEADS AND THEIR SENIOR STAFF MEMBERS, LEADERS OF LOCAL VOLUNTEER ORGANIZATIONS THAT SUPPORT EMERGENCY OPERATIONS, AND OTHERS WHO MAY PARTICIPATE IN OUR MITIGATION, PREPAREDNESS, RESPONSE, AND RECOVERY EFFORTS.

III. EXPLANATION OF TERMS

A. Acronyms

AAR	After Action Report
ARC	American Red Cross
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
DHS	Department of Homeland Security
EOC	Emergency Operations or Operating Center
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency, an element of the U.S. Department of Homeland Security
Hazmat	Hazardous Material
HSPD-5	Homeland Security Presidential Directive 5
ICP	Incident Command Post
ICS	Incident Command System
IP	Improvement Plan
JFO	Joint Field Office
JIC	Joint Information Center
KES	Keys Energy Services
KWDOT	Key West Department of Transportation
KWFD	Key West Fire Department
KWPD	Key West Police Department
KWPW	Key West Public Works
MCDOH	Monroe County Department of Health
MCOEM	Monroe County Office of Emergency Management
NIMS	National Incident Management System
NRF	National Response Framework
OSHA	Occupational Safety & Health Administration
PIO	Public Information Officer
SOPs	Standard Operating Procedures
SEOC	State Emergency Operations Center
TSA	The Salvation Army

B. Definitions

1. 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 multijurisdictional.

2. Emergency Operations Center. Specially equipped facilities from which government officials exercise direction and control and coordinate necessary resources in an emergency situation.

3. Public Information. Information that is disseminated to the public via the news media before, during, and/or after an emergency or disaster.

4. 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 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 will 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. All catastrophic incidents are *Incidents of National Significance.*

5. Hazard Analysis. A document, published separately from this plan, that identifies the local hazards that have caused or possess the potential to adversely affect public health and safety, public or private property, or the environment.

6. 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.

7. Incident of National Significance. An actual or potential high-impact event that requires a coordinated and effective response by and appropriate combination of federal, state, local, tribal, nongovernmental, and/or private sector entities in order to save lives and minimize damage, and provide the basis for long-term communication recovery and mitigation activities.

8. 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.

9. 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.

10. 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).

IV. SITUATION AND ASSUMPTIONS

A. Situation

The City of Key West is exposed to many hazards, all of which have the potential for disrupting the community, causing casualties, and damaging or destroying public or private property. A summary of our major hazards is provided in Figure 1 on Page 14. Additional information can be provided by Monroe County's Hazard Analysis, which is published separately.

Figure 1: City of Key West Hazard Vulnerability Analysis			
	Likelihood of Occurrence*	**Severity**	Projected Impact
Hazard Type:	Frequency		
Hazards that are in **BOLD** have been identified as the most significant by Monroe County Emergency Management.			
Natural			
Drought/Water Shortage	High	Negligible	Navigable waterway impairment, potable water system loss or disruption, economic disruption, agricultural/fisheries damage, damage to critical resources, fire
Epidemic, Human Pandemic Influenza	Medium	Negligible	Human health & safety, psychological hardship, economic disruption, disruption to community services
Flooding	High	Negligible	Excessive water, soil/beach erosion, air transportation disruption, navigable waterway impairment, potable water disruption, sewer system outage, human health & safety, psychological hardship, economic disruption, disruption to community services, agricultural damages, damage to critical resources, damage to identified historical resources, storm water drainage impairment
Extreme Heat	High	Limited	Electric power outage, human health & safety, psychological hardship, economic disruption, disruption to community services, agricultural/fisheries damages, damage to critical resources
Tropical Depression	High	Negligible	Excessive wind, excessive water, damaging hail, soil/beach erosion, electric power outage, surface/air transportation disruption, navigable waterway disruption, potable water system disruption, sewer system outage, telecommunications systems outage, human health & safety, psychological hardship, economic disruption, disruption to community services, agricultural/fisheries damage, damage to critical resources, damage to identified historical resources, fire, toxic releases, storm water impairment
Tropical Storm / Category 1 Hurricane	High	Limited	Same as above
Hurricane, Category 2 & 3	High	Critical	Same as above
Hurricane, Category 4 & 5	Medium	Catastrophic	Same as above
Land shift, Subsidence (Sink Holes)	N / O	Negligible	Surface/air transportation disruption, potable water system disruption, sewer system outage, human health & safety, economic disruption, disruption to community services

Lightning/Thunderstorm	High	Limited	Excessive wind, excessive water, damaging hail, electric outage, telecommunications outage, human health & safety, fire
Search and Rescue Emergency/Aircraft, Marine, Medical	Low	Limited	Human health & safety, psychological hardship
Tornado	High	Critical	Excessive wind, damaging hail, electric outage, surface/air transportation disruption, potable water system disruption, sewer system outage, telecommunications systems outage, human health & safety, psychological hardship, economic disruption, disruption to community services, agricultural/fisheries damage, damage to critical resources, damage to identified historical resources, fire, toxic releases, storm water impairment
Technological			
Communication Failure	Medium	Catastrophic	Telecommunications system outage, human health & safety, psychological hardship, economic disruption, disruption of community services
Energy Emergency, Fuel Resource Shortage	Medium	Catastrophic	Electric power outage, surface/air transportation disruption, potable water system disruption, sewer system outage, telecommunications systems outage, human health & safety, psychological hardship, economic disruption, disruption to community services
Fire, Explosion	Low	Limited	Electric power outage, surface/air transportation disruption, human health & safety, psychological hardship, economic disruption, disruption to community services, damage to identified historical resources, fire, toxic releases
Fire, Structural	High	Limited	Electric power outage, surface/air transportation disruption, human health & safety, psychological hardship, economic disruption, disruption to community services, damage to identified historical resources, fire, toxic releases
Hazardous Materials, Fixed Facility	High	Negligible	Human health & safety, psychological hardship, economic disruption, disruption to community services, damage to identified historical resources, fire, toxic releases
Hazardous Materials, Transportation	High	Negligible	Surface/air transportation disruption, human health & safety, psychological hardship, economic disruption, disruption to community services, fire, toxic releases
Nuclear Power Plant Emergency	Not Occurred	Critical	Surface/air transportation disruption, human health & safety, psychological hardship, economic disruption,

			disruption to community services, toxic releases
Power/Utility Failure	High	Limited	Electric power outage, surface/air transportation disruption, telecommunications system outage, human health & safety, psychological hardship, economic disruption, disruption to community services,
Transportation Accident, Aircraft, Marine, Motor Vehicle, Railroad (Mass Casualty)	High	Critical	Surface/air transportation disruption, navigable waterway impairment. Human health & safety, psychological hardship
Man Made			
Civil Disturbance, Riot Demonstration, Violent Protest, Illegal Assembly	High	Limited	Electric power outage, surface/air transportation disruption, human health & safety, psychological hardship, economic disruption, disruption of community services, damage to identified historical resources, fire
Hostage Situation	Low	Limited	Human health & safety, psychological hardship
Infrastructure Sabotage	Not Occurred	Critical	Electric power outage, surface/air transportation disruption, navigable waterway disruption, potable water system disruption, sewer system outage, telecommunications systems outage, human health & safety, psychological hardship, economic disruption, disruption to community services, agricultural/fisheries damage, damage to critical resources, damage to identified historical resources, fire, toxic releases, storm water impairment
Mass Immigration	High	Critical	Human health & safety, psychological hardship, economic disruption, disruption to community services
Military Conflict	Low	Catastrophic	Electric power outage, surface/air transportation disruption, navigable waterway disruption, potable water system disruption, sewer system outage, telecommunications systems outage, human health & safety, psychological hardship, economic disruption, disruption to community services, agricultural/fisheries damage, damage to critical resources, damage to identified historical resources, fire, toxic releases, storm water impairment
Strike	N / O	Negligible	Health & safety, psychological hardship, economic disruption, disruption to community services
Terrorism: Bomb blast, Economic, Incendiary, Sabotage, Prolonged/Multiple Hostages	Not Occurred	Catastrophic	Electric power outage, surface/air transportation disruption, navigable waterway disruption, potable water system disruption, sewer system outage, telecommunications systems outage, human health & safety, psychological

			hardship, economic disruption, disruption to community services, agricultural/fisheries damage, damage to critical resources, damage to identified historical resources, fire, toxic releases, storm water impairment
Terrorism: Cyber	High	Negligible	Electric power outage, surface/air transportation disruption, navigable waterway disruption, potable water system disruption, sewer system outage, telecommunications systems outage, human health & safety, psychological hardship, economic disruption, disruption to community services, agricultural/fisheries damage, damage to critical resources, damage to identified historical resources, fire, toxic releases, storm water impairment
Terrorism: WMD, Biological, Chemical, Nuclear	Not Occurred	Catastrophic	Electric power outage, surface/air transportation disruption, navigable waterway disruption, potable water system disruption, sewer system outage, telecommunications systems outage, human health & safety, psychological hardship, economic disruption, disruption to community services, agricultural/fisheries damage, damage to critical resources, damage to identified historical resources, fire, toxic releases
Workplace Violence	Low	Critical	Human health & safety, psychological hardship
* **Likelihood of Occurrence**: Not Occurred, Low, Medium, High Occurrence			

Frequency	Severity
High: At least one occurrence every 1-4 years	**Catastrophic:** More than 50 deaths/injuries. Complete shutdown of critical facilities for 30 days or more. More than 50% property damage. Severe long-term effects on economy. Severely affects state/local/private sectors' capabilities to begin or sustain recovery activities. Overwhelms local and state response resources.
Medium: At least one occurrence every 5-101 years.	**Critical:** 10-50 deaths/injuries. Shutdown of critical facilities for 8-30 days. 25-50% property damage. Short-term effect on economy. Temporarily (24-48 hours) overwhelms response resources.
Low: At least one occurrence every 11-100 years.	**Limited:** Less than 10 deaths/injuries. Shutdown of critical facilities for 3-7 days. 10-25% property damage. Temporary effect on economy. No effect on response system.
Not Occurred (N/O): Has not occurred, but for planning	**Negligible:** Minor injuries. No deaths. Shutdown of critical facilities for less than 3

purposes, should be evaluated as part of jurisdiction's Hazard Vulnerability Analysis	days. Less than 10% property damage. No effect on economy. No effect on response system.

B. Assumptions

1. The City of Key West will continue to be exposed to and subject to the impact of those hazards described above and as well as lesser hazards and others that may develop in the future.

2. It is possible for a major 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.

3. Outside assistance will be available in most emergency situations, affecting the City of Key West and Monroe County. Since it takes time to summon external assistance, it is essential for us to be prepared to carry out the initial emergency response on an independent basis.

4. 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 our readiness to deal with emergency situations.

V. CONCEPT OF OPERATIONS

A. Objectives

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

B. General

1. It is our responsibility to protect public health and safety and preserve property from the effects of hazardous events. We have the primary role in identifying and mitigating hazards, preparing for and responding to, and managing the recovery from emergency situations that affect our community.

2. It is impossible for government to do everything that is required to protect the lives and property of our population. Our citizens 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. We will assist our citizens in carrying out these responsibilities by providing public information and instructions prior to and during emergency situations.

3. Local government is 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 our objectives, we have organized an emergency management program 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 our preparedness activities.

5. The Key West CEMP is based on an all-hazard approach to emergency planning. It addresses general functions that may need to be performed during <u>any</u> emergency situation and is not a collection of plans for specific types of incidents. For example, the warning annex addresses techniques that can be used to warn the public during any emergency situation, whatever the cause.

6. Departments and agencies tasked in the Key West CEMP are expected to develop and keep current standard operating procedures that describe how emergency tasks will be performed. Departments and agencies are charged with ensuring the training and equipment necessary for an appropriate response are in place.

7. The Key West CEMP is based upon the concept that the emergency support functions (ESF) 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. Because 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. We have adopted the National Incident Management System (NIMS) in accordance with the President's Homeland Security Directive (HSPD)-5. Our adoption of NIMS will provide a consistent approach to the effective management of situations involving natural or man-made disasters, or terrorism. NIMS allows us to integrate our response activities using a set of standardized organizational structures designed to improve interoperability between all levels of government, private sector, and nongovernmental organizations.

9. The Key West CEMP, in accordance with the National Response Framework (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 an Incident of National Significance, as defined in HSPD-5, we will integrate all operations with all levels of government, private sector, and nongovernmental organizations through the use of NRF coordinating structures, processes, and protocols.

C. Operational Guidance

The City of 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. Attachment 7 provides further details on the NIMS.

1. Initial Response. Our 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 our local officials and seek technical assistance from state and federal agencies and industry where appropriate.

2. Implementation of ICS

   a. The first local emergency responder to arrive at the scene of an emergency situation will implement the incident command system and serve as the incident commander until relieved by a more senior or more qualified individual. The incident commander 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 incident command post may be established, and direction and control of the response transitioned to the Incident Commander.

3. Source and Use of Resources.

   a. Key West will use our 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 our resources are insufficient or inappropriate. Florida Statute, Chapter 252 provides that a municipality requests

assistance when its resources are exceeded. If additional resources are required, we will:

1) Summon those resources available to us pursuant to inter-local agreements. See Attachment 6 to this plan, which summarizes the inter-local agreements and identifies the officials authorized to request those resources.
2) Summon emergency service resources that we have contracted for. See Attachment 6.
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.

b. When external agencies respond to an emergency situation within the City of Key West, we expect them to conform to the guidance and direction provided by our incident commander, which will be in accordance with the NIMS.

D. Incident Command System (ICS)

1. The City of 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. A summary of ICS is provided in Attachment 7.

2. The incident commander 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 incident commander 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. Attachment 7 provides additional information on Unified and Area Commands.

E. ICS - EOC Interface

1. For major emergencies and disasters, 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 incident commander 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 Key West EOC.

3. The Key West EOC is generally responsible for:

   a. Providing resource support for the incident command operations.
   b. Issuing community-wide warning.
   c. Issuing instructions and providing information to the general public.
   d. Organizing and implementing large-scale evacuation in cooperation with the Monroe County EOC.
   e. Organizing and implementing shelter and mass arrangements for evacuees.
   f. Coordinating traffic control for large-scale evacuations.
   g. Requesting assistance from the State and other external sources.

4. 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 Key West EOC.

F. State, Federal & Other Assistance

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 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.

2. 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 through the Emergency Management Assistance Compact (EMAC) 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 *National Response Framework (NRF)* describes the policies, planning assumptions, concept of operations, and responsibilities of designated federal agencies for various response and recovery functions. The *Nuclear/Radiological Incident Annex of the NRF* addresses the federal response to major incidents involving radioactive materials.

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. See the *Key West Hurricane Response and Recovery Annex* for additional information on the assistance that may be available during disaster recovery.

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.

G. Emergency Authorities

1. Key federal, state, and local legal authorities pertaining to emergency management are listed in Section I of this plan.

2. Florida statutes Chapter 252 relating to Emergency Management provide local government, principally the chief elected official, with a number of powers to control emergency situations. If necessary, we shall use these powers during emergency situations. These powers include:

   a. Emergency Declaration. In the event of a Tropical Storm or Hurricane, the Mayor may request the Governor to issue an emergency declaration for this jurisdiction and take action to control the situation. ***See Attachment 8***. Use of the emergency declaration is explained in the *Key West Hurricane Response and Recovery Annex.*

   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. The Mayor may subsequently issue orders or proclamations referencing that declaration to invoke certain emergency powers granted the Governor by Florida Statutes *on an appropriate local scale* in order to cope with the disaster. These powers include:

      1) Suspending procedural laws and rules to facilitate a timely response.
      2) Using all available resources of government and commandeering private property, subject to compensation, to cope with the disaster.
      3) Restricting the movement of people and occupancy of premises.
      4) Prohibiting the sale or transportation of certain substances.
      5) Implementing price controls.

      A local disaster declaration activates the recovery and rehabilitation aspects of the Key West CEMP. A local disaster declaration is required to obtain state and federal disaster recovery assistance. ***See Attachment 8***. Also see the *Key West Hurricane Response and Recovery Annex* for further information on disaster declarations and procedures for invoking emergency powers.

   c. Authority for Evacuations. Florida law provides a County Judge or Mayor with the authority to order the evacuation of all or part of the population from a stricken or threatened area within their respective jurisdictions.

H. Actions by Phases of Emergency Management

1. The Key West CEMP addresses emergency actions that are conducted during all four phases of emergency management.

   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. Our mitigation actions for Tropical Storms and Hurricanes are outlined in the *Key West Hurricane Response and Recovery Annex.*

   b. Preparedness

      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:

      1) Providing emergency equipment and facilities.
      2) Emergency planning, including maintaining the Key West CEMP, its ESF and Hazard-Specific Annexes, and appropriate SOPs.
      3) Conducting or arranging appropriate training for emergency responders, emergency management personnel, other local officials, and volunteer groups who assist us during emergencies.
      4) Conducting periodic drills and exercises to test our plans and training.

   c. Response

      Key West will respond to emergency situations effectively and efficiently. The focus of most of the Key West CEMP and ESF & Hazard-Specific Annexes is on planning for the response to emergencies. Response operations are intended to resolve an 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 emergency support functions.

d. Recovery

If a disaster occurs, Key West will 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 Key West 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. Our recovery program is outlined in the *Key West Hurricane Response and Recovery Annex*.

VI. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

A. Organization

1. General

Most departments and agencies of local government have emergency support functions in addition to their normal day-to-day duties. During emergency situations, our normal organizational arrangements are modified to facilitate emergency operations. Our governmental organization for emergencies includes an executive group, emergency services, and support services. Attachment 3 depicts our Key West emergency organization.

2. Executive Group

The Executive Group provides guidance and direction for emergency management programs and for emergency response and recovery operations. The Executive Group includes the Mayor, City Manager(s), and Emergency Management Coordinator.

3. Emergency Services

Emergency Services include the Incident Commander and those departments, agencies, and groups with primary emergency response actions. The incident commander is the person in charge at an incident site.

4. Emergency Support Functions

This group includes departments and agencies that support and sustain emergency responders and also coordinate emergency assistance provided by organized volunteer organizations, business and industry, and other sources.

5. Volunteer and Other Services

This group includes organized volunteer groups and businesses that have agreed to provide certain support for emergency operations.

B. Assignment of Responsibilities

1. General

For most emergency support functions, successful operations require a coordinated effort from a number of departments, agencies, and groups. To facilitate a coordinated effort, elected and appointed officials, departments and agency heads, and other personnel are assigned primary responsibility for planning and coordinating specific emergency support functions. Generally, primary responsibility for an emergency support function will be assigned to an individual from the department or agency that has legal responsibility for that function or possesses the most appropriate knowledge and skills. Other officials, departments, and agencies may be assigned support responsibilities for specific emergency functions. Attachment 4 summarizes the general emergency support function responsibilities of local officials, department and agency heads, and other personnel.

2. The individual having primary responsibility for an emergency support function is normally responsible for coordinating preparation of and maintaining that portion of the emergency plan that addresses that function. CEMP annex assignments are outlined in Attachment 5. Listed below are general responsibilities assigned to the Executive Group, Emergency Services, Support Services, and other Support Agencies. Additional specific responsibilities can be found in the functional annexes to the Key West CEMP.

3. Executive Group Responsibilities

a. The City Manager will:

1) Establish objectives and priorities for the emergency management program and provide general policy guidance on the conduct of that program.

2) Monitor the emergency response during disaster situations and provides direction where appropriate.
3) With the assistance of the Public Information Officer, keep the public informed during emergency situations.
4) With the assistance of the legal staff, declare a local state of disaster, request the Governor declare a state of emergency, or invoke the emergency powers of government when necessary.
5) Request assistance from other local governments or the State when necessary
6) Direct activation of the EOC.
7) Implement the policies and decisions of the governing body relating to emergency management.
8) Organize the emergency management program and identifies personnel, equipment, and facility needs.
9) Assign emergency management program tasks to departments and agencies.
10) Ensure that departments and agencies participate in emergency planning, training, and exercise activities.
11) Coordinate the operational response of local emergency services.
12) Coordinate activation of the EOC and supervise its operation.

b. The Emergency Management Coordinator will:

1) Serve as the staff advisor to our Mayor and City Manager on emergency management matters.
2) Keep the Mayor and City Manager and governing body apprised of our preparedness status and emergency management needs.
3) Coordinate local planning and preparedness activities and the maintenance of this plan.
4) Prepare and maintain a resource inventory.
5) Arrange appropriate training for local emergency management personnel and emergency responders.
6) Coordinate periodic emergency exercises to test our plan and training.
7) Manage the EOC, develop procedures for its operation, and conduct training for those who staff it.
8) Activate the EOC when required.
9) Perform day-to-day liaison with the state and county emergency management staff and other local emergency management personnel.
10) Coordinate with organized volunteer groups and businesses regarding emergency operations.

4. Common Responsibilities

All emergency services and support services will:

a. Provide personnel, equipment, and supplies to support emergency operations upon request.

b. Develop and maintain SOPs for emergency tasks.

c. Provide trained personnel to staff the incident command post and the Key West EOC and conduct emergency operations.

d. Provide current information on emergency resources for inclusion in the Resource List in the ESF #7 Resource Support Annex.

e. Report information regarding emergency situations and damage to facilities and equipment to the Incident Commander or the Key West EOC.

5. Emergency Services Responsibilities

a. The Incident Commander will:

1) Manage emergency response resources and operations at the incident site command post to resolve the emergency situation.

2) Determine and implement required protective actions for response personnel and the public at an incident site.

b. Warning.

1) Primary responsibility for this function is assigned to the Key West Police Department Emergency Dispatch, who will prepare and maintain warning SOPs.

2) Emergency tasks to be performed include:

a) Receive information on emergency situations.
b) Alert key local officials of emergency situations.
c) Disseminate warning information and instructions to the public through available warning systems.
d) Disseminate warning and instructions to special facilities such as schools and hospitals.

c. Communications.

1) Primary responsibility for this function is assigned to the Key West Police Department Emergency Dispatch and to Information Technology, who will prepare and maintain ESF #2 Communications SOPs.

2) Emergency tasks to be performed include:

a) Identify the communications systems available with the local area and determine the connectivity of those systems, and ensure their interoperability.

b) Develop plans and procedures for coordinated use of the various communications systems available in Key West during emergencies.
c) Determine and implement means of augmenting communications during emergencies, including support by volunteer organizations.

d. Radiological Protection.

1) Primary responsibility for this function is assigned to the Key West Fire Department, who will prepare and maintain Radiological SOPs.

2) Emergency tasks to be performed include:

a) Maintain inventory of radiological equipment.
b) Ensure response forces include personnel with current training in radiological monitoring and decontamination.
c) Respond to radiological incidents and terrorist incidents involving radiological materials.
d) Make notification concerning radiological incidents to state and federal authorities.

e. Evacuation.

1) Primary responsibility for this function is assigned to the Key West Police Department and the Monroe County Sheriff's Office, who will prepare and maintain evacuation and law enforcement SOPs such as traffic control.

2) Emergency tasks to be performed include:

a) Identify areas where evacuation has been or may in the future and determine of population at risk.
b) Perform evacuation planning for known risk areas to include route selection and determination of traffic control requirements.
c) Develop simplified planning procedures for ad hoc evacuations.
d) Determine emergency public information requirements.
e) Perform evacuation planning for special needs facilities (schools, hospitals, nursing homes, and other institutions.

f. Firefighting.

1) Primary responsibility for this function is assigned to the Key West Fire Department, who will prepare and maintain ESF #4 Firefighting/EMS SOPs.

2) Emergency tasks to be performed include:

a) Fire prevention activities.

b) Fire detection and control.
c) Hazardous material and oil spill response.
d) Terrorist incident response.
e) Evacuation support.
f) Post-incident reconnaissance and damage assessment.
g) Fire safety inspection of temporary shelters.
h) Prepare and maintain fire resource inventory.
i) Emergency Medical Services. EMS is provided by American Medical Response (AMR) by contract.

g. Law Enforcement.

1) Primary responsibility for this function is assigned to the Key West Police Department, who will prepare and maintain ESF #16 Law Enforcement SOPs.

2) Emergency tasks to be performed include:

a) Maintenance of law and order.
b) Traffic control.
c) Terrorist incident response.
d) Provision of security for vital facilities, evacuated areas, and shelters.
e) Access control for damaged or contaminated areas.
f) Warning support.
g) Post-incident reconnaissance and damage assessment.
h) Prepare and maintain law enforcement resource inventory.

h. Health and Medical Services.

1) Primary responsibility for this function is assigned to the Monroe County Department of Health who will prepare and maintain ESF #8 Health and Medical SOPs.

2) Emergency tasks to be performed include:

a) Coordinate health and medical care support during emergency situations.
b) Public health information and education.
c) Inspection of food and water supplies.
d) Develop emergency public health regulations and orders.
e) Coordinate collection, identification, and interment of deceased victims.

i. Direction and Control.

1) Primary responsibility for this function is assigned to the Emergency Management Coordinator (EMC), who will prepare and maintain emergency management related SOPs.

2) Emergency tasks to be performed include:

   a) Direct and control our local emergency responders.
   b) Maintain coordination with neighboring jurisdictions and the Monroe County Office of Emergency Management (MCOEM).
   c) Maintain the Key West EOC in an operating mode or be able to convert the designated facility space into an operable EOC rapidly.
   d) Assigns representatives, by title, to report to the EOC and develops procedures for training.
   e) Develops and identifies the duties of the staff, use of displays and message forms, and procedures for EOC activation.
   f) Coordinates the evacuation of areas at risk with various Key West Departments and the Monroe County EOC.

j. Hazardous Materials & Oil Spill.

1) The primary responsibility for this function is assigned to the Key West Fire Department-Fire Special Operations, who will prepare and maintain ESF #10 Hazardous Material & Oil Spill Response SOPs.

2) Emergency tasks to be performed include:

   a) In accordance with OSHA regulations, establish ICS to manage the response to hazardous materials incidents.
   b) Establish the hazmat incident functional areas (e.g., Hot Zone, cool zone, Cold Zone, etc.)
   c) Determine and implement requirements for personal protective equipment for emergency responders.
   d) Initiate appropriate actions to control and eliminate the hazard in accordance with established hazmat response guidance and SOPs.
   e) Determine areas at risk and which public protective actions, if any, should be implemented.
   f) Apply appropriate firefighting techniques if the incident has, or may, result in a fire.
   g) Determines when affected areas may be safely re-entered.

k. Search & Rescue.

1) The primary responsibility for this function is assigned to the Key West Fire Department-Fire Special Operations, who will prepare and maintain ESF #9 Search and Rescue SOPs.

2) Emergency tasks to be performed include:

a) Coordinate and conduct search and rescue activities.
b) Identify requirements for specialized resources to support rescue operations.
c) Coordinate external technical assistance and equipment support for search and rescue operations.

l. Terrorist Incident Response.

1) Primary responsibility for this function is assigned to the Key West Police Department, who will prepare and maintain Terrorist Incident Response SOPs.

2) Emergency tasks to be performed include:

a) Coordinate and carry out defensive anti-terrorist activities, including criminal intelligence, investigation, protection of facilities, and public awareness activities.
b) Coordinate and carry out offensive counter-terrorist operations to neutralize terrorist activities.
c) Carry out terrorism consequence operations conducted in the aftermath of a terrorist incident to save lives and protect public and private property.
d) Ensure required notification of terrorist incidents is made to state and federal authorities.

6. Support Services Responsibilities

a. Shelter and Mass Care.

1) Primary responsibility for this function is assigned to the Monroe County Office of Emergency Management, Salvation Army, American Red Cross and the Community Emergency Response Team, who will prepare and maintain ESF #6 Shelter and Mass Care SOPs.

2) Emergency tasks to be performed include:

a) Perform emergency shelter and mass care planning.
b) Coordinate and conduct shelter and mass care operations with our other departments, relief agencies, and volunteer groups.

b. Public Information.

1) Primary responsibility for this function is assigned to the Key West Police Department Public Information Officer or the Key West Public Information Officer, who will prepare and maintain ESF #14 Public Information SOPs.

2) Emergency tasks to be performed include:

a) Establish a Joint Information Center (JIC)
b) Conduct on-going hazard awareness and public education programs.
c) Pursuant to the Joint Information System (JIS), compile and release information and instructions for the public during emergency situations and respond to questions relating to emergency operations.
d) Provide information to the media and the public during emergency situations.
e) Arrange for media briefings.
f) Compiles print and photo documentation of emergency situations.

c. Recovery.

1) Primary responsibility for this function is assigned to *all* city departments that have a role in the *Key West Hurricane Response and Recovery Annex*, who will prepare and maintain Recovery related SOPs.

2) Emergency tasks to be performed include:

a) Establish and train a damage assessment team using local personnel. Coordinate the efforts of that team with state and federal damage assessment personnel who may be dispatched to assist us.
b) Assess and compile information on damage to public and private property and needs of disaster victims and formulate and carry out programs to fill those needs.
c) If damages are beyond our capability to deal with, compile information for use by our elected officials in requesting state or federal disaster assistance.
d) If we are determined to be eligible for state or federal disaster assistance, coordinate with state and federal agencies to carry out authorized recovery programs.

d. Public Works & Engineering.

1) Primary responsibility for this function is assigned to the Public Works and Engineering Department, who will prepare and maintain ESF #3 Public Works & Engineering SOPs.

2) Emergency tasks to be performed include:

a) Protect government facilities and vital equipment where possible.

b) Assess damage to streets, bridges, traffic control devices, and other public facilities.
c) Direct temporary repair of vital facilities.
d) Restore damaged roads and bridges.
e) Restore waste treatment and disposal systems.
f) Assist in debris removal.
g) General damage assessment support.
h) Building inspection support.
i) Provide specialized equipment to support emergency operations.
j) Support traffic control and search and rescue operations.

e. Utilities.

1) Primary responsibility for this function is assigned to the Keys Energy Services (KES), who will prepare and maintain ESF #12 Energy and Utilities related SOPs.

2) Emergency tasks to be performed include:

a) Prioritize restoration of utility service to vital facilities and other facilities.
b) Arrange for the provision of emergency power sources where required.
c) Identify requirements for emergency drinking water and portable toilets to the department or agency responsible for mass care.
d) Assess damage to, repair, and restore public utilities.
e) Monitor recovery activities of privately owned utilities.

f. Resource Support.

1) Primary responsibility for this function is assigned to the Key West EOC General Staff through the Logistics Section which includes the City Clerk and Human Resources, who will prepare and maintain ESF #7 Resource Support related SOPs.

2) Emergency tasks to be performed include:

a) Maintain an inventory of emergency resources.
b) During emergency operations, locates supplies, equipment, and personnel to meet specific needs.
c) Maintain a list of suppliers for supplies and equipment needed immediately in the aftermath of an emergency.
d) Establish emergency purchasing procedures and coordinate emergency procurements.
e) Establish and maintain a manpower reserve and coordinate assignment of reserve personnel to departments and agencies that require augmentation.

f) Coordinate transportation, sorting, temporary storage, and distribution of resources during emergency situations.
g) Establish staging areas for resources, if required.
h) During emergency operations, identify to the ESF #15 Volunteer and Donations Coordinator those goods, services, and personnel that are needed.
i) Maintain records of emergency-related expenditures for purchases and personnel.

g. Human Services.

1) Primary responsibility for this function is assigned to FKAA coordinated through the Key West EOC through the General Staff-Logistics and Infrastructure Facilities. Prepare and maintain ESF #11 Food and Water SOPs

2) Emergency tasks to be performed include:

a) Identify emergency feeding sites.
b) Identify sources of clothing for disaster victims.
c) Secure emergency food supplies.
d) Coordinate the operation of shelter facilities, whether operated by local government, local volunteer groups, or organized disaster relief agencies such as the American Red Cross through ESF #6 Mass Care.
e) Coordinate special care requirements for disaster victims such as the aged, special needs individuals, and others.
f) Coordinate the provision of disaster mental health services to disaster victims, emergency workers, and/or others suffering trauma due to the emergency incident/disaster through ESF #8 Health and Medical.

h. Hazard Mitigation.

1) The primary responsibility for this function is assigned to the all city departments with a role in the *Local Mitigation Strategy (LMS)*, who will prepare and maintain Hazard Mitigation related SOPs.

2) Emergency tasks to be performed include:

a) Maintain the local Hazard Analysis as identified in the *Local Mitigation Strategy.*
b) Identify beneficial pre-disaster hazard mitigation projects and seek approval from local officials to implement such projects.
c) In the aftermath of an emergency, determine appropriate actions to mitigate the situation and coordinate implementation of those actions.
d) Coordinate and carry out post-disaster hazard mitigation program.

i. Transportation.

1) The primary responsibility for this function is assigned to the Director / Manager Key West Department of Transportation (KWDOT Assistant City Manager Operations, who will prepare and maintain Transportation related SOPs.

2) Emergency tasks to be performed include:

a) Identifies local public and private transportation resources and coordinates their use in emergencies.
b) Coordinates deployment of transportation equipment to support emergency operations.
c) Establishes and maintains a reserve pool of drivers, maintenance personnel, parts, and tools.
d) Maintains records on use of transportation equipment and personnel for purpose of possible reimbursement.

j. Volunteer and Donations Management.

1) The primary responsibility for this function is assigned to the Community Emergency Response Team (CERT) coordinated through the Key West EOC Logistics Section, who will prepare and maintain Volunteer and Donations Management related SOPs.

2) Emergency tasks to be performed include:

a) Compile resource requirements identified by the Resource Support staff.
b) Solicit donations to meet known needs.
c) Establish and implement procedures to receive, accept or turn down offers of donated goods and services, and provide instructions to donors of needed goods or services.
d) In coordination with the Resource Support staff, establish a facility to receive, sort, and distribute donated goods.

k. Legal.

1) The primary responsibility for this function is assigned to the City Attorney, who will prepare and maintain legal related SOPs.

2) Emergency tasks to be performed include:

a) Advise local officials on emergency powers of local government and procedures for invoking those measures.
b) Review and advise our officials on possible legal issues arising from disaster operations.

c) Prepare and/or recommend legislation to implement the emergency powers that may be required during and emergency.
d) Advise local officials and department heads on record-keeping requirements and other documentation necessary for the exercising of emergency powers.

l. Department and agency heads not assigned a specific function in the Key West CEMP will be prepared to make their resources available for emergencies or disasters at the direction of our Mayor, City Manager, and Emergency Management Coordinator.

7. Volunteer & Other Services

a. Volunteer Groups. The following are local volunteer agencies that can provide disaster relief services and traditionally have coordinated their efforts with the City of Key West:

1) Greater Miami and the Keys Chapter of the American Red Cross.

Provides shelter management, feeding at fixed facilities and through mobile units, first aid, replacement of eyeglasses and medications, provision of basic clothing, and limited financial assistance to those affected by emergency situations. The Red Cross also provides feeding for emergency workers.

2) The Salvation Army.

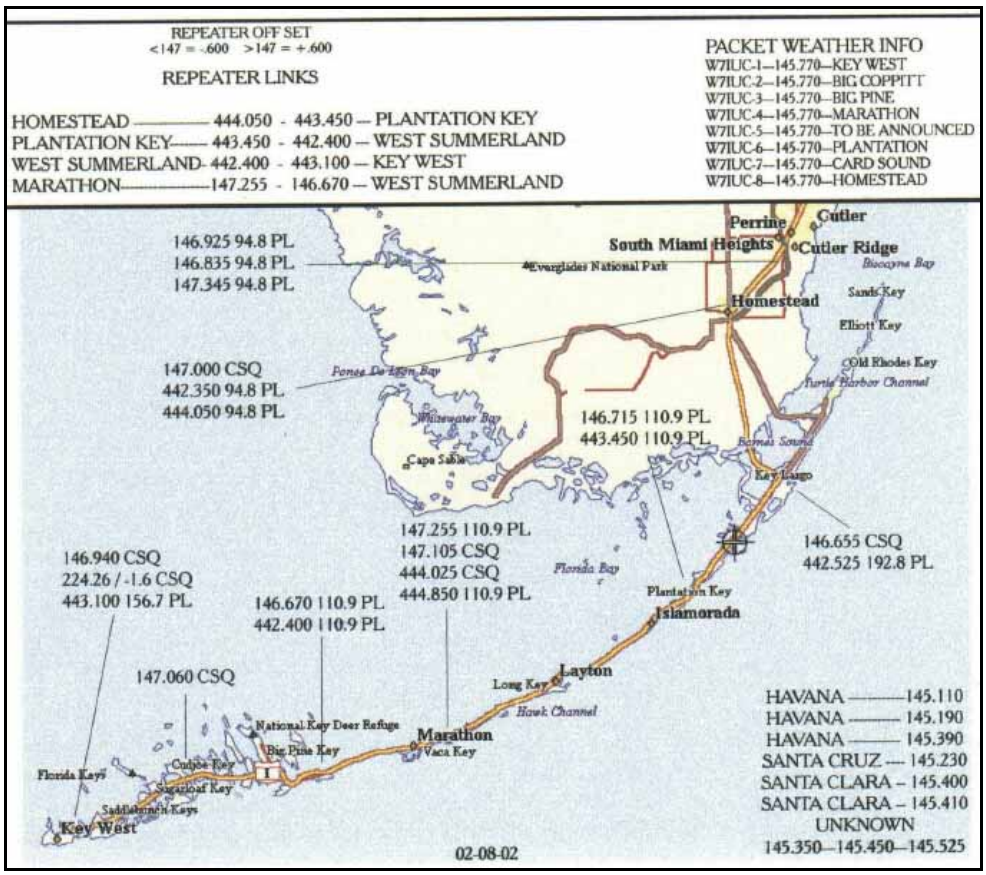
Provides emergency assistance to include mass and mobile feeding, temporary shelter, counseling, missing person services, medical assistance, and the warehousing and distribution of donated good including food clothing, and household items. It also provides referrals to government and private agencies for special services.

3) Florida Baptist Disaster Relief.

By ministering to physical needs through moving downed trees from homes, securing tarps over roofs, and doing what it takes to make a dwelling safe and secure. By ministering to emotional needs through spending time with, listening to and caring for disaster survivors.

4) Amateur Radio Emergency Communications.

The Amateur Radio Emergency Communications (Amateur Radio Emergency Services or Radio Amateur Civil Emergency Services provides amateur radio support for emergency operations and may provide communications support in the EOC, if needed.



b. Private Sector and Business Support.

The following businesses have agreed to provide support for emergency operations as indicated:

1) See “Disaster Services Response and Recovery Contractor”

VII. DIRECTION AND CONTROL

A. General

1. The Mayor and/or City Manager is responsible for establishing objectives and policies for emergency management and providing general guidance for disaster response and recovery operations, all in compliance with the NIMS. During disasters, he/she may carry out those responsibilities from the EOC.

2. The City Manager will provide overall direction of the response activities of all our departments. During major emergencies and disaster, the City Manager will normally carry out those responsibilities from the EOC.

3. The Emergency Management Coordinator (EMC) will manage the EOC.

4. The Incident Commander, assisted by a staff sufficient for the tasks to be performed, will manage the emergency response at an incident site.

5. During emergency operations, department heads retain administrative and policy control over their employees and equipment. However, personnel and equipment will carry out mission assignments directed by the incident commander. Each department and agency is responsible for having its own operating procedures to be followed during response operations, but interagency procedures, such a common communications protocol, may be adopted to facilitate coordinated effort.

6. If our own resources are insufficient or inappropriate to deal with an emergency situation, Key West may request assistance from other jurisdictions, organized volunteer groups, or the State. External agencies are expected to conform to the general guidance and directed provided by our senior decision-makers.

B. Emergency Facilities

1. Incident Command Post. Except when an emergency situation threatens, but has not yet occurred, and those situations for which there is no specific hazard impact site (such as a severe winter storm or area-wide utility outage), an incident command post or command posts will be established in the vicinity of the incident site(s). As noted previously, the incident commander will be responsible for directing the emergency response and managing the resources at the incident scene.

2. Emergency Operating Center. When major emergencies and disasters have occurred or appear imminent, we will activate the Key West EOC, which is located at Key West Public Safety Administration Complex, 1604 North Roosevelt Blvd, Key West, Florida, 33040.

3. The following individuals are authorized to activate the EOC:

a. Mayor

b. City Manager
c. Emergency Management Coordinator

4. The general responsibilities of the EOC are to:

a. Assemble accurate information on the emergency situation and current resource data to allow local officials to make informed decisions on courses of action.

b. Working with representatives of emergency services, determine and prioritize required response actions and coordinate their implementation.

c. Provide resource support for emergency operations.

d. Suspend or curtail government services, recommend the closure of schools and businesses, and cancellation of public events.

e. Organize and activate large-scale evacuation and mass care operations.

f. Provide emergency information to the public.

5. Representatives of Key West departments and agencies assigned emergency support functions identified in the Key West CEMP will staff the EOC. The interface between the EOC and the incident command post is described in paragraph V.E above.

6. The Alternate EOC is located at 1600 No, Roosevelt Blvd, FD Station #1, 1525 Kennedy Dr. FD Station #3, 101 Grinnell St. Ferry Terminal
. This facility will be used if our primary EOC becomes unusable.

7. We have a mobile command and control vehicle, operated by KWFD, Mobile Command Post; KWFD Haz-Mat Response Team (HMRT) Trailer
, which may be used as an incident command post.

C. Line of Succession

1. Line of Succession by City Charter: (will have City Attorney advise of proper language)
   - Mayor
   - Mayor's designee, Mayor Pro-Tem
   - Available City Council Members, By Political District; I – VI 9 (Resolution # 07-182, 6 June, 2009)

2. The line of succession for the Emergency Management Coordinator is:

   a. FD Division Chief Fire Marshal
   b. FD Division Chief, Operations
   c. FD On-Duty Shift Commander

3. The lines of succession for each of Key West departments and agencies shall be in accordance with the SOPs established by those departments and agencies.

VIII. READINESS LEVELS

A. Many emergencies follow some recognizable build-up period during which actions can be taken to achieve a gradually increasing state of readiness. We use a (3) three-tier system. Readiness Levels will be determined by the City Manager or, for certain circumstances, the Emergency Management Coordinator. General actions to be taken at each readiness level are outlined in the annexes to this plan; more specific actions will be detailed in departmental or agency SOPs.

1. **Key West EOC Activation Levels**. The Key West EOC can be activated on the following levels:

Readiness Levels	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.

2. Activation of the Key West EOC will be in concert with the Monroe County EOC activation.
3. 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.

B. The following Readiness Levels will be used as a means of increasing our alert posture.

1. Level III: Normal Conditions or Monitoring the Situation

   a. Emergency incidents occur and local officials are notified. One or more departments or agencies respond to handle the incident; an incident command post may be established. Limited assistance may be requested from other jurisdictions pursuant to established inter-local agreements.

   b. The normal operations of government are not affected.

2. Level II: Increased Readiness and/or Partial EOC Activation

   a. Increased Readiness refers to a situation that presents a greater potential threat than normal conditions but poses no immediate threat to life and/or property. Increased readiness actions may be appropriate when the situations similar to the following occur:

      1) <u>Tropical Weather Threat.</u> A tropical weather system has developed that has the potential to impact the local area. Readiness actions may include regular situation monitoring, a review of plans and resource status, determining staff availability and placing personnel on-call.

      2) <u>Tornado Watch/Warning</u> indicates possibility or imminent tornado development. Readiness actions may include increased situation monitoring and placing selected staff on alert.

      3) <u>Flash Flood Watch/Warning</u> indicates flash flooding is possible due to heavy rains occurring or expected to occur. Readiness actions may include increased situation-monitoring, reconnaissance of known trouble spots, deploying warning signs.

      4) <u>Mass Gathering</u>. For mass gatherings with previous history of problems, readiness actions may include reviewing security, traffic control, fire protection, and first aid planning with organizers and determining additional requirements.

b. Declaration of “Level 2” will generally require the initiation of the “Increased Readiness” activities identified the CEMP and Emergency Support Function and Hazard Specific Annexes.

3. Level I: High Readiness or Full Activation of the EOC

a. High Readiness refers to a situation with a significant potential and probability of causing loss of life and/or property. This condition will normally require some degree of warning to the public. Actions could be triggered by severe weather warning information issued by the National Weather Service such as:

1) Tropical Weather Threat. A tropical weather system may impact the local area within 36-48 hours. Readiness actions may include continuous storm monitoring, identifying worst-case decision points, increasing preparedness of personnel and equipment, updating evacuation checklists, verifying evacuation route status, and providing the public information for techniques to protect homes and businesses on the evacuation routes.

2) Tornado Warning. Issued when a tornado has actually been sighted in the vicinity or indicted by radio, and may strike in the local area. Readiness actions may include activating the EOC, continuous situation monitoring, and notifying the public about the warning.

3) Flash Flood Warning. Issued to alert persons that flash flooding is imminent or occurring on certain steams or designated areas, and immediate action should be taken. Readiness actions may include notifying the public about the warning, evacuating low-lying areas, open shelters to house evacuees, and continuous situation monitoring.

4) Mass Gathering. Civil disorder with relatively large-scale localized violence is imminent. Readiness actions may include increased law enforcement presence, putting hospitals and fire departments on alert, and continuous situation monitoring.

b. Declaration of a “Level 1” will generally require the initiation of the “High Readiness” activities identified in each Emergency Support Function or Hazard Specific Annex of the CEMP.

4. Level 1: Maximum Readiness

a. Maximum Readiness refers to situation that hazardous conditions are imminent. This condition denotes a greater sense of danger and urgency than associated with a “Level 2” event. Actions could also be generated by severe weather warning information issued by the National Weather Service combined with factors making the event more imminent.

1) Tropical Weather Threat. The evacuation decision period is nearing for an approaching tropical weather system that may impact the Florida Keys. Readiness actions may include continuous situation monitoring, full activation of the Key West EOC, recommending precautionary actions for special facilities, placing emergency personnel and equipment into position for emergency operations, and preparing public transportation resources for evacuation support.

2) Tornado Warning. Tornado has been sited especially close to a populated area or moving towards a populated area. Readiness actions may include taking immediate shelter and put damage assessment teams on stand-by.

3) Flash Flood Warning. Flooding is imminent or occurring at specific locations. Readiness actions may include evacuations, rescue teams on alert, sheltering evacuees and/or others displaced by the flooding, and continuous monitoring of the situation.

4) Mass Gathering. Civil disorder is about to erupt into large-scale and widespread violence. Readiness actions may include having all American Medical Response (AMR) EMS units on stand-by, all law enforcement present for duty, notify Monroe County or the state that assistance may be needed and keep them apprised of the situation, and continuous situation monitoring is required.

b. Declaration of "Level 1" will generally require the initiation of the "Maximum Readiness" activities identified in each Emergency Support Function or Hazard Specific Annex for the CEMP.

IX. ADMINISTRATION AND SUPPORT

A. Agreements and Contracts

1. Should our local resources prove to be inadequate during an emergency, requests will be made for assistance from other local jurisdictions, Monroe County, other agencies, and industry in accordance with existing mutual-aid agreements and contracts and those agreements and contracts concluded during the emergency. Such assistance may include equipment, supplies, or personnel. All agreements will be entered into by authorized officials and should be in writing whenever possible. Agreements and contracts should identify the local officials authorized to request assistance pursuant to those documents.

2. The agreements and contracts pertinent to emergency management that we are a party to are summarized in Attachment 6.

B. Reports

1. Hazardous Materials Spill Reporting. If we are responsible for a release of hazardous materials of a type or quantity that must be reported to state and federal agencies, the department or agency responsible for the spill shall make the required report. See ESF #10, Hazardous Materials and Oil Spill Response, for more information. If the party responsible for a reportable spill cannot be located, the Incident Commander shall ensure that the required report(s) are made.

2. Initial Emergency Report or Initial Situation Report (SitRep). This short report should be prepared and transmitted by the Key West EOC when an on-going emergency incident appears likely to worsen and we may need assistance from other local governments or the State.

3. Situation Report. A daily situation report should be prepared and distributed by the Key West EOC during major emergencies or disasters.

4. Other Reports. Several other reports covering specific Emergency Support Functions are described in the Emergency Support Function or Hazard Specific Annexes to the CEMP.

C. Records

1. Record Keeping for Emergency Operations

   Key West is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support emergency operations. This shall be done in accordance with the established local fiscal policies and standard cost accounting procedures.

   a. Activity Logs (ICS 214). The Incident Command Post and the EOC shall maintain accurate logs recording key response activities, including:

      1) Activation or deactivation of emergency facilities.
      2) Emergency notifications to other local governments and to state and federal agencies.
      3) Significant changes in the emergency situation.
      4) Major commitments of resources or requests for additional resources from external sources.
      5) Issuance of protective action recommendations to the public.

6) Evacuations.
7) Casualties.
8) Containment or termination of the incident.

b. Incident Costs. All department and agencies shall maintain records summarizing the use of personnel, equipment, and supplies during the response to day-to-day incidents to obtain a estimate of annual emergency response costs that can be used as in preparing future department or agency budgets.

c. Emergency or Disaster Costs. For major emergencies or disasters, all departments and agencies participating in the emergency response shall maintain detailed of costs for emergency operations to include:

1) Personnel costs, especially overtime costs
2) Equipment operations costs
3) Costs for leased or rented equipment
4) Costs for contract services to support emergency operations
5) Costs of specialized supplies expended for emergency operations

These records may be used to recover costs from the responsible party or insurers or as a basis for requesting financial assistance for certain allowable response and recovery costs from the state and/or federal government.

2. Preservation of Records

a. In order to continue normal government operations following an emergency situation disaster, vital records must be protected. These include legal documents as well as property and tax records. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly. Each agency responsible for preparation of annexes to this plan will include protection of vital records in its SOPs.

b. If records are damaged during an emergency situation, we will seek professional assistance to preserve and restore them.

D. Training

It will be the responsibility of each Key West Department Director tor Agency Head to ensure that agency personnel, in accordance with the NIMS, possess

the level of training, experience, credentialing, currency, physical and medical fitness, or capability for any positions they are tasked to fill.

E. Consumer Protection

Consumer complaints regarding alleged unfair or illegal business practices often occur in the aftermath of a disaster. Such complaints will be referred to the City Attorney, who will pass such complaints to the Consumer Protection Division of the State Attorney General.

F. Post-Incident and Exercise Review

The Emergency Management Coordinator (EMC)is responsible for organizing and conducting a critique following the conclusion of a significant emergency event/incident or exercise. The After Action Report (AAR) will entail both written and verbal input from all appropriate participants. An Improvement Plan will be developed based on the deficiencies identified, and an individual, department, or agency will be assigned responsibility for correcting the deficiency and a due date shall be established for that action.

X. PLAN DEVELOPMENT AND MAINTENANCE

A. Plan Development

The Mayor and/or City Manager is responsible for approving and promulgating this plan.

B. Distribution of Planning Documents

1. The EMC shall determine the distribution of the Key West CEMP and its ESF and Hazard Specific Annexes. In general, copies of plans and annexes should be distributed to those individuals, departments, agencies, and organizations tasked in this document. Copies should also be set-aside for the Key West EOC and other emergency facilities.

2. The CEMP should include a distribution list (See Attachment 1 to this plan) that indicates who receives copies of the CEMP and the various annexes to it. In general, individuals who receive annexes to the basic plan should also receive a copy of the CEMP, because the CEMP describes our emergency management organization and basic operational concepts.

C. Review

The Key West CEMP and its annexes shall be reviewed ***annually*** by local officials. The EMC will establish a schedule for annual review of planning documents by those tasked in them.

D. Update

1. This plan will be updated based upon deficiencies identified during actual emergency situations and exercises and when changes in threat hazards, resources and capabilities, or government structure occur.

2. The CEMP and its annexes must be revised or updated by a formal change at least **every five years**. Responsibility for revising or updating the CEMP is assigned to the EMC. Responsibility for revising or updating the annexes to this plan is outlined in Section VI.B, Assignment of Responsibilities, as well as in each annex.

3. Revised or updated planning documents will be provided to all departments, agencies, and individuals tasked in those documents.

4. Florida Statute, Chapter 252 provides that the County DEM shall review local emergency management plans.

ATTACHMENTS:

1. CEMP Distribution List
2. References
3. Organization for Emergencies
4. Emergency Support Function (ESF) Responsibility Matrix
5. ESF Annex Assignments
6. Summary of Mutual Aid Agreements & Contracts
7. National Incident Management System
8. Declaration of State of Increased Readiness and Declaration of State of Local Emergency

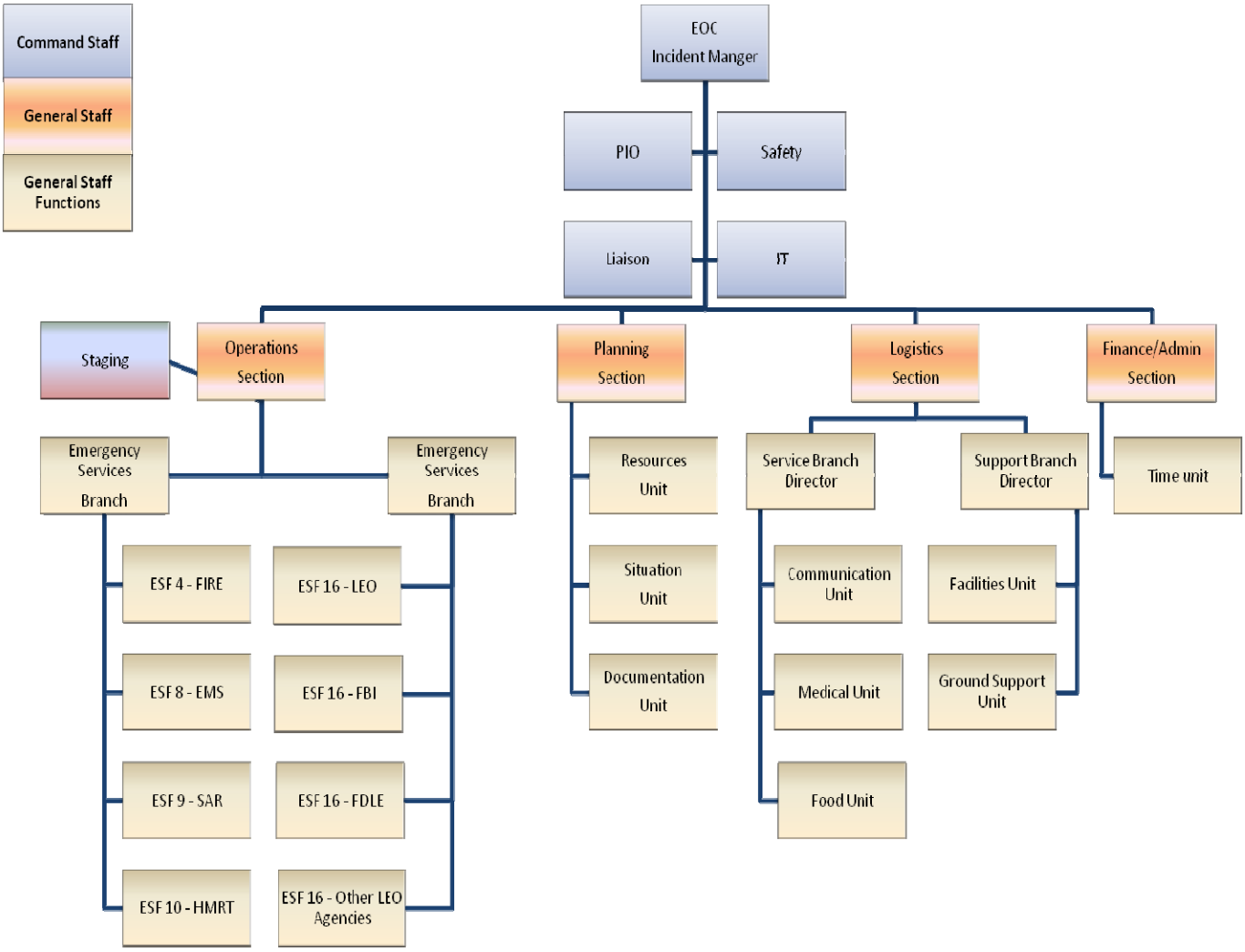
ATTACHMENT 1
DISTRIBUTION LIST

Departments or Agencies Identified in the CEMP	CEMP Copy	ESF & Hazard Specific Annexes
American Red Cross	1	All
Building Department		
CERT	1	All
City Attorney	1	All
City Clerk	1	All
City Manager	1	All
City Secretary	1	All
Community Services Director	1	All
Each City Commissioner	1	All
EMC	1	All
EOC copy of the CEMP and Annexes	2	All
Finance Director	1	All
Fire Chief / Fire Marshal / Division Chief Operations	2	All
Human Resources Director	1	All
Information Technology	1	All
Key West Department of Transportation	1	All
Key West Police Chief	1	All
Key West Police Department Emergency Dispatch	1	All
Key West Public Works & Engineering Director(s)	2	All
Key West Rescue (AMR)	1	All
Keys Energy Services	1	All
Florida Keys Aqueduct Authority	1	All
Lower Keys Medical Center	1	All
Military	1	All
Monroe County OEM	1	All
Monroe County School District	1	All
Monroe County Sheriff	2	All
Planning Department	1	All
Port Operations	1	All
Public Information Officers	2	All
RACES/ARES Amateur Radio Communications Officer	1	All
The Salvation Army	1	All

ATTACHMENT 2
REFERENCES

1. Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended), 42 U.S.C. 5121
2. Emergency Planning and Community Right-to-Know Act, 42 USC Chapter 116
3. Emergency Management and Assistance, 44 CFR
4. Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120
5. Homeland Security Act of 2002
6. Homeland Security Presidential Directive. *HSPD-5,* Management of Domestic Incidents
7. Homeland Security Presidential Directive, *HSPD-3,* Homeland Security Advisory System
8. National Incident Management System
9. National Response Framework
10. National Strategy for Homeland Security, July 2002
11. Nuclear/Radiological Incident Annex of the National Response Framework
12. Florida Statute, Chapter 252 Emergency Management

ATTACHMENT 3
KEY WEST EMERGENCY OPERATIONS CENTER ORGANIZATION



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,
  - FKAA

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

ATTACHMENT: EMERGENCY MANAGEMENT EMERGENCY SUPPORT FUNCTION RESPONSIBILITIES

	ESF #1: Transportation	ESF #2: Communications	ESF #3: Public	ESF #4: Fire	ESF #5: Information and	ESF #6: Mass Care and	ESF #7: Resource Support	ESF #8: Health and Medical	ESF #9 Search and Rescue (SAR)	ESF #10: Hazardous Materials	ESF #11: Food and Water	ESF #12: Energy	ESF # 13: Military Support	ESF #14: Public Information	ESF #15: Volunteer and	ESF 16: Law Enforcement	ESF 17: Animal Protection	ESF #18: Business and Industry
Key West Emergency Management/EOC	C	C	C	C	C	C	C	C	C	C	P	C	P	C	P	C	P	P
Department of	P		S															
Key West Police Department		P														P		P
Information		P	C	C	C	C	C	C	C	C	C			C	C	C	C	C
Public Works			P															
Engineering			P															P
Community Services			P														P	
Port Operations			P		P													
Fire Department Key West Rescue				P				P	P	P		P						P
City Clerk					P		P											
Planning Department					P													P
Monroe County OEM						P					S		S		S		S	S
Salvation Army						P												
American Red Cross						P												
CERT						P												
Human Resources							P											
FKAA											P							
Keys Energy Services												P						
Public Information														P				
Police Department														P				
Building Department																		P
Monroe County																S		
Monroe County Department of Health								P										
Monroe County																	S	
Military													P					

P – INDICATES PRIMARY RESPONSIBILITY

S – INDICATES SUPPORT RESPONSIBILITY

C – INDICATES COORDINATION RESPONSIBILITY

ATTACHMENT 5
ESF ANNEX ASSIGNMENTS

ESF	Function	Agency Responsible
ESF – 1	Transportation	Key West Department of Transportation
ESF – 2	Communications	Key West Police Emergency Dispatch and Information Technology
ESF – 3	Public Works/Engineering	Key West Public Works Engineering Services Community Services Port Operations
ESF – 4	Fire	Key West Fire Department
ESF – 5	Information and Planning	City Clerk Planning Port Operations
ESF – 6	Mass Care	Monroe County OEM Salvation Army American Red Cross Community Emergency Response Team
ESF – 7	Resource Support	City Clerk Human Resources
ESF – 8	Health and Medical	Key West Rescue Monroe County Department of Health
ESF – 9	Search and Rescue (SAR)	Key West Fire Department [State Asset #753 (contract for 6 responders)]
ESF – 10	Hazardous Materials	Key West Fire Department - Special Operations
ESF – 11	Food and Water	Key West EOC General Staff-Logistics, Infrastructure, Facilities FKAA
ESF – 12	Energy	Keys Energy Services
ESF – 13	Military Support	Key West EOC General Staff-Logistics and Support Branch
ESF – 14	Public Information	Key West Police Department PIO Key West Public Information Officer
ESF – 15	Volunteers and Donations	Key West EOC General Staff-Logistics
ESF – 16	Law Enforcement	Key West Police Department
ESF – 17	Animal Protection	Key West EOC-General Staff-Logistics Community Services
ESF – 18	Business and Industry	Key West EOC-Logistics, Communications Engineering Key West Fire Department-Fire Prevention Building Department Planning Department

ATTACHMENT 6
SUMMARY OF AGREEMENTS & CONTRACTS

Agreements/Contracts

Description:
Summary of Provisions:
Officials Authorized to Implement:
Costs:
Copies Held By:

Contracts

Description:
Summary of Provisions:
Officials Authorized to Implement:
Costs:
Copies Held By:

Description:
Summary of Provisions:
Officials Authorized to Implement:
Costs:
Copies Held By:

Memorandums of Understanding and Mutual Aid Agreements for Monroe County:

American Red Cross	Civil Air Patrol	Dept. of Community Affairs	Department of Health-Monroe County	Robert Foley, DVM	Immigration and Naturalization Service	Florida Dept. of Law Enforcement	Federal Emergency Management Agency (FEMA)	Florida Keys Aqueduct Authority	Florida Park Service
Highlands County	Key Largo Volunteer Fire Department	Key West Police Dept	Lower Keys Medical Center	Miami-Dade Public Health Trust	Monroe Co Sheriff's Office	Mosquito Control	Islamorada, Village of Islands	City of Key Colony Beach	NOAA
North Carolina Air Guard	The Salvation Army	Monroe County Social Services	Strategic Catastrophic Disaster Response and Recovery Mutual Aid Agreement	City of Key West	City of Layton	Florida Fire Chief's Association	City of Marathon	Monroe County School Board	Florida International University
Florida Keys Electric Cooperative	Country Health Associates								

ATTACHMENT 7
NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) SUMMARY

A. BACKGROUND

1. NIMS is a comprehensive, national approach to incident management that is applicable to all jurisdictional levels and across functional disciplines. This system is suitable across a wide range of incidents and hazard scenarios, regardless of size or complexity. It provides a flexible framework for all phases of incident management, as well as requirements for processes, procedures, and systems designed to improve interoperability.

2. NIMS is a multifaceted system that provides a national framework for preparing for, preventing, responding to, and recovering from domestic incidents.

B. COMPONENTS

1. Command and Management. The incident management structures employed by NIMS can be used to manage emergency incidents or non-emergency events such as celebrations. The system works equally well for small incidents and large-scale emergency situations. The system has built-in flexibility to grow or shrink depending on current needs. It is a standardized system, so personnel from a variety of agencies and geographic locations can be rapidly incorporated into a common management structure.

   a. Incident Management System. A system that can be used to manage emergency incidents or non-emergency events such as celebrations.

      1) FEATURES OF ICS

         ICS has a number of features that work together to make it a real management system. Among the primary attributes of ICS are:

         a) Common Terminology. ICS requires the use of common terminology, such as the use of standard titles for facilities and positions within an organization, to ensure efficient and clear communications.

         b) Organizational Resources. All resources including personnel, facilities, major equipment, and supply items used to support incident management activities must be “typed” with respect to capability. This typing will minimize confusion and enhance interoperability.

c) Manageable Span of Control. Span of control should ideally vary from three to seven. Anything less or more requires expansion or consolidation of the organization.

d) Organizational Facilities. Common terminology is used to define incident facilities, the activities conducted at these facilities, and the organizational positions that can be found working there.

e) Use of Position Titles. All ICS positions have distinct titles.

f) Reliance on an Incident Action Plan. The incident action plan, which may be verbal or written, is intended to provide supervisory personnel a common understanding of the situation and direction for future action. The plan includes a statement of objectives, organizational description, assignments, and support material such as maps. Written plans are desirable when two or more jurisdictions are involved, when state and/or federal agencies are assisting local response personnel, or there has been significant turnover in the incident staff.

g) Integrated Communications. Integrated communications includes interfacing disparate communications as effectively as possible, planning for the use of all available systems and frequencies, and requiring the use of clear text in communications.

h) Accountability. ICS is based on an orderly chain of command, check-in for all responders, and only one supervisor for each responder.

2) UNIFIED COMMAND

a) Unified Command is a variant of ICS used when there is more than one agency or jurisdiction with responsibility for the incident or when personnel and equipment from a number of different agencies or jurisdictions are responding to it. This might occur when the incident site crosses jurisdictional boundaries or when an emergency situation involves matters for which state and/or federal agencies have regulatory responsibility or legal requirements.

b) ICS Unified Command is intended to integrate the efforts of multiple agencies and jurisdictions. The major change from a normal ICS structure is at the top. In a Unified command, senior representatives of each agency or jurisdiction responding to the incident collectively agree on objectives, priorities, and an overall strategy or strategies to accomplish objectives; approve a coordinated Incident Action Plan; and designate an Operations Section Chief. The Operations Section Chief is responsible for managing available resources to achieve objectives. Agency and

jurisdictional resources remain under the administrative control of their agencies or jurisdictions, but respond to mission assignments and direction provided by the Operations Section Chief based on the requirements of the Incident Action Plan.

3) AREA COMMAND

a) An Area Command is intended for situations where there are multiple incidents that are each being managed by an ICS organization or to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command becomes Unified Area Command when incidents are multijurisdictional.

b) The organization of an Area Command is different from a Unified Command in that there is no operations section, since all operations are conducted on-scene, at the separate ICPs.

b. Multiagency Coordination Systems. Multiagency coordination systems may be required for incidents that require higher level resource management or information management. The components of multiagency coordination systems include facilities, equipment, EOCs, specific multiagency coordination entities, personnel, procedures, and communications; all of which are integrated into a common framework for coordinating and supporting incident management.

c. Public Information. The NIMS system fully integrates the ICS Joint Information System (JIS) and the Joint Information Center (JIC). The JIC is a physical location where public information staff involved in incident management activities can collocate to perform critical emergency information, crisis communications, and public affairs functions. More information on JICs can be obtained in the DHS *National Incident Management System* Plan, dated March 2004.

2. Preparedness. Preparedness activities include planning, training, and exercises as well as certification of response personnel, and equipment acquisition and certification. Activities would also include the creation of mutual aid agreements and Emergency Management Assistance Compacts. Any public information activities such as publication management would also be preparedness activities.

3. Resource Management. All resources, such as equipment and personnel, must be identified and typed. Systems for describing, inventorying, requesting, and tracking resources must also be established.

4. Communications and Information Management. Adherence to NIMS specified standards by all agencies ensures interoperability and compatibility in communications and information management.

5. Supporting Technologies. This would include any technologies that enhance the capabilities essential to implementing the NIMS. For instance, voice and data communication systems, resource tracking systems, or data display systems.

6. Ongoing Management and Maintenance. The NIMS Integration Center provides strategic direction and oversight in support of routine review and continual refinement of both the system and its components over the long term.

ATTACHMENT 8
DECLARATION OF STATE OF INCREASED READINESS AND DECLARATION OF STATE OF LOCAL EMERGENCY

CITY OF KEY WEST
525 ANGELA ST.
KEY WEST, FL 33040
305 – 809 – 3700

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 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 **M**AYOR **P**RO **T**EM **O**F **T**HE **C**ITY **O**F **K**EY **W**EST

DATE: _____ **T**IME: _____

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::_____