



LAKE COUNTY
FLORIDA

Comprehensive Emergency Management Plan

November 2014

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Lake County Comprehensive Emergency Management Plan

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PLAN DEVELOPMENT AND MAINTENANCE

The Lake County Emergency Management Division Manager is mandated to coordinate the development and annual review of this plan by the officials and agencies involved and will coordinate necessary revision efforts through the Lake County Emergency Management Division. This shall include critique of the actions taken in support of the plan following any event necessitating implementation of the plan.

This plan shall be exercised annually in lieu of actual response to real emergency events.

This plan shall be considered a “living plan” and with each use, either by exercise or incident, the plan shall be reviewed by the Emergency Support Functions (ESF’s) agencies and public officials with the intent of improving it.

RECOMMENDED CEMP DISTRIBUTION LIST

Copy #	Department/Organization	Date Distributed
1	Lake County Board of County Commissioners, District 1 Commissioner	
2	Lake County Board of County Commissioners, District 2 Commissioner	
3	Lake County Board of County Commissioners, District 3 Commissioner	
4	Lake County Board of County Commissioners, District 4 Commissioner	
5	Lake County Board of County Commissioners, District 5 Commissioner	
6	Lake County Public Safety Department Director	
7	Lake County Emergency Management Division Manager (Master)	
8	Lake County Sheriff	
9	Lake County Sheriff's Dispatch	
10	Lake County Tax Collector	
11	Lake County Supervisor of Elections	
12	Lake County Clerk of the Courts	
13	Lake County Property Appraiser	
14	Lake County Superintendent of Schools	
15	Lake County Manager	
16	Lake County Attorney	
17	Florida Department of Health Department, Lake County Administrator	
18	Lake Emergency Medical Services Executive Director	
19	Lake Emergency Medical Services Dispatch	
20	Lake County Emergency Operations Center	
21	Operations Section Chief	
22	Planning Section Chief	
23	Logistics Section Chief	
24	Recovery Section Chief	
25	Budget & Finance Section Chief	
26	Citizens Information Line	
27	Lake County Emergency Management Disaster Assistance Specialist	
28	Lake County Emergency Management Specialist	
29	Lake County Emergency Management Intern	

RECORD OF REVISIONS

Plan Copy Number: _____

Revision Number	Date of Revision	Date Entered	Revision Made By

RESOLUTION NO. 2015 - _____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF LAKE COUNTY, FLORIDA, APPROVING THE REVISED LAKE COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

WHEREAS, Chapter 252, Florida Statutes, assigns to the Board of County Commissioners responsibility for disaster mitigation, preparedness, response, and recovery; and

WHEREAS, being prepared for disasters means being ready to respond promptly as danger threatens, to save life and protect property, and to provide relief from suffering and privation; and

WHEREAS, local services may be overburdened or inadequate, and local government will have to operate effectively in different ways than in normal times to provide timely relief and minimize hardships in the event of natural and technological disasters in Lake County; and

WHEREAS, man populated areas and parts of communities may require evacuation, shelter, and food until the disaster ends, services are restored, and needed supplies and materials are available; and

WHEREAS, this plan is intended to provide the framework for the development of detailed operating procedures for all County forces charged with the responsibility of protecting the public's health and safety from natural and technological disasters; and

WHEREAS, Chapter 27P, Florida Administrative Code, requires each County to develop a Comprehensive Emergency Management Plan; and

WHEREAS, Chapter 27P, Florida Administrative Code, furthermore, requires the governing body of Lake County to adopt by resolution, the revised Lake County Comprehensive Emergency Management Plan.

NOW THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Lake County, Florida, that Lake County's revised Comprehensive Emergency Management Plan be hereby adopted and activated throughout Lake County.

This resolution shall become effective upon adoption.

PASSED AND ADOPTED this _____ day of _____, 2015.

**BOARD OF COUNTY COMMISSIONERS
LAKE COUNTY, FLORIDA**

Jimmy Conner, Chairman

This _____ day of _____, 2015.

ATTEST:

Neil Kelly, Clerk to the
Board of County Commissioners,
Lake County

Approved as to form and legality:

Sanford Minkoff, County Attorney

LETTER OF PROMULGATION

Approval Date: January 27, 2015

To: Officials, Employees and Citizens of Lake County

The preservation of life, property and the environment is an inherent responsibility of local, state and federal government. Lake County, in cooperation with the County's constitutional officers, and nonprofit agencies, has prepared this Comprehensive Emergency Management Plan (CEMP) to ensure the most effective allocation of resources for the protection of people and property in time of an emergency.

While no plan can completely prevent injuries and damage, good plans carried out by knowledgeable and well-trained personnel can reduce losses. This plan establishes the emergency organization, assigns responsibilities, specifies policies, and provides for coordination of planning efforts of the various emergency staff and service elements using the Emergency Support Function concept.

The objective of this plan is to incorporate and coordinate the facilities and personnel of the County and its subsidiaries into an efficient organization capable of responding effectively to an emergency.

This CEMP is an extension of the *State Comprehensive Emergency Management Plan*. The County will periodically review and exercise the plan and revise it as necessary to meet changing conditions.

The Lake County Board of County Commissioners gives its full support to this plan and urges all officials, employees and the citizens to do their part in the total emergency preparedness effort.

This letter promulgates the *Lake County Comprehensive Emergency Management Plan*, constitutes the adoption of the plan, and the adoption of the National Incident Management System (NIMS). This emergency plan becomes effective on approval by the Board of County Commissioners.

Jimmy Conner, Chairman
Lake County Board of County Commissioners

SIGNED CONCURRENCE BY LAKE COUNTY AGENCIES

The **Lake County Public Safety Department Director** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(Public Safety Director's Signature)

The **Lake County Emergency Management Division Manager** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(Emergency Management Manager's Signature)

The **Lake County Sheriff** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(Lake County Sheriff's Signature)

The **Lake County Tax Collector** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(Lake County Tax Collector's Signature)

The **Lake County Supervisor of Elections** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(Lake County Supervisor of Elections' Signature)

The **Lake County Clerk of Courts** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(Lake County Clerk of Court's Signature)

The **Lake County Property Appraiser** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(Lake County Property Appraiser's Signature)

The **Lake County Superintendent of Schools** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(Lake County Schools Superintendent's Signature)

The **Lake County Manager** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(County Manager's Signature)

The **Lake County Attorney** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(County Attorney's Signature)

The **Florida Department of Health, Lake County Administrator** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(Florida Department of Health, Lake County Administrator's Signature)

The **Lake Emergency Medical Services Executive Director** concurs with and supports the Lake County Comprehensive Emergency Management Plan. As needed, revisions and changes will be submitted to Emergency Management.

Signed _____
(Lake Emergency Medical Services Executive Director Signature)

FOREWORD

The jurisdictions in Lake County have a responsibility for the safety of their citizens. Their safety and security depends on the continuation of government services, during and following an emergency or disaster.

Lake County Government is mandated by federal, state and local laws to ensure that mitigation efforts are enhanced; preparedness is encouraged; responsiveness is assured and recovery is achieved, efficiently and effectively, before, during and after natural, technological and human caused disasters (i.e., fires, hurricanes, tornadoes, chemical spills, floods, domestic and acts of terrorism, etc.) that occur in Lake County.

One of the primary responsibilities of the Lake County Public Safety Department, Emergency Management Division is to develop a local emergency management plan. This plan addresses, as much as possible, all emergency response functions of local governmental departments and agencies, public officials and other public and private organizations, during emergencies or disasters. The Emergency Management Division Manager in cooperation and coordination with local municipalities has achieved that objective by developing the Lake County Comprehensive Emergency Management Plan. This plan is designed to ensure that jurisdictions in Lake County can effectively prepare for, respond to and recover from emergencies and disasters. This plan was developed with input from all local government departments, agencies and organizations that play a pivotal and functional role in emergencies or disasters.

EXECUTIVE SUMMARY

The Comprehensive Emergency Management Plan (CEMP) is an operation-orientated document required by Chapter 252, Florida Statutes. The CEMP establishes the framework to ensure Lake County and its Municipalities will be adequately prepared to deal with all hazards threatening the lives and property of Lake County citizens. The CEMP outlines the roles, responsibilities and coordination mechanisms of local county and municipal governments, state and federal agencies, community partners and volunteer organizations in a disaster. The CEMP also coordinates response and recovery activities with voluntary organizations active in disasters and the business community. All or part of the CEMP may be activated during emergencies or disasters depending on the type, magnitude, and duration of the event. The plan unifies the efforts of these groups under the Emergency Support Function (ESF) format with a designated lead agency for a comprehensive approach to mitigation, planning, response and recovery from identified hazards. The Lake County Emergency Management Division extends its appreciation to all partner organizations that participated in the planning effort to create this document.

The Plan addresses the four phases of emergency management (preparedness, response, recovery, and mitigation), parallels state activities outlined in the State of Florida CEMP, federal activities set forth in the "National Response Framework (NRF)," and describes how local, state, and federal resources will be coordinated to supplement local response and recovery capability. The CEMP is in compliance with the draft criteria issued for CEMP revisions by the State of Florida Division of Emergency Management (FDEM) in July of 2012 and addresses National Incident Management System (NIMS) Compliance.

The CEMP is organized into five (5) essential elements as follows:

1. **The Basic Plan** – outlines the general purpose, scope and methodology of the plan; coordination, collaboration and organizational structure; concept of operations, and identifies responsibilities of all agencies and resources mobilized by the county to assist in recovering from a disaster. The CEMP enables the Lake County Board of County Commissioners to discharge their responsibility for providing direction and control during any large-scale disaster.

2. **Annex I – Recovery Functions.** This annex outlines specific tasks or functions that may be carried out before, during and after a disaster and details control, coordination, planning efforts, and policies within Lake County designed to facilitate both immediate and long-term recovery after a disaster has occurred. The annex provides for rapid and orderly start of rehabilitation and restoration of persons and property affected by a disaster anywhere in Lake County. Specific tasks may be described in Emergency Operating Guidelines (EOGs) or other operational plans utilized within Lake County.
3. **Annex II – Mitigation Functions.** The mitigation annex includes the projects, policies, and programs that reduce the county’s vulnerability to the impacts of disasters before they happen. The annex also details requirements and the programs incorporated in post-disaster recovery efforts to prevent recurring losses from future disasters.
4. **Annex III – Emergency Support Functions (ESFs).** These ESF annexes detail by name and organization the lead, support and coordinating entities and their roles and responsibilities in the four phases of an emergency. Each annex outlines specific tasks or functions that may be carried out before, during and after a disaster and/or emergency event. These tasks utilize the Emergency Support Function (ESF) concept of the federal and state plans and can also be applied to specific functions within the Incident Management System (IMS). These specific tasks may be described in Emergency Operating Guidelines (EOGs) or other operational plans utilized within Lake County by Emergency Management or other response and recovery agencies. Each ESF will respond when activated by the Emergency Management Division Manager.
5. **Annex IV – Appendices.** Appendices are located at the end of the plan and provide additional information associated with the CEMP.

The Lake County Comprehensive Emergency Management Plan is considered a “living document” in that it is subject to continuous review and revision based on an ever-changing environment. CEMP participants are encouraged to question the effectiveness of their sections as they strive to provide the most efficient, effective response and recovery procedures possible with the available resources at their command.

Due to economic considerations, minor typographical errors that do not change the meaning of the CEMP or threaten safety of life will be corrected during the annual review.

LAKE COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN ORGANIZATION

Instructions for Use

Overview: The Lake County Comprehensive Emergency Management Plan (CEMP) is an all-hazard disaster plan developed using State of Florida guidelines. This plan is divided into five main areas: The Basic Plan, Recovery Annex, Mitigation Annex, Emergency Support Function Annexes, and Appendices. All or part of the CEMP may be activated during emergencies or disasters depending on the type, magnitude, and duration of the event. Because disasters are dynamic, resource intensive, and unpredictable, this CEMP cannot cover every possibility that could occur. Instead, it covers those common activities needed to respond to and recover from emergencies and disasters.

I. Basic Plan

The Basic Plan details the policies, organization, concept of operations and assignment of responsibilities necessary for Lake County's response and recovery operations. The Basic Plan includes attachments and appendices as necessary.

II. Incident Management System/Emergency Support Function Annexes

The Emergency Support Functions (ESFs) are organized into functional sections under the Incident Management System. Each section maintains an annex to the Basic Plan detailing the concept of operations for that section and the ESFs within that section. A standard outline is used for each section and ESF annex in order to ensure continuity of the CEMP and allow for easy reference.

III. Recovery Annex

The Recovery Annex details the procedures for damage assessment, requests for Federal Disaster Assistance, Public and Individual Assistance Programs and Hazard Mitigation.

IV. Emergency Operating Guidelines (EOGs)

For the Lake County Comprehensive Emergency Management Plan to be complete, each EOC staff position and ESF lead agency must develop Emergency Operating Guidelines (EOGs). ESF Support agencies are encouraged to develop their own EOGs or checklists. Additionally, Emergency Management will develop and maintain Incident Management System EOGs and/or checklists for the Emergency Operation Center as appropriate. Upon completion, each EOG will become part of this plan by reference but is not included in this CEMP. Each ESF

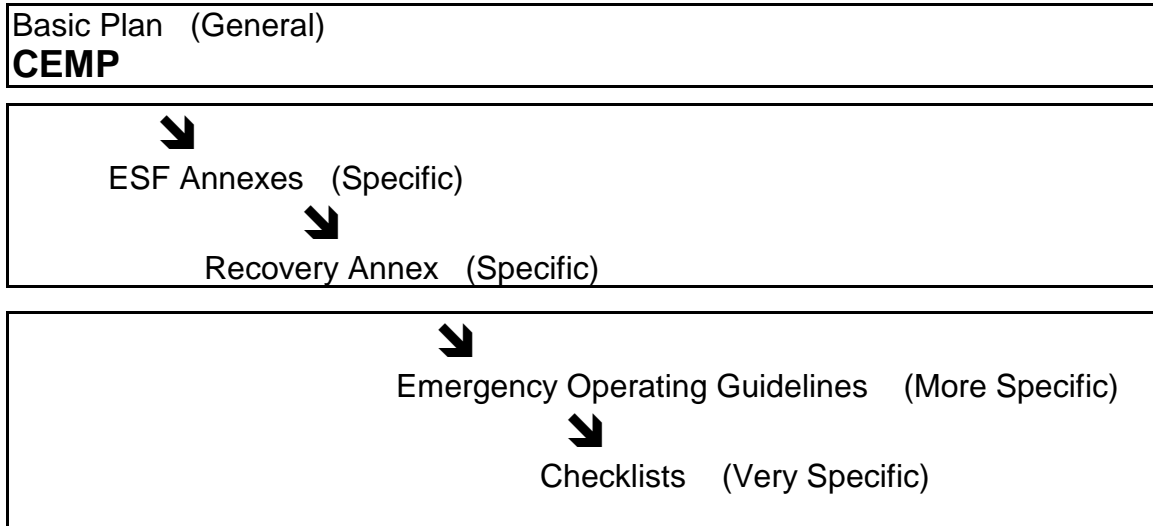
agency shall be responsible for the promulgation and maintenance of their EOGs. These EOGs will contain, in detail, those actions that are necessary to fulfill the EOC/ESF functional responsibilities under this plan. All EOGs will be dated and reviewed/updated annually.

Emergency Management will review each EOG for consistency with the CEMP. Inconsistencies or conflicts between departmental actions will be addressed and resolved by the departments/agencies or by the County Administrator or Board, if necessary.

The EOGs are provided as guidelines for each ESF while functioning in the EOC. EOC and ESF members may deviate from EOGs to respond to unique needs in a particular response. Major variations from procedures shall be coordinated with the EOC Manager.

V. Checklists

Detailed checklists are developed to implement ESF annexes and agency EOGs. The checklists are simple, bullet style documents to be used by operational personnel as a reminder for actions to take. Checklists are not included in the CEMP, but are available from the ESFs.



DEFINITIONS

Activation Level III, Monitoring Activation – This level will be implemented whenever the Lake County Emergency Management Division receives notice of an incident, which may escalate to threaten public safety.

Activation Level II, Hazard Specific Activation – This level may be implemented by the Lake County Emergency Management Division or upon request of the Incident Commander (or his/her designees). Only those ESFs impacted by the hazard or involved in the response will be represented at the Emergency Operations Center (EOC).

Activation Level I, Full County Activation – This level may be implemented for a major event. All EOC components including the Executive Policy Group (EPG), Command and General Staff, ESFs, the Liaison Group and Support Staff will typically staff 24 hours per day.

Advisory – A National Weather Service message giving storm location, intensity, movement and precautions to be taken.

Amateur Radio Emergency Service (ARES) – A volunteer group of amateur radio operators who may be activated by the Lake County Emergency Management Division or ESF 2 to provide communications support in times of emergency.

Basic Plan – This plan describes the various types of emergencies, which are likely to occur in Lake County. It further provides procedures for disseminating warnings, coordinating response, ordering evacuations, opening shelters and for determining, assessing, and reporting the severity and magnitude of such emergencies. The Basic Plan establishes the concept under which the County and municipal governments will operate in response to natural, technological and manmade disasters.

Burn Sites – The open areas identified for the collection and open burning of disaster caused debris.

Catastrophic Disaster – An incident that overwhelms the capability of local and state resources and requires federal assistance and/or resources. Examples include Hurricane Ivan in 2004 and Hurricane Katrina in 2005.

Clearance Time – The clearance time is the mobilization, travel and queuing delay time and is based on the number of people required to evacuate the number of vehicles that may be used, the suitability of the roads (capacity, elevation, location, etc.) and then any special evacuation considerations such as medical facilities and people with special needs.

COG Plan – Continuity of Government Plan establishing policy and guidance to ensure the continuation and line of succession for governmental functions.

Comfort Stations – Stations are managed under ESF 6 to provide basic emergency services to survivors such as food and water, health and first aid treatment, relief supplies, information and temporary refuge.

Command Staff –The staff positions consisting of the Public Information Officer, Liaison Officer, and the Safety Officer who report directly to the Incident Commander. For the Lake County EOC, Command Staff positions are comprised of the following: EOC Manager, Public Information Officer, Liaison Officer, EOC Command Desk staff.

Comprehensive Emergency Management (CEM) – An integrated approach to the management of emergency programs and activities for all four emergency phases (mitigation, preparedness, response, and recovery), for all types of emergencies and disasters (natural, man-made, and terrorism), and for all levels of government and the private sector.

Comprehensive Emergency Management Plan (CEMP) –The purpose of the CEMP is to establish uniform policy and procedures for the effective coordination of response to a wide variety of natural, technological and manmade disasters.

COOP Plan – Continuity of Operations Plan establishing policy and guidance to ensure the execution of an organization’s mission essential functions in any event that requires the relocation of selected personnel and functions to an alternate facility.

County Warning Point – This is the location that the State will contact in case of an emergency. The primary County Warning Point is located within the Lake Emergency Medical Services’ Communications Center. It is staffed 24 hours a day.

Critical Facility – This is a "structure" from which essential services and functions for health and human welfare, continuation of public safety actions and/or disaster recovery are performed or provided.

Damage Assessment – An estimation of damages made after a disaster has occurred which serves as the basis of the Governor’s request to the President for a declaration of Emergency or Major Disaster.

Disaster Recovery Center (DRC) – Center locations set-up for survivors to apply for state and federal assistance programs for which they may be eligible. DRCs do not usually provide direct services.

Distribution Points/Sites – Locations where donations of food, water and other supplies received from the State Resource Center will be given directly to residents. Distribution Points may be located in parking lots or open fields in the disaster area, as close to survivors as possible.

Drill – An activity that tests, develops or maintains skills in a single emergency response procedure (communication drills, fire drills, emergency operation center drills, etc.). A drill usually involves actual field response, activation of emergency communications networks, equipment and apparatus that would be used in a real emergency.

Emergency Alert System (EAS) – System replaces the Emergency Broadcasting System (EBS) as the primary relay and notification system for delivering emergency information to residents through the broadcast media.

Emergency Operating Guideline (EOG) – A ready and continuous reference to those roles, relationships and procedures within an organization which are used for the accomplishment of broad or specialized functions which augment the CEMP. They are developed by primary and support agencies as needed to implement their responsibilities under the ESF Annexes.

Emergency Operations Center (EOC) – The site from which local governments exercise direction and control during an emergency.

Emergency Response – An incident is in progress or has occurred requiring local resources only. This includes vehicle accidents, fires, utility losses, etc.

Emergency Management Network (EMnet) – This is the 24 hour dedicated satellite communications link between the State EOC and the 67 counties and 6 local weather forecast offices.

Emergency Support Function (ESF) – A functional area of response activity established to facilitate the delivery of county and/or state assistance required during the immediate response and recovery phases. The concept uses a functional approach to group response actions or Subject Matter Experts (SMEs) which will be most likely needed during an emergency or disaster.

Executive Policy Group (EPG) – The decision making body comprised of the Chairman of the Lake County Board of County Commissioners (LCBCC), the Sheriff, County Manager, County Attorney, Public Safety Director and other officials deemed necessary as each incident dictates the need. The role of the EPG is to identify and set forth the overall objectives to be accomplished during an EOC activation.

Evacuation Levels – Areas pre-designated by local emergency management officials as requiring evacuation for hazard vulnerability. Hurricane evacuation levels are normally based on wind damage possibilities along with salt water, river and lake flooding from storm surge or extensive rain as determined by model data.

Federal Coordinating Officer (FCO) – The senior federal official appointed in accordance with the provisions of the Stafford Act to coordinate the overall federal response and recovery activities.

Federal Emergency Management Agency (FEMA) – The lead agency for federal emergency management planning and response.

Field Hospitals/Emergency Clinics – Those sites where Disaster Medical Assistance Teams (DMAT’s) or local hospitals/physicians may set-up temporary emergency clinics to provide emergency medical care in the disaster area. The locations are established to supplement the pre-existing medical network.

Full-Scale Exercise – An exercise intended to evaluate the operational capability of emergency management systems in an interactive manner over a substantial period of time. It involves the testing of a major portion of the basic elements existing within emergency operations plans and organizations in a stress environment. This type of exercise includes the mobilization of personnel and resources and the actual movement of emergency workers, equipment and resources required to demonstrate coordination and response capability.

Enhanced Fujita (EF) Scale – The scale used by the National Weather Service to rate tornados by relating the degree of damage to the intensity of the wind.

EF Number	Winds
0	65 - 85 mph
1	86 - 110 mph
2	111 - 135 mph
3	136 - 165 mph
4	166 - 200 mph
5	Over 200 mph

Functional Exercise – An exercise intended to test or evaluate the capability of an individual function or complex activity within a function. It is applicable where the activity is capable of being effectively evaluated in isolation from other emergency management activity.

General Staff – Staff in the Incident Management System structure; Section Chiefs are Operations, Planning, Logistics and Finance who report to the Incident Commander. For the Lake County EOC, General Staff positions are comprised of the following Section Chiefs: Budget/Finance, Logistics, Operations, Planning and Recovery.

Governor's Authorized Representative (GAR) – Individual designated as the lead person to represent the Governor in disaster response and recovery.

Hazard Mitigation – The process of potential improvements that would reduce or remove the hazard vulnerability.

Hazardous Material Sites – Sites pre-identified in the County Hazardous Materials Vulnerability Analysis as containing extremely hazardous substances.

Hazard Vulnerability Analysis (HVA) – The process of collecting information about local hazards, risks to those hazards, the extent to which they threaten local populations and the vulnerability the hazards present. An HVA may include mitigation measures required to abate the hazards, priority/goal settings, and funding mechanisms available for hazard reduction.

Hurricane – Tropical weather system characterized by pronounced rotary circulation with a constant minimum wind speed of 74 miles per hour (64 knots) that is usually accompanied by rain, thunder and lightning and storm surge. Hurricanes often spawn tornadoes.

Hurricane Eye – The roughly circular area of comparatively light winds and fair weather at the center of a hurricane. Eyes are usually 25-30 miles in diameter. The area around the eye is called the wall cloud. **Do not go outdoors while the eye is passing, the intensity of the storm will reoccur in minutes.*

Hurricane Landfall – The point and time during which the eye of the hurricane passes over the shoreline. After passage of the calm eye, hurricane winds begin again with the same intensity as before but from the opposite direction.

Hurricane Season – The six-month period from June 1st through November 30th.

Hurricane Vulnerability Zone – Zone defined as the category three hurricane evacuation zone.

Hurricane Warning – Warning issued by the National Hurricane Center 24 hours before hurricane conditions (constant minimum wind speed of 74 miles per hour) are expected. If the hurricane path changes quickly, the warning may be issued 10 to 18 hours or less, before the storm makes landfall. A warning will also identify where dangerously high water and waves are forecast even though winds may be less than hurricane force.

Hurricane Watch – Watch issued by the National Hurricane Center when a hurricane threatens, the watch covers a specified area and time period. A hurricane watch indicates hurricane conditions are possible, usually within 24 - 36 hours. When a watch is issued, listen for advisories and be prepared to take action if advised to do so.

Incident Command Post (ICP) – The location in the field at which the primary command functions are executed. The ICP may be co-located with another incident facility such as the EOC.

Incident Commander (IC) – The person in charge at the incident, on-scene or in the EOC, who must be fully qualified to manage the incident. He/she sets objectives and priorities for emergency response and recovery. The Incident Commander has overall responsibility for the incident or event.

Incident Management System (IMS) – Organization framework for managing an incident or event. A combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure with responsibility for management of assigned resources to effectively direct and control the response to an incident. It is intended to expand as the situation requires larger resources, without requiring new, reorganized command structure. Incident Command System (ICS) is another term used interchangeably with IMS.

Individual Assistance – Assistance provided to individuals and private business in the form of grants and low interest loans by the Federal government.

Information Checkpoints – Locations where residents and visitors can be directed to get information on the recovery efforts. These may be co-located with distribution points but may also be in additional locations to ensure information is accessible.

Joint Field Office (JFO) – Office established in or near the designated area to support State and Federal response and recovery operations. The JFO houses the Federal Coordinating Officer (FCO) and the Emergency Response Team (ERT), and when possible, the State Coordinating Officer (SCO) and support staff.

Joint Information Center (JIC) – The primary field location for the coordination of all incident related public information and the central point of contact for all news media at the scene of the incident.

Joint Information System (JIS) – System provides for an organized, integrated and coordinated mechanism for providing information to decision makers and the public during an incident.

Landing Zone – Any designated location where a helicopter can safely take off and land. Some heliports may be used for loading of supplies, equipment or personnel.

Local State of Emergency - "Local emergency management agency" means an organization created in accordance with the provisions of Florida Statutes 252.31-252.90 to discharge the emergency management responsibilities and functions of a political subdivision. Declared whenever normal community functions are severely disrupted, Lake County Government requires outside assistance or as deemed necessary by the Executive Policy Group.

Logistical Staging Area (LSA) – Area established by the State to receive, classify and account for emergency relief and sustainment supplies and goods solicited by the State and which may, upon request, be distributed to county distribution points.

Long-Term Recovery Phase – Phase that begins within a week of the disaster impact and may continue for years. Long-term recovery activities include: on-going human service delivery; rebuilding the economy, infrastructure, and homes; implementation of hazard mitigation projects, and funds recovery.

Major Disaster – An incident that will likely exceed local capabilities and require a broad range of State and Federal assistance.

Mandatory Evacuation Order – Order that will be issued when there is a definite threat to life safety. Failure to comply with a mandatory evacuation order is a misdemeanor under Florida Statute 252.50.

Mass Feeding Sites – Temporary locations strategically placed near the disaster area where residents can go for a meal. Food may also be distributed to take home from these locations.

Minor Disaster – An incident that is likely to be within the response capability of local government and to result in only minimal need for State and Federal assistance.

Mutual Aid Agreement – Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request by furnishing personnel and equipment.

NFIP Flood Zones – Areas designated by the National Flood Insurance Program (NFIP) as being vulnerable to velocity and/or freshwater flooding based on the 100 and 500 year storms. Flood zones include inland areas.

Post-Impact Response Phase – Phase begins once the disaster occurs and may continue for up to a month. This phase includes the following activities: communications, public information, hazard abatement, search and rescue (SAR), emergency medical service delivery, temporary shelter, impact/needs assessment, security, re-entry, traffic control, debris clearance, resource distribution and volunteer management.

Pre-Impact Response Phase – Phase is the monitoring and preparedness phase before disaster strikes. This phase may begin up to 72 hours before an incident (hurricane) and continues until the disaster occurs. This phase includes hazard monitoring/tracking, incident notification, EOC activation, public information and warning, evacuation, sheltering (in-place, risk and host) and communications and coordination activities.

Preliminary Damage Assessment (PDA) – This assessment begins immediately after disaster impact and determines whether more detailed damage assessments are necessary and identifies those areas where further efforts should be concentrated.

Primary Agency – Agency leading each ESF as its primary agency, which has been selected based on its authorities, resources and capabilities.

Project Worksheet (PW) – Form completed by state and federal teams to document eligible public assistance expenses.

Public Assistance – The reimbursement and emergency assistance provided to State and local governments and private non-profit entities from the Federal government.

Public Information Officer (PIO) – Officer that coordinates media relations and prepares media releases.

Rapid Impact Assessment Team (RIAT) – A state team deployed to assess immediate human needs and the operational status of vital community infrastructure.

Rapid Response Team (RRT) – A set of four types of operations teams established by the State of Florida to provide assistance to impacted counties using personnel from non-impacted counties.

Recommended Evacuation – Order that will be issued when it is determined the hazard may cause discomfort to residents and minimal damage to property but it is not expected to threaten life safety.

Regional Recovery Centers (RRC) – The location where all resources from outside of the area will be directed for redistribution to County RSC as requested. The RRC is also known by many other names.

Resource Staging Centers (RSC) –The location in the county where supply donations and volunteers will be received from the Regional Recovery Center for redistribution to County distribution points. RSCs may be used as distribution points. Supplies may also be warehoused at the RSC if space permits.

Saffir/Simpson Hurricane Scale – Scale used by the National Hurricane Center to provide a continuing assessment of the potential for wind damage.

Intensity	Winds
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Tropical Storm	39-73 mph
Category 1	74-95 mph
Category 2	96-110 mph
Category 3	111-129 mph
Category 4	130-156 mph
Category 5	157+ mph

Security Checkpoints – Those locations where all traffic will be stopped to check for identification in order to determine access to the disaster area.

SERT Liaison Officer (SERTLO) – Officer that provides the communication and coordination link between the SERT in the State EOC and the County EOC Team.

Shelter – Temporary emergency shelters activated prior to a disaster impact, operated during the disaster and closed as soon as residents can be returned to their homes or relocated to long-term shelters or temporary housing areas.

Shelter-In-Place – Recommendation that means residents will be advised to remain in their homes with the windows closed and all open air circulation systems turned off.

Short-Term Recovery Phase – Phase that may begin immediately after the disaster impact and continues for approximately six months. The Short-Term Recovery Phase includes the implementation of individual assistance programs through Disaster Recovery Centers (DRCs) and Red Cross Service Centers and public assistance programs through damage survey teams and forms completion. Other short-term activities include: long-term sheltering (hotels/motels, mobile homes, tent cities, etc.), on-going human service delivery, debris removal, contractor licensing, permitting and inspections.

Situation Report (SITREP) – The summary of events, actions taken and anticipated in response to an emergency. SITREPs will be issued as needed. As a guide, SITREPs should be issued daily during a monitoring activation and at least twice per day during a full activation.

Special Needs Program – The program through which impaired persons who need special assistance in times of emergency, are registered, evacuated and sheltered.

Staging Area - Location near or in the disaster area where personnel and equipment are assembled to coordinate response within the disaster area.

State Emergency Response Team (SERT) – Team that coordinates State of Florida response and recovery functions through 18 Emergency Support Functions (ESFs).

State of Emergency – A governmental declaration that may suspend certain normal functions of government, alert citizens to alter their normal behaviors, or order

government agencies to implement emergency preparedness plans. The Governor may issue an Executive Order.

Statewide Mutual Aid Agreement for Disaster Response and Recovery (SMAA) – The chief agreement between counties and the State for providing mutual aid assistance, which details request and reimbursement procedures.

State Watch Office (SWO) – The 24-hour answering point in the State EOC for reports of unusual emergencies and/or requests for State assistance.

Storm Surge – The dome of seawater, often 50 miles across, that is pushed by hurricane winds and sweeps across the coastline inundating the land with water potentially many feet above normal high tide. The ocean level rises as a hurricane approaches, peaking where the eye strikes land, and gradually subsiding after the hurricane passes. Storm surge, also known as tidal flooding, has historically been responsible for nine out of ten hurricane deaths.

Storm Surge Model Data – Model based on the SLOSH (Sea Lake and Overland Surges from Hurricanes) model that shows those areas expected to be inundated with salt water flooding during a hurricane. All county evacuation levels are based on storm surge model data.

Support Agency – Agency in support for one or more ESFs based on their resources and capabilities to support the functional area.

Tabletop Exercise – An activity in which exercise participants are presented with simulated emergency situations without time constraints. It is intended to evaluate plans and procedures and to resolve questions of coordination and assignments of responsibility. Tabletop exercises are not concerned with time pressures, stress or actual simulation of specific events.

Temporary Housing Areas – Area where tents or mobile home units may be set-up for residents to live before they are able to return to their own homes or until they find a new home.

Temporary Debris Storage Area – A park, open area or landfill space where debris will be held after debris clearance until it can be moved to a landfill, incinerator or other appropriate disposal location.

Terrorism Annex – A guideline plan for preparing emergency management, local law enforcement, fire rescue, health and emergency medical services' response to acts of terrorism that include biological, chemical, incendiary, explosive and nuclear agents.

Tornado – A wind funnel that may be formed by severe thunderstorms, most frequently in the spring and summer. A tornado can travel for miles along the ground, lift and suddenly change direction and strike again. Its impact is generally localized.

Tornado Warning – Warning issued when a tornado funnel is sighted or indicated by radar. You should take shelter immediately. Because tornadoes can form and move quickly, there may not be time for a warning.

Tornado Watch – Watch issued when weather conditions are favorable to the formation of tornadoes, for example during severe thunderstorms. During a Tornado Watch, keep an eye on the weather and be prepared to take shelter immediately if conditions worsen.

Tropical Storm – Area of low pressure with a definite eye and counter clockwise winds of 39-73 mph. A tropical storm may strengthen to hurricane force in a short period of time.

Tropical Storm Warnings – Warning issued by the National Hurricane Center when winds of 55-73 mph (48-63 knots) are expected. If a hurricane is expected to strike a coastal area, separate tropical storm warnings may precede hurricane warnings.

Traffic Control Points – Key intersections on the road network where staff may be needed to physically control traffic flow.

Transportation Bottlenecks – Those locations identified by transportation planners where traffic back-ups during evacuation or re-entry are expected to occur.

Unified Command – Procedure that allows all agencies with geographical or functional responsibility to establish together a common set of incident objectives and strategies, and a single Incident Action Plan.

Voluntary Evacuation – Order that will be issued when it is determined that the hazard may cause discomfort to residents and minimal damage to property but it is not expected to threaten life safety.

ACRONYMS

AEOC	Alternate Emergency Operations Center
ACLF	Adult Congregate Living Facility
AHCA	Agency for Health Care Administration
ALF	Assisted Living Facility
AMA	American Medical Association
AOR	Area of Responsibility
APAO	Assistant Public Assistance Officer
ARC	American Red Cross
ARES	Amateur Radio Emergency Service
ARRL	American Radio Relay League
ATF	Bureau of Alcohol, Tobacco and Firearms
BC	Bureau Chief
BFE	Base Flood Elevation
BOAF	Building Officials Association of Florida
CAP	Civil Air Patrol
CAT	Crisis Action Team
CDBG	Community Development Block Grant
CDC	Center for Disease Control and Prevention
CDRG	Catastrophic Disaster Response Group
CEMP	Comprehensive Emergency Management Plan
CEO	Chief Executive Order
CEOC	County Emergency Operations Center
CEP	Civil Emergency Planning – NATO
CERCLA	Comprehensive Environmental Response, Compensation and Liability Act
CERT	Community Emergency Response Team
CFR	Code of Federal Register
CIL	Citizens Information Line
CINC	Commander-In-Chief
CIP	Critical Infrastructure Protection
CISD	Critical Incident Stress De-briefing
COG	Continuity of Government
CONUS	Continental United States
COOP	Continuity of Operations
CP	Command Post
CPI	Consumer Price Index
CRS	Community Rating System
CSA	County Staging Area
CST	Civilian Support Team – National Guard
CWP	County Warning Point
DABT	Division of Alcoholic Beverages & Tobacco
DACS	Department of Agriculture and Consumer Services
DAP	Disaster Assistance Programs
DAT	Damage Assessment Teams
DBF	Department of Banking and Finance
DBPR	Department of Business and Professional Regulation

DCA	Department of Community Affairs
DCE	Defense Coordinating Executive – Department of Defense
DCF	Department of Children and Families
DCO	Defense Coordinating Officer – Department of Defense
DEM	Division of Emergency Management
DEP	Department of Environmental Protection
DEST	Domestic Emergency Support Team – FBI Team
DFCO	Deputy Federal Coordinating Officer
DFO	Disaster Field Office -- Federal
DHSMV	Department of Highway Safety & Motor Vehicles
DHS	Department of Homeland Security
DLS	Disaster Legal Services
DMA	Department of Military Affairs
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Response Team
DMS	Department of Management Services
DNR	Department of Natural Resources
DO	Duty Officer
DOB	Duplication of Benefits / Date of Birth
DOC	Department of Corrections
DOD	Department of Defense
DOE	Department of Energy
DOEA	Department of Elder Affairs
DOH	Department of Health
DOI	Department of Insurance
DOJ	Department of Justice
DOMS	Director of Military Support
DOS	Department of State
DOT	Department of Transportation
DRC	Disaster Recovery Center
DRM	Disaster Recovery Manager
DRO	Disaster Recovery Operations
DSCO	Deputy State Coordinating Officer
DUA	Disaster Unemployment Assistance
EADB	Emergency Authorities Database – Department of Defense
EAS	Emergency Alert System
ECC	Emergency Communications Center
ECO	Emergency Coordinating Officer
EEl	Elements of Essential Information
EEO	Equal Employment Opportunity
EHS	Extremely Hazardous Substance
EIE	Emergency Information Exchange
EM	Emergency Management
EMAC	Emergency Management Assistance Compact
EMD	Emergency Management Division Manager
EMI	Emergency Management Institute
EMPA	Emergency Management Preparedness and Assistance Trust Fund
EMS	Emergency Medical Services

EMT	Emergency Medical Technician
EMTC	Emergency Management Training Center
EO	Executive Order
EOC	Emergency Operations Center
EOF	Emergency Operations Facility
EOG	Executive Office of the Governor / Emergency Operating Guide
EPA	Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-To-Know Act
EPLO	Emergency Preparedness Liaison Officer
EPP	The Directorate for Emergency Preparedness Policy – Department of Defense
ERT	Emergency Response Team – Federal
ERT-A	Emergency Response Team – Advance Element
EMNET	Emergency Satellite Communications System
ESC	Essential Services Center
ESF	Emergency Support Function
EST	Emergency Support Team – National Guard
ETA	Estimated Time of Arrival
ETC	Estimated Time of Completion
ETD	Estimated Time of Departure
ETO	Exercise Training Officer
F.S.	Florida Statute
F-SERT	Forward State Emergency Response Team
FAA	Federal Aviation Administration
FAB	Florida Association of Broadcasters
FAC	Florida Administrative Code
FasT	Federal Assessment Team – Federal
FAX	Facsimile
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FCG	Florida Coordinating Group
FCIS	Florida Crime Information Service
FCN	Florida Communities Network
FCO	Federal Coordinating Officer
FCT	Florida Communities Trust
FDEM	Florida Division of Emergency Management
FDLE	Florida Department of Law Enforcement
FECA	Florida Electrical Cooperative Association
FEIL	Florida Emergency Information Line
FEMA	Federal Emergency Management Agency
FEPA	Florida Emergency Preparedness Association
FERT	Federal Emergency Response Team
FEX	Functional Exercise
FFAMIS	Florida Fiscal Accounting Management Information System
FFCA	Florida Fire Chiefs Association
FFS	Florida Forest Service (formerly Division of Forestry)
FFWC	Florida Fish & Wildlife Commission
FHFA	Florida Housing Finance Agency

FHMO	Florida Hazard Mitigation Officer
FHP	Florida Highway Patrol
FIRM	Flood Insurance Rate Map
FLDOT	Florida Department of Transportation
FMAP	Flood Mitigation Assistance Program
FMHO	Federal Hazard Mitigation Officer
FNATS	Federal National Teletype System
FNG	Florida National Guard
FmHA	Farmer's Home Administration
FP&L	Florida Power and Light
FRERP	Federal Radiological Emergency Response Plan
FRMAC	Federal Radiological Monitoring and Assessment Center
FRMAP	Federal Radiological Monitoring and Assessment Plan
FRP	Federal Response Plan n/k/a National Response Plan
FSA	Florida Sheriff's Association / Farm Services Agency
FSX	Full Scale Exercise
GAR	Governor's Authorized Representative
GENSET	Generator Set
GIS	Geographic Information System
GR	General Revenue
GSA	General Services Administration
HAZMAT	Hazardous Materials
HAZMIT	Hazard Mitigation
HCD	Housing and Community Development
HES	Hurricane Evacuation Study
HF	High Frequency
HFA	Housing Finance Agency
HLS	Hurricane Local Statement
HLT	Hurricane Liaison Team
HM	Hazard Mitigation
HMEP	Hazardous Materials Emergency Preparedness
HMGP	Hazard Mitigation Grant Program – Federal
HMIS	Hazardous Materials Information System
HMO	Hazard Mitigation Officer
HP	Hurricane Program – FEMA
HQUSACE	Headquarters, U.S. Army Corps of Engineers
HSO	Human Services Officer – Same as an Individual Assistance Officer
HUD	Department of Housing and Urban Development
HURREVAC	Hurricane Evacuation Tracking Program
HVA	Hazard Vulnerability Analysis
IA	Individual Assistance or Impact Assessment
IAO	Individual Assistance Officer
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IEMS	Integrated Emergency Management System
IFG	Individual and Family Grant

IG	Inspector General
IMS	Incident Management System
IMT	Incident Management Team
IO	Infrastructure Officer – same as a Public Assistance Officer (PAO)
IPC	Ingestion Pathway County / Initial Point of Contact
IPU	Information Processing Unit
IPZ	Ingestion Pathway Zone
IRAP	Interagency Radiological Assistance Plan
IRS	Internal Revenue Service
ISS	Information System Services
JCC	Joint Coordination Center – Federal
JFO	Joint Field Office
JIC	Joint Information Center
JSAC	Joint State Area Command
KAPP	Key Asset Protection Program
KW	Kilowatt
LBR	Legislative Budget Request
LCSO	Lake County Sheriff's Office
LEPC	Local Emergency Planning Committee
LFA	Lead Federal Agency
LIHEAP	Low Income Housing Energy Assistance Program
LMS	Local Mitigation Strategy
LSA	Logistical Staging Area
LEMS	Lake Emergency Medical Services
LTR	Long Term Redevelopment – DCA
MAA	Mutual Aid Agreement
MACDIS	Military Assistance for Civil Disturbances – DOD
MACS	Multi-Agency Coordination System
MBE	Minority Business Enterprise
MCI	Mass Casualty Incident
MCU	Mobile Communications Unit
MEOW	Maximum Envelope of Wind / Water
MERL	Mobile Emergency Radiological Laboratory
MERS	Mobile Emergency Response System
MERSVS	Mobile Emergency Response Vehicles
MHA	Multiple Hazard Analysis
MIC	Meteorologist In Charge – NWS
MMRS	Metropolitan Medical Response Team – Federal
MOA	Memorandum of Agreement
MOM	Maximum of the Maximums
MOU	Memorandum of Understanding
MRE	Meals Ready-to-Eat
MSCA	Military Support for Civil Authorities
MSDS	Material Safety Data Sheet
MSU	Medical Support Unit
NAWAS	National Warning System / National Attack Warning and Alert System
NBC	Nuclear, Biological, Chemical

NCEP	National Center for Environmental Prediction
NCP	National Contingency Plan
NDMS	National Disaster Medical System
NECC	National Emergency Coordination Center – FEMA
NEMA	National Emergency Management Association
NEPA	National Environmental Policy Act
NEST	Nuclear Emergency Support Team – DOE
NETC	National Emergency Training Center – FEMA
NFA	National Fire Academy
NFIP	National Flood Insurance Program
NFPA	National Fire Protection Association
NHC	National Hurricane Center
NICP	Nuclear Incident Contingency Plan – FEMA
NIMS	National Incident Management System
NOAA	National Oceanic Atmospheric Administration
NOFA	Notice of Funding Availability
NOI	Notice of Interest
NRC	Nuclear Regulatory Commission
NRP	National Response Plan f/k/a Federal Response Plan
NRCS	National Resource Conservation Service
NRT	National Response Team
NSEP	National Security Emergency Preparedness
NTC	National Tele-registration Center
NTSB	National Transportation Safety Board
NWR	National Weather Radio
NWS	National Weather Service
OJCS	Office of the Joint Chiefs of Staff – DOD
OMB	Office of Management and Budget – Federal
OMC	Operations Management Consultant
OPB	Office of Planning and Budgeting – State
OPCOM	Operational Command
OPCON	Operational Control
OSHA	Occupational Safety and Health Administration
PA	Public Assistance / Public Affairs
PAC	Public Assistance Coordinator
PAG	Protective Action Guide
PAO	Public Assistance Officer
PAR	Protection Action Recommendation
PDA	Preliminary Damage Assessment
PFO	Principal Federal Officer
PIO	Public Information Officer
PNP	Private Non-Profit
POA	Point of Approach
POC	Point of Contact
POD	Point of Distribution/Dispensing
PSA	Public Service Announcement
PSC	Public Service Commission
PSI	Pounds per Square Inch

PSN	People with Special Needs
PW	Project Worksheet
RC	Recovery Centers
RCMP	Residential Construction Mitigation Program
RCRA	Resource Conservation and Recovery Act
RDSTF	Regional Domestic Security Task Force
REEF	Radiological Emergency Evaluation Facility
REM	Roentgen Equivalent Man
REP	Radiological Emergency Preparedness
RERO	Radiological Emergency Response Operations
RFA	Request For Federal Assistance
RFP	Request For Proposal / Request For Payment
RIAT	Rapid Impact Assessment Team
RIS	Resource Identification Strategy
RMEC	Regional Military Emergency Coordinator
RO	Radiological Officer
ROC	Regional Operations Center – FEMA
RPC	Regional Planning Council
RQ	Reportable Quantity
RRC	Regional Relief Centers
RRT	Rapid Response Team – State / Radiological Response Team – Federal
RSO	Radiation Safety Officer
SA	Salvation Army
SALEMDUG	State and Local Emergency Management Data Users Group
SAMAS	State Accounting and Management System
SAR	Search and Rescue
SARA	Superfund Amendments and Reauthorization Act – SARA Title III
SBA	Small Business Administration
SCM	Survivable Crisis Management
SCO	State Coordinating Officer
SEABEES	United States Navy Construction Battalion
SEOC	State Emergency Operations Center
SEP	Supplemental Environmental Project
SEPLO	State Emergency Preparedness Liaison Officer
SERC	State Emergency Response Commission
SERT	State Emergency Response Team
SFHA	Special Flood Hazard Area
SFRT	Shelter Feasibility Review Team
SHMART	State Hazard Mitigation and Recovery Team
SHMO	State Hazard Mitigation Officer
SIC Code	Standard Industrial Classification Code
SITREP	Situation Report
SLOSH	Sea, Lake and Overland Surges for Hurricanes
SMAA	Statewide Mutual Aid Agreement
SMART	Strategic Metropolitan Assistance and Recovery Teams
SMRAP	Southern Mutual Radiological Assistance Plan
SNAPS	State Negotiated Agreement Price Schedule

SNTF	Special Needs Task Force
SOG	Standard Operating Guidelines
SOO	Statement of Objectives
SOP	Standard Operating Procedure
SORT	Special Operations Response Team
SOW	Scope of Work
SPURS	Statewide Purchasing System
SREMAC	Southern Regional Emergency Management Assistance Compact
SST	Sea Surface Temperature
STARC	State Area Command
SWAT	Special Weapons and Tactics
SWO	State Watch Office
TAG	Technical Advisory Group / The Adjutant General
TDD	Telephone Device for the Deaf
TDR	Technical Data Report
TLD	Thermo-Luminescent Dosimeter
TO	Training Officer
TPQ	Threshold Planning Quantity
TTX	Table Top Exercise
UC	Unemployment Compensation
UHF	Ultra High Frequency
UPS	Un-interruptible Power Supply
USAR	Urban Search and Rescue
USACE	United States Army Corps of Engineers
USAF	United States Air Force
USCG	United States Coast Guard
USDA	U.S. Department of Agriculture
USGS	United States Geological Service
USMC	United States Marine Corps
USMCR	United States Marine Corps Reserve
USMM	United States Merchant Marine
USN	United States Navy
VA	Veterans Administration
VHF	Very High Frequency
VOAD	Volunteer Organizations Active in Disasters
VRG	Virtual Rain Gauge
WATS	Wide Area Telephone Service
WCM	Warning Coordination Meteorologist – NWS
WMD	Water Management District / Weapons of Mass Destruction
WRSAME	Weather Radio Specific Area Message Encoder
WSO	Weather Service Office
WWW	World Wide Web



LAKE COUNTY
FLORIDA

Comprehensive Emergency Management Plan

Basic Plan

I. INTRODUCTION

The Comprehensive Emergency Management Plan (CEMP) establishes the framework, as required by Chapter 252, Florida Statutes, to ensure that Lake County is prepared to manage all hazards that threaten Lake County. The CEMP emphasizes action within the four phases of the Emergency Management cycle: Preparedness, Response, Recovery and Mitigation. The CEMP defines the functional roles and responsibilities of each government entity that partners in Lake County's disaster organization and their relationship to each other. In addition, the County's CEMP provides a comprehensive approach to reducing the effects of disasters on its population and physical environment.

The CEMP is divided into five sections: The Basic Plan, Recovery Functions Annex, Mitigation Functions Annex, ESF/IMS Annex and Appendices. The following describes each section:

- **The Basic Plan**

Outlines the general purpose, scope and methodology of the plan; coordination, facilitation and organizational structure; concept of operations, and identifies responsibilities of all agencies and resources mobilized by the county to assist in recovering from a disaster. The CEMP enables the Lake County Board of County Commissioners to discharge their responsibility for providing direction and control during any large-scale disaster.

- **Annex I – Recovery**

This annex outlines specific tasks or functions that may be carried out before, during and after a disaster and details facilitation, coordination, planning efforts, and policies within Lake County designed to facilitate both immediate and long-term recovery after a disaster has occurred; thus providing for rapid and orderly start of rehabilitation and restoration of persons and property affected by a disaster anywhere in Lake County. Specific tasks may be described in Emergency Operating Guidelines (EOGs) or other operational plans utilized within Lake County.

- **Annex II – Mitigation**

The mitigation annex includes the projects, policies and programs that reduce the county's vulnerability to the impacts of disasters before they happen. The annex also details requirements and the programs incorporated in post-disaster recovery efforts to prevent recurring losses from future disasters.

- **Annex III – Emergency Support Functions (ESFs)**

These ESF annexes detail by name and organization the lead, support and coordinating entities and their roles and responsibilities in the four phases of an emergency. Each annex outlines specific tasks or functions that may be carried out before, during and after a disaster and/or emergency incident. These tasks utilize the Emergency Support Function (ESF) concept of the federal and state plans and can also be applied to specific functions within the Incident Management System (IMS). These specific tasks may be described in Emergency Operating Guidelines (EOGs) or other operational plans utilized within Lake County by Emergency Management or other response and recovery agencies. Each ESF will respond when activated by the Director (or designee) of the Emergency Management Division.

- **Annex IV – Appendices**

Appendices are located at the end of the plan and provide additional information associated with the CEMP.

The CEMP is both a planning and an operations-based document that provides guidance for all aspects of emergency management including, disaster preparedness; evacuation and sheltering; warning and notification; public education and information; resource management; mutual aid; Special Needs Program; impact and damage assessment; debris management; training and exercises; and post-disaster recovery programs.

A. Purpose

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

1. Reducing loss of life, injury and property damage and loss resulting from natural, technological and manmade emergencies;
2. Preparing for prompt and efficient response and recovery activities to protect lives and property impacted by emergencies;
3. Responding to emergencies with the effective use of all relevant plans and resources deemed appropriate;
4. Recovering from emergencies by providing for the rapid and orderly implementation of restoration and rehabilitation programs for persons and properties affected by emergencies; and

5. Assisting in awareness, recognition, education, prevention and mitigation of emergencies that may be caused or aggravated by inadequate planning for, and regulation of, public and private facilities and land use.

B. Scope

1. The CEMP establishes the basic policies, assumptions and strategies for a comprehensive all-hazards countywide emergency management program.
2. The CEMP prioritizes protection of citizens as a first priority, with the preservation and protection of property being the second priority.
3. The CEMP is applicable to minor, major or catastrophic disasters. It is flexible and expandable, depending on the emergency situation and needs. Any part or section of the plan may be utilized separately if required by the situation.
4. The CEMP establishes the procedures to coordinate with Local, Regional, State and Federal emergency management agencies, organizations and programs.
5. A unified direction and control structure is described. The CEMP identifies staff roles and resource allocation, as well as decision-making criteria. It delineates lines of authority, responsibilities and working relations of various entities.
6. The CEMP brings together County and municipal resources in a unified approach to manage the disaster. In addition, it identifies a cooperative process for coordination of private sector and volunteer resources.
7. The CEMP addresses management and prioritization of local resources and establishes the procedure to request immediate assistance for resources, if needed. State and/or Federal resources will be requested and drawn from when local resources have been exhausted.

8. The CEMP provides a format for the shift of focus of the EOC from Response to Recovery and Mitigation. Long-range recovery and mitigation is addressed by the ability of the EOC to continue operations in a modified form, after the response phase has been terminated.
9. The CEMP establishes an effective format for emergency management by:
 - a) Identifying the types of hazards that can occur within the County;
 - b) Determining the County's vulnerability to various types of disasters, and identifying the most threatening so that appropriate preparedness, mitigation and planning steps can be taken.
 - c) Addressing each phase of the emergency management cycle:
 - (1) Preparedness: Utilizes lessons learned from previous disasters, locally and elsewhere, to determine what is likely to occur during any particular type and intensity of disaster. Likely community needs can be identified and prioritized. Adequate planning pre-determines the best utilization of resources in responding to needs. Identification and training of personnel for roles and responsibilities during the disaster is included in this phase. It involves working with the private sector, residents and volunteer organizations to assist them in pre-disaster education and planning activities to lessen the impact of disasters.
 - (2) Response: Government responds to emergencies by activating its plan, incrementally increasing response as needed, giving direction and control to the emergency management effort and looking ahead to recovery. Individuals respond by implementing their own disaster plans, whether it means evacuating the area or remaining in place. Private businesses and volunteer organizations

implement their plans to secure and protect their assets, and if capable, make available resources to help the community.

- (3) Recovery: Begins as soon as possible, sometimes during the response phase. The emergency management organization initiates procedures to assess needs and resources, establish priorities, review state and federal aid criteria and coordinate with representatives from both levels of government. Once the extent of the recovery effort is determined, the appointed recovery team members determine how best to manage the specific activities, what resources and personnel will be required and what other actions are needed to return the impacted areas to normal operations as quickly as possible. Assessment of both short and long-term mitigation measures takes place during this phase and the “after action” evaluation process is conducted.
- (4) Mitigation: This phase involves identifying preventative and/or corrective measures and actions to prevent or limit bodily injury, loss of life or property damage from disasters. It includes policy issues as well as structural projects within government and the private sector. A separate Local Mitigation Strategy serves as the guidance document for both pre-disaster mitigation planning and post-disaster recovery.

C. Methodology

1. The CEMP is a dynamic document that adapts to changes in policy, priorities and needs. State and Federal statutes, regulations and priorities guide development of the document. Public and private entities participating in the development of this plan include:
 - a) Lake County Board of County Commissioners
 - b) Lake County Manager
 - c) Lake County Attorney
 - d) Lake County Clerk of Courts
 - e) Lake County Property Appraiser
 - f) Lake County Sheriff
 - g) Lake County Supervisor of Elections
 - h) Lake County Tax Collector
 - i) Lake County Communications Department
 - j) Lake County Community Services Department
 - k) Lake County Community Safety and Compliance Department
 - l) Lake County Economic Development & Tourism Department
 - m) Lake County Facilities and Fleet Management Department
 - n) Lake County Fiscal and Administrative Services Department
 - o) Lake County Growth Management Department
 - p) Lake County Human Resources Department
 - q) Lake County Information Technology Department
 - r) Lake County Public Resources Department
 - s) Lake County Public Safety Department
 - t) Lake County Public Works Department
 - u) Lake County Schools
 - v) Florida Department of Health, Lake County

Other governmental entities furnishing input and information include:

- a) Town of Astatula
- b) City of Clermont
- c) City of Eustis
- d) City of Fruitland Park
- e) City of Groveland
- f) Town of Howey-in-the-Hills
- g) Town of Lady Lake
- h) City of Leesburg
- i) City of Mascotte
- j) City of Minneola
- k) Town of Montverde
- l) City of Mount Dora
- m) City of Tavares
- n) City of Umatilla
- o) The Villages Community Development District
- p) Florida Division of Emergency Management
- q) National Weather Service
- e) East Central Florida Regional Planning Council

Private Sector and volunteer organizations, which participated in creating this plan, include:

- a) American Red Cross
- b) The Salvation Army
- c) Lake And Sumter Emergency Recovery (LASER)

2. Local planning involvement includes:

- a) A promulgation letter from the Chairperson of the Board displayed at the front of this document.
- b) Signed Concurrence acknowledging and accepting plan responsibilities displayed at the front of this document.
- c) A distribution list of the Comprehensive Emergency Management Plan, displayed at the front of this document.
- d) The Emergency Management Division Manager or designee is responsible for ensuring that all changes have been distributed to recipients of the CEMP. The distribution list, displayed at the front of this document is used to verify that all

appropriate persons/offices are copied.

- e) A Record of Changes Log, displayed at the front of this document is used to record all published changes as those holding copies of the CEMP receive them. The holder of the copy is responsible for making the appropriate changes and updating the Log.
- f) A master copy of the CEMP, with a master Record of Changes Log, is maintained in the Emergency Management Division. A comparison of the master copy with any other will allow a determination to be made as to whether or not the copy in question has been posted to it with all appropriate changes.

II. SITUATION

This section of the CEMP describes the potential hazard considerations, geographic characteristics, support facilities, land use patterns, economic profiles and demographics of Lake County. It also describes specific planning assumptions regarding preparedness, response, recovery and mitigation that were taken into consideration during the development of this plan. Information is also available in the Hazards Expected Appendices and the Lake County Local Mitigation Strategy.

A. Hazards Analysis

This section details the natural, technological and manmade hazards to which Lake County is vulnerable.

1. Tropical Cyclone Events

Level of Vulnerability: High probability/major impact Hurricane season is from June through November with regions of major hurricane activity in the Gulf and Western Caribbean during June and October. Although coastal areas are more susceptible to hurricanes, wind and water damage could extend inland to Lake County. Any category hurricane that strikes Lake County could trigger the issuance of an evacuation order. In 2004, Hurricanes Charley, Frances and Jeanne passed in the vicinity of Lake County with wind speeds equal to that of tropical storms, and caused moderate damage. In 2008, Tropical Storm Fay impacted Lake County. The

greatest threat from wind and heavy rains will be to those living in structurally unsound housing and mobile homes. Further specific information is located in the Local Mitigation Strategy. Extensive damage to residential and commercial areas and infrastructure would be anticipated. Primary hazards from this type of event include: **tornadoes, fresh water flooding from heavy rainfall, and extensive wind damage.**

Consequences:

- a) notification and warning
- b) law enforcement/traffic control
- c) mass evacuation and re-entry
- d) mass care (pre and post event)
- e) public health
- f) infrastructure damage
- g) property damage/loss
- h) debris clearance
- i) animal issues
- j) long-term economic impacts
- k) recovery assistance programs
- l) economic and social disruption
- m) widespread psychological impacts

2. Severe Weather

Level of Vulnerability: High probability/major impact

Forces associated with weather-generated events are grouped under Severe Weather. While each force has specific characteristics and effects, they often occur in conjunction with one another, thereby increasing and intensifying the effects. There has been damage in Lake County from tornadoes and storm wind events. Most strikes occur in the summer although lightning storms have occurred in other months with advancing cold fronts. The El Nino Weather phenomenon increases the number of severe weather instances that affect Lake County typically from December 1 through the month of May with the months of February, March and April being the most active.

The primary hazards included under this category are: **lightning, heavy rains, hail, damaging winds, freezes, tornadoes and winter storms.**

a) Severe Thunderstorms

Severe thunderstorms occur in all seasons of the year. Many of the storms are accompanied by high wind, hail, flooding and dangerous lightning. The storms have the potential of causing power outages and destruction or damage to buildings and can result in loss of life. Florida is the nation's leader in lightning fatalities. Thunderstorms can affect a large portion of the county's population. Minor damage occurs from thunderstorms each year. From 1971 to September 2014, there have been one hundred six (106) severe thunderstorms.

b) Tornadoes

Tornadoes are characterized by violent and destructive winds as well as hail, flooding and lightning. The most common, least destructive tornadoes are warm weather tornadoes that occur between May and August. Cool season tornadoes are the most destructive, occurring between December and April. Lake County is vulnerable to these wind disasters due to the population residing in manufactured or mobile homes. A tornado or a series of tornadoes could affect twenty (20) percent of the population if they should occur in a highly populated area. Damage has occurred from tornadoes in the county. From 1953 to 2014, there have been fifty-five (55) tornadoes reported in Lake County. Specifically the "Groundhog Day Tornadoes" that took place on February 2, 2007 causing thirty-two (32) million dollars in damage and twenty-one (21) deaths.

c) Winter Storms

Severe winter weather and below freezing temperatures are taxing to the resources of citizens, business, timber and agriculture. Freezing conditions can render the roads impassable, having a dramatic effect on local emergency response agencies. Below freezing temperatures can cause

electrical power outages leaving many homes without heat. The need for emergency shelters could exist during long-term power outages.

Consequences:

- (1) power outages
- (2) infrastructure damage (road/culvert washout)
- (3) erosion
- (4) property damage/loss from wind, water and fires
- (5) fresh water flooding
- (6) storm surge flooding (winter storms)
- (7) evacuations (day/night, road congestion)
- (8) agricultural damage/loss
- (9) economic loss
- (10) debris

The Fujita Scale for Tornadoes and the Saffir/Simpson Hurricane Scale are included below for reference as **Table 1** and **Table 2**.

TABLE 1: FUJITA SCALE FOR TORNAOES

SIZE	FUNNEL SPEED	DAMAGE
DAMAGE ASSESSMENT		
F0	40 to 72 MPH	Light Damage
<i>Branches broken from trees; chimneys damaged; shallow-rooted trees pushed over; signs and billboards damaged.</i>		
F1	73 to 112 MPH	Moderate Damage
<i>Surface peeled off roofs; mobile homes pushed off of foundations or overturned; moving vehicles pushed off roadways.</i>		
F2	113 to 157 MPH	Considerable Damage
<i>Roofs torn off frame houses; mobile homes demolished; boxcars pushed over; large trees snapped or uprooted; light-object missiles generated.</i>		
F3	158 to 206 MPH	Severe Damage
<i>Roofs and walls torn off well-constructed homes; trains overturned; most trees in forest uprooted; heavy cars lifted off ground and thrown.</i>		
F4	207 to 260 MPH	Devastating Damage
<i>Well-constructed homes leveled; structures with weak foundations blown off some distance; cars thrown and large missiles generated.</i>		
F5	261 to 318 MPH	Incredible Damage
<i>Strong frame homes lifted off foundations and carried large distance to disintegrate; automobile size missiles fly through air in excess of 300.</i>		
SOURCE: FEMA		

TABLE 2: SAFFIR / SIMPSON HURRICANE SCALE

TYPE STORM	WIND SPEED	DAMAGE
DAMAGE DESCRIPTION		
Tropical Storm	39 to 73 MPH	Shelter in a safe structure
<i>No real damage to building structures. Damage to shrubbery and trees.</i>		
Category 1	74 to 95 MPH	Very dangerous winds will produce damage
<i>Well-constructed frame homes could have damage to roof, shingles, vinyl siding and gutters. Large branches of trees will snap and shallowly rooted trees may be toppled. Extensive damage to power lines and poles likely will result in power outages that could last a few to several days.</i>		
Category 2	96 to 110 MPH	Extremely dangerous winds – extensive damage
<i>Well-constructed frame homes could sustain major roof and siding damage. Many shallowly rooted trees will be snapped or uprooted and block numerous roads. Near-total power loss is expected with outages that could last from several days to weeks.</i>		
Category 3	111 to 129 MPH	Devastating damage will occur
<i>Well-built framed homes may incur major damage or removal of roof decking and gable ends. Many trees will be snapped or uprooted, blocking numerous roads. Electricity and water will be unavailable for several days to weeks after the storm passes.</i>		
Category 4	130 to 156 MPH	Catastrophic damage will occur
<i>Well-framed homes can sustain severe damage with loss of most of the roof structure and/or some exterior walls. Most trees will be snapped or uprooted and power poles downed. Fallen trees and power poles will isolate residential areas. Power outages will last weeks to possibly months. Most of the area will be uninhabitable for weeks or months.</i>		
Category 5	157 MPH or greater	Catastrophic damage will occur
<i>A high percentage of framed homes will be destroyed, with total roof failure and wall collapse. Fallen trees and power poles will isolate residential areas. Power outages will last for weeks to possibly months. Most of the area will be uninhabitable for weeks or months.</i>		
SOURCE: NATIONAL WEATHER SERVICE		

3. Environmental

Level of Vulnerability: High Probability/minor to major impact

Environmental hazards are those that are a result of natural forces. Some of these hazards may or may not be a result of land use and planning decisions in a local community. For example, if development is allowed to occur in an identified flood plain, the County could be faced with a potential life threatening and property destroying disaster. In addition, these hazards can be affected by other hazards. For example, should there be a prolonged drought the water table will recede thus contributing to an increased incidence of sinkholes. In addition, should an area in drought also suffer the effects of a severe freeze, the potential for wildfires, because of the dead vegetation, is greatly increased. The primary hazards associated with this category include: **drought, freshwater flooding, wildfires, sinkholes, ice storms and freezes.**

a) Flooding

Lake County has some of the highest elevations in the State of Florida. The highest point in the county is three hundred twelve (312) feet above sea level. Riverbank overflow and ponding are the most common flooding concerns due to the number of small lakes and swampy areas along waterways. Storm water runoff can be a problem that occurs in the developed areas of Lake County. Hurricane induced flooding could also present problems should a hurricane or tropical storm pass over low-lying areas of Lake County. In 2004, Hurricane Frances and Hurricane Jeanne caused significant flooding from the St. John River affecting the northern areas of Lake County. Approximately forty-six (46%) percent of the county acreage is in the 100-year floodplain. Areas of flooding concern are listed below. Flooding can affect approximately two (2) to ten (10) percent of the county's population.

Flooding Concern
Astor
Western shoreline of the St. Johns River
Western shores of Lake Apopka
Western shoreline of Lake Dora
Montverde
Western shoreline of Lake Akron
Green Swamp
Complete shoreline of Lake Louisa
Western shoreline of Lake Yale
Mount Dora

b) Brush fires, Wildfires and Forest Fires

Lake County's typical fire season is the dry season, from January through May. Lightning-caused fires can also occur during July-August. The southern and far eastern portions of the county are highly susceptible to wildfire, while the northeast has a medium risk. Lake County has a considerable amount of undeveloped land with prime fuel sources for fires. Wild land fires cause significant annual losses to timber, agriculture and wildlife in the State of Florida. Twenty (20) areas have been identified (including the Seminole State Forest and Ocala National Forest) as having a high potential for brush/wild fires. Due to the concentration of residents in rural wooded areas of the county, additional threats to life and property exist therefore requiring increased mitigation efforts. Recent years have indicated an increase in wildfire activity. Since 1998 more than 15,000 Florida wildfires have devastated over one million acres and destroyed more than 1000 structures. Due to the large amounts of rural forestland, forest fires in Lake County are not uncommon. The Lake Tracey wildfire of 2008 resulted in the evacuation of homes in northeast Lake County.

Table 3 illustrates the primary causes of forest fires in Florida between 2010 and 2014:

Table 3: Forest Fires in Florida by Cause

Source	Fires (Total #)	Percent (Average)	Acres (Total #)	Percent Acres (Average)
Lightning	3,264	25.11	139,378	36.63
Campfires	440	3.39	2,602	0.68
Smoking	114	0.88	1,209	0.32
Debris	2,929	22.54	38,703	10.17
Incendiary	1,780	13.69	32,135	8.45
Equipment	955	7.35	92,742	24.38
Rail Road	65	0.50	493	0.13
Children	491	3.78	2,152	0.57
Unknown	1,758	13.53	45,985	12.09
Miscellaneous	1,202	9.25	25,075	6.59
Total	12,998		380,473	
SOURCE: Florida Forest Service				

c) Drought

Lake County would experience particularly damaging droughts due to the importance of agricultural industry in the county as well as increased numbers of wildfires. Long-term concerns include reduced supplies of potable water for domestic use. The county is in St. Johns Water Management District. The entire population could be affected by a drought or water shortage. Florida in general has suffered from droughts in the last several years.

d) Extreme Temperatures

Each winter, Florida faces the threat of at least a moderate freeze. In February 2001, federal disaster aid was made available for people in Lake County left jobless because of the effects of the winter freezes on farm crops and fisheries. This presents a problem for Florida as a whole because of the large amount of agricultural activity conducted throughout the state. For Lake County, this activity is centered on the vegetable, foliage and citrus industries. If temperatures reach freezing levels for extended periods of time, combined with other climatic factors, crop or landscape damage may occur, having a significant impact on the county's economy and employment base. Personal injury or death due to freezes is not considered a hazard except indirectly through fire caused by incorrect or careless use of space heaters, etc. If temperatures reach freezing levels extended periods of time, combined with other climatic factors, crop damage could occur. Additionally, consumer demand of electricity during periods of extreme cold weather may require the electric utility to implement rolling blackouts to selected areas in order to avert a total electrical grid overload. These blackouts can have a significant impact on electrically dependent critical facilities and persons.

e) Sinkholes

Sinkholes occur naturally in Florida and when they strike in densely populated areas or at critical facilities they can be disastrous and become disruptive to a point of creating a state of emergency. Lake County has not had any major sinkholes in the past several years although each year there are several reports of sinkholes occurring on private properties. Most sinkholes are small and have caused only minor disruptions. Some small sinkholes have occurred mostly after an increase in the rain amount in the area.

Consequences:

- (1) notification and warning
- (2) law enforcement/traffic control
- (3) fire/rescue
- (4) evacuation and re-entry
- (5) property damage/loss
- (6) economic disruption/loss
- (7) agricultural loss
- (8) mass care (short and long term)
- (9) feeding evacuated population
- (10) public health (contamination of water supply)
- (11) infrastructure damage/loss (water distribution and treatment systems)
- (12) animal issues (relocation, feeding)
- (13) economic recovery assistance programs

4. Terrorism

Level of Vulnerability: Low probability/minimal to moderate impact

Any violent or dangerous act done to intimidate or coerce any segment of the general population (i.e. government or civilian population) for political or social objectives constitutes terrorism. Historically, there had been few successful acts of terrorism committed in the State. However, with the heightened level of national terrorism events, and because of the number of facilities within the State associated with tourism, the military, government, cultural, academic, and transportation, the potential is considered to be high nationwide. In Lake County, terrorism assessments have identified facilities that have the potential for being targets for terrorist attacks with the intent of causing **psychological effects of the appearance of terrorism, catastrophic levels of loss of life, injury, and property and environmental damage.**

With Lake County's close vicinity to Orange County and the popular tourist destinations located within, Lake County could be considered a host-county in the event a major catastrophic terrorist event should occur.

Terrorist acts may also take the form of other hazards when the particular action induces such things as the release of hazardous and biological materials. Lake County has experienced semi-frequent false alarms to threats of terrorism.

Consequences:

- a) infectious disease control/treatment
- b) mass casualty/fatality
- c) mass panic
- d) inadequate law enforcement/fire/rescue resources
- e) large-scale contamination/decontamination issues
- f) large-scale evacuation
- g) large-scale sheltering
- h) search and rescue
- i) public information
- j) economic and social disruption
- k) psychological needs
- l) re-entry
- m) law enforcement/security

5. Special Events

Level of Vulnerability: Low probability/minimal to major impact

Many special events occur every year within Lake County. Special events may include, but are not limited to large scale municipal events that impact the entire county (Leesburg Bikefest, Mount Dora Craft Fair and Arts Festival), smaller scale municipal events (monthly street parties, gatherings, etc.), visiting dignitaries, holiday parades, sporting events and the numerous events that attract people to the natural resources of Lake County.

All special events that have an impact on the entire county and/or are of a high security nature are typically coordinated with the Lake County Emergency Management Division. The National Incident Management System (NIMS) is utilized as the management structure by which all responsible stakeholders adhere to.

Special events occur in Lake County all throughout the year. Concerns from the public safety sector are large gatherings of people in a relatively confined space; no-notice severe weather events and a mass casualty incident (MCI) where local resources are overwhelmed.

The Emergency Management Division encourages pre-planning and the creation of an Incident Action Plan to coordinate all stakeholders that have responsibility for the special event.

Consequences:

- a) inadequate law enforcement/fire/rescue resources
- b) law enforcement/security
- c) mass casualty/fatality
- d) mass panic
- e) large-scale evacuation
- f) large-scale sheltering
- g) infectious disease control/treatment
- h) large-scale contamination/decontamination issues
- i) search and rescue
- j) public information
- k) economic and social disruption
- l) psychological needs
- m) re-entry

6. Mass Migration/Civil Disturbance

Level of Vulnerability: Low probability/minimal to minor impact

Lake County has a low occurrence of civil unrest. Lake County contains one State Correctional Institute in Clermont (1,093 average population) and the Lake County Detention Center (1,076 average population). In the event of an institutional emergency within the correctional facilities located in Lake County, coordination with State and/or Federal authorities may be required. However, the probability is very low and not considered a planning issue. Mass migration is not anticipated but would be handled in cooperation and with assistance from State and Federal resources.

Consequences:

- a) transportation/traffic control
- b) public health/quarantine
- c) law enforcement/security issues
- d) impact to social services
- e) impact on jail and detention facilities

7. Biological

Level of Vulnerability: Low probability/ minor to moderate impact

Biological hazards are those associated with any insect, animal or pathogen that could pose an economic or health threat. They are a pervasive threat to the agricultural community. The possibility exists for the importation of pathogens that could have a widespread effect on the livestock industries. In addition, there is the remote possibility of an adverse effect to the general population through naturally occurring pathogens (i.e. influenza, emerging infectious diseases or by way of a terrorist action).

Exotic Pest and Diseases – Lake County’s large agricultural areas are vulnerable to exotic pests and/or diseases. The Lake County Public Works Department will assist in this area.

Disease or Pandemic Outbreaks – Lake County is potentially vulnerable to outbreaks due to the large annual influx of seasonal residents and tourists from across the United States and overseas. Additionally, due to the large agricultural interests in portions of the county, there may be vulnerability to animal-borne diseases such as Mad Cow and Foot and Mouth Disease. Lake County is vulnerable to mosquito and other insect borne diseases. Refer to the Lake County Pandemic Influenza Plan for further information.

Consequences:

- a) economic loss
- b) mass casualty/fatality
- c) infectious disease control
- d) disposal of diseased livestock/agricultural stock
- e) need for mass feeding
- f) mass care

- g) quarantine of people and/or livestock
- h) large number of treatment agents

8. **Technological**

A technological hazard is a direct result of the failure of a manmade system or the exposure of the population to a hazardous material. There is the potential for specific technological hazards to affect a large segment of the population and/or interfere with critical government, law enforcement, public works and public health/medical functions. There is an even greater problem when this technological failure results in a direct health and safety risk to the population. A number of things occur daily in Lake County, including a hazardous material spill, or failure of the electrical power grid, which could constitute a threat to the population or produce widespread unmet needs. Each of these potential hazards would require a coordinated and speedy response, as well as attention to the short and long term effects. The primary hazards associated with this category include: **hazardous materials spill, mass communication failure, major power disruption, critical infrastructure disruption/failure and release of a radioactive isotope into the environment.**

Lake County's level of vulnerability to such an incident is further described below:

- a) **Surface transportation spills** – The occurrences of railway and highway accidents do pose a major threat to Lake County. Lake County has twelve (12) major highways: US-27, US-441, Florida Turnpike, SR-19, SR-40, CR-42, SR-44, SR-46, SR-50, CR-439, CR-445 and CR-561. Some of these roadways pass through heavily populated areas and pose the greatest risk of critical casualty, hazardous materials incidents and disruptions of vital evacuation routes and pose a threat. It is estimated that approximately fifteen (15) percent of the residents of the County could be affected by a transportation accident involving hazardous materials. Railway lines are operated by CSX Transportation and Florida Central.

Level of Vulnerability: Low to moderate probability/minor to moderate impact

- b) End Users – Currently Lake County has approximately two hundred (200) facilities that report under Section 302 that contain at any time an Extremely Hazardous Substance (EHS) over the threshold planning quantity. The analysis is based upon an on-site visit of these facilities. Lake County Fire Rescue Special Operations Team responded to one hundred thirty-two (132) incidents in 2008.

Level of Vulnerability: Probability of Release is low/ Severity of Consequences is medium to high.

- c) Natural gas – Recent efforts have increased the quantity of natural gas pipelines passing through the County. The major trunks follow the existing electrical right-of-ways. The major pipeline transverses from south-to-north along the existing major electrical transmission line right-of-way. Concerns over fire hazards in the County are centered on the natural gas pipeline and on various areas within the County identified as having a high potential for brush/wildfires.

Level of Vulnerability: Probability of Release is low/ Severity of Consequences is medium to high.

- d) Non-commercial Hazardous Materials - Much of Lake County is rural residential or agricultural. Many properties have sheds, barns and storage buildings, which contain a mixed group of chemicals. Paints, insecticides, fertilizers, petroleum products, lubricants and other common household or agricultural products may be found in the possession of many residents. While it can be assumed few people store and dispose of these items in full compliance with the law, most materials are in such small quantity as to minimize concern of a full “hazmat” incident.

Level of Vulnerability: Probability of Release is low / Severity of Consequences is medium.

- e) Nuclear Power Plants – There are no nuclear facilities within Lake County. However, Lake County’s northwest border is within the 50 mile “Ingestion Pathway” of the Crystal River Nuclear Power Plant, located in Citrus County. The 50 mile planning contingency allows the Florida Division of Emergency Management to implement their plan – in concert with affected counties’ Emergency Management agencies – to control and sample food supplies within the 50 mile zone.

It is possible Lake County could serve as a mass care site for evacuees from areas near a nuclear facility. In addition to shelter, planning concerns include medical and public health issues related to contamination and exposure of evacuees.

Level of Vulnerability: Probability of Release is low to moderate/ Severity of Consequences is moderate to high.

- f) Aircraft Mishap - Lake County has the Leesburg International Airport that features a 5,000-foot asphalt runway, Mid-Florida at Eustis has a 3,200-foot grass runway and the airport in Umatilla has 2,500-foot asphalt runway. There is a moderate probability for an aircraft mishap. In case of an airport incident, it is doubtful that the resources of the responding agencies would be depleted due to the probability that the mishap would involve only a small aircraft. On the other hand, many large commercial and military aircraft use the airspace in transit over Lake County, and therefore the potential does exist for a large aircraft mishap. Additionally, military aircraft utilize Lake County airspace for bombing range operations, which could result in the dispersal of unexploded ordinance. In the event of a large-scale aircraft mishap, additional resources from outside the county would be required such as military Explosive Ordinance Disposal (EOD) teams. Only a small segment of the population would normally be affected.

Level of Vulnerability: Moderate to low probability/minor to moderate impact.

- g) Coastal Oil Spills – As Lake County is not a coastal county, this threat is not considered a hazard to the community.

Consequences:

- (1) evacuations
- (2) notification and warning
- (3) public information
- (4) mass care
- (5) mass casualty/fatality
- (6) law enforcement/traffic control
- (7) large scale contamination issues
- (8) mass decontamination
- (9) overcrowded hospitals
- (10) contaminated land and/or water
- (11) animal issues (relocation, medical)
- (12) environmental damage/loss
- (13) psychological needs
- (14) communications failure
- (15) civil unrest

B. Geographic Information

1. Lake County is located in the Central Florida Region. The highest point above sea level is three hundred twelve (312) feet. It is bordered by Volusia County, Orange County, Seminole County, Osceola County, Polk County, Sumter County and Marion County. See Local Mitigation Strategy (LMS) for further information. The total land mass is 1,156 square miles with the following breakdown.
 - a) Land Area in square miles: 953
 - b) Topography: Lake County is an inland county and does not suffer from the coastal effects of tropical disturbances. There are over one thousand four hundred (1,400) named lakes.
 - c) Land use patterns are influenced by the waterways and road system. As with most of the Central Florida Area, more areas are being developed for residential and commercial uses. The population has grown dramatically from 1990 (152,104) to 2012 (303,186). With 11 jurisdictions growing rapidly and four growing slightly, the continued pressure for development may

test policies and ordinances currently in place which address prevention of incursion into known risk areas. All county jurisdictions have adopted comprehensive land plans, zoning, and building codes.

- d) Water area in square miles: 203
- e) Drainage patterns: In Lake County, floodplains are associated with the numerous lakes and the St. Johns River, along with their many tributaries. Most of the jurisdictions have policies in place prohibiting new or modification construction in areas identified as "as risk" or are within five (5), ten (10) and twenty (20) year floodplains.
- f) Environmentally sensitive areas: Lake County has several wetland areas, which are environmentally sensitive. These are primarily the low land areas near the lakes and rivers. Areas of critical state concern are the Ocala National Forest and the Green Swamp. Other areas of specific interest include the Wekiva National Wild and Scenic River and the Emeralda Marsh National Natural Landmark. Detailed maps and data are available from the St. Johns River Water Management District and the East Central Florida Regional Planning Council.
- g) Flood Prone Areas in Lake County are identified as those areas within the 100-year floodplain, and other areas subject to repetitive flooding along the rivers and lakes. In addition, flooding occasionally occurs in localized areas as a result of inadequate drainage. See LMS for further information.

C. Vulnerability Analysis (Demographics)

- 1. Lake County is experiencing an average rate of growth.
 - a) Lake County's current population is 303,186 according to the U.S. Census Bureau, 2012, a 42% percent increase from 2000.
 - b) The population density in Lake County is 316.6 persons per square mile.

- c) The County's population by distribution is shown in **Table 4**.

Table 4: Population Distribution by Age

Age Group	Population
0-4	5.5%
5-19	17.2%
20-64	52.9%
65 and Over	24.4%

- d) The Special Needs population varies but there are approximately 1,134 registered, primarily located throughout the county due to the number of nursing homes, home health agencies and medical facilities.
- e) Approximately 8% of the population in Lake County can be considered a migrant, non-English speaking population (or persons where English is not their first language). There is little difficulty anticipated from this group as they are fairly acclimated to the communities in which they reside.
- f) In 2013, the U.S. Census ACS estimated the total mobile home population in Lake County to be approximately 49,776, accounting for nearly 16% of the total county population.
- g) The number of seasonal residents in Lake County is 1.7 million visitors a year with approximately half of them staying in private homes and the other half staying in a hotel/motel.

- h) The hearing-impaired population (mostly elderly) will be handled by the dispatch centers through the TDD equipment as needed. There is currently a school for the deaf and blind in Mt. Dora.
 - i) In 2008 a Shimberg study based on BLS statistics estimated the population of farm workers to be 2,512; accounting for approximately 2.19% of the State's farmworker population.
 - j) Transient populations including travelers, is significant in Lake County. There are approximately 2,600 hotel/motel beds available in the county.
 - k) The prison is operated by a State of Florida Correctional Institute in Clermont and the Lake County Detention Center operated by the Lake County Sheriff's Office. The number of incarcerated population in Lake County averages 2,170 inmates.
2. Population in Vulnerable Areas: The greatest concentration of population in Lake County exists in the areas most vulnerable to impact from specific hazards, such as tornadoes, high winds and transportation accidents/hazardous material spills. This is addressed in the Lake County LMS, which identifies vulnerable areas and population, and recommends specific mitigation projects to avoid, minimize or reduce damage. Awareness of potential population in vulnerable areas assists in planning for response and recovery.
3. Special Needs Population

A person with special needs may be any age. Most are identified through their home-care agency. Some contact the Emergency Management Division directly. A Special Needs Application must be completed by the person in need or by the person's caretaker, and submitted to the Emergency Management Division. Once received, it is processed for review by the Florida Department of Health, Lake County. Based on the information provided on the form, the Health Department medical staff will then make one of the following assignments in the event of an evacuation:

- a) Special Needs Shelter — The majority of persons assigned to a Special Needs Shelter are approved for that program because their medical condition requires them to be on required or life-sustaining medical equipment and are electrically dependent, and therefore must evacuate to a shelter where generator backup would be available in case of a loss of electricity. Some persons who are not electrically dependent and are not able to perform their daily routine activities without assistance are also assigned to the Special Needs Shelter.
- b) Acute Care — If the medical staff determines that a person's medical condition is beyond the care that can be provided to them in a Special Needs Shelter, that person is assigned to an Acute Care Facility such as a hospital. This assignment requires the person to obtain a pre-admit order from his/her physician to be used only in the event of a mandatory evacuation.
- c) Public Shelter — Those persons who live in a mobile or manufactured home and are not electrically dependent, and their medical condition does not require either of the above shelters, are encouraged to go to a public shelter.
- d) Stay at Home — Since Lake County is an inland county and not in a hurricane evacuation zone, persons who are not electrically dependent, live in a site-built home, and are able to perform daily routine activities without assistance, are encouraged to shelter in-place and stay at home or shelter with family or friends who live in a site-built home.

Upon completion of review by the Health Department medical staff, the form is returned to Emergency Management for final processing which will include a letter to the mailing address provided on the form advising the applicant of the results of the review.

D. Economic Profile

The following is an economic profile of the County:

1. Employment by sector- **Table 5** illustrates a breakdown of employment by sector with the data currently available.

Table 5: 2013 3rd Quarter Employment Wages

Industry	Average Establishments	July	August	September	Average Employment	Average Weekly Wages
Natural Resources and Mining	161	1,712	1,659	1,711	1,694	*
Construction	995	5,899	6,062	6,119	6,027	\$717
Manufacturing	210	3,266	3,291	3,311	3,289	\$739
Trade, Transportation, Utilities	1,688	18,631	18,785	18,864	18,760	*
Information	77	1,564	1,549	1,531	1,548	\$732
Financial Activities	348	1,835	1,832	1,796	1,821	\$907
Professional and Technical Services	671	2,338	2,320	2,355	2,338	\$763
Education and Health Services	842	15,803	15,830	15,777	15,803	\$838
Leisure and Hospitality	640	10,333	10,326	10,345	10,335	*
Other Services	607	2,909	2,966	2,910	2,928	\$464
Public Administration	82	4,808	4,822	4,767	4,799	\$804

Available online at the Florida Research & Economic Database: <http://freida.labormarketinfo.com/>

2. Unemployment Information- **Table 6** illustrates unemployment numbers.

Table 6: December 2013 Unemployment Statistics

Category	Value
Unemployment	8,604
Unemployment Rate	6.7%
Source: Agency for Workforce Innovation	

3. The per capital income includes a median household income of \$45,663 (2012).
4. Property Values - **Table 7** illustrates property values for Lake County.

Table 7: Property Values for Lake County

Property Type	Number of Parcels	Just Value
Single Family Residential	113,050	\$13,319,425,649
Multi-Family Residential	4,817	\$589,850,731
Agricultural	4,984	\$318,532,504
Vacant Residential	28,405	\$621,211,381
Vacant Non-Agricultural	5,081	\$379,200,313
Commercial	4,823	\$2,253,915,573
Government and Institutional (Taxable)	2,253	\$282,809,150
Homestead Agricultural	1,276	\$229,861,812
Government and Institutional (Non-Taxable)	6,639	\$1,336,503,583
Source: 2013 Department of Revenue County Profile		

E. Emergency Management Support Facilities

The following facilities support emergency management operations and resources:

1. Essential services and functions for survivor sustainability, continuation of public safety actions, and disaster recovery are performed or provided. They also include “life-line” infrastructure essential to the mission of critical facilities such as water, power and sewer. Lake County Public Safety Department, Emergency Management Division maintains the critical facilities database. Data is updated annually, included in the *Lake County Local Mitigation Strategy* and provided to the State of Florida, Division of Emergency Management.
2. The Logistical Staging Areas in Lake County are listed below. Detailed information regarding the sites is on file with Lake County Public Safety Department, Emergency Management Division.

Primary Logistical Staging Area:

Name: Florida Natural Growers
 Address: 38851 State Road 19
 Umatilla, FL 32784
 Lat/Long: 28°57'04.40" N
 81°39'24.42" W

Emergency Helicopter Landing Zones for Rapid Impact Assessment Teams include:

Primary: Lake County Sheriff's Office Helicopter
 Hanger at the Leesburg International
 Airport
 Address: 501 West Meadow Street
 Leesburg, FL 34749
 Lat/Long: 28° 49' 23.1" N
 81° 48' 31.4" W

Note: In a real-world incident, the emergency helicopter landing zones will be determined by the Operations Section Chief or the appropriate responsible stakeholder at the time.

III. CONCEPT OF OPERATIONS

A. General

Emergency Operations span three separate but contiguous phases: emergency response, recovery and mitigation phases of a disaster. For the purposes of this plan, this concept of operations will focus on emergency response and relief efforts and measures to be taken for a smooth transition into intermediate and long-term recovery from a major or catastrophic emergency. The Emergency Operations Center (EOC) serves as the central point of **communicating, coordinating and facilitating** emergency-related operations, activities and requests for deployment of resources. Organizational charts and matrices have been provided in the Appendices to show the county's responsibility and the coordination between local agencies and the ESFs. In addition, the scope of these operational concepts and response actions will include:

1. Providing emergency notification and warning.
2. Describing emergency mobilization procedures.
3. Delineating emergency decision-making processes.
4. Describing types and methods of implementation of emergency protective actions.
5. Conducting rapid assessments of emergency impacts and immediate emergency resource needs.
6. Providing security to the hardest hit areas.
7. Coordinating information and instructions to the public.
8. Conducting emergency relief operations to ensure survivors have been identified and that their needs are met.

9. Conducting preliminary damage assessments to determine the need for federal assistance.
10. Summarizing procedures for requesting federal disaster assistance.
11. Relaxation of protective actions and coordination of reentry into evacuated areas.
12. Restoration of essential public facilities and services.
13. Preparing for federal disaster assistance (public and individual).
14. Coordination of resources and materials.
15. Coordination of volunteer organizations.
16. Dissemination of information and instructions to the public.
17. Restoration of public infrastructure damaged by the emergency.

In the event the EOC is threatened, an Alternate EOC is activated. The locations of the primary and secondary EOC are listed below:

Primary: Lake County Emergency Management Division
425 W. Alfred Street,
Tavares, FL 32778

Alternates: Lake County Institute of Public Safety
12900 Lane Park Cut-Off
Tavares, Florida 32778

The County must be able to respond quickly and effectively to developing events. When an incident or potential incident is first detected, the EOC initiates Level III activation (monitoring). Communications is maintained between the EOC and the State Emergency Operations Center (SEOC).

While emergency response actions necessary to protect public health and safety are being implemented, the Executive Policy Group will coordinate with the Lake County Public Safety Department Director, who will work with the ESFs to make preparations to facilitate the rapid deployment of

resources, activate the County's Emergency Operations Center if necessary and implement this plan. Emergency Management staff, EOC Command and General Staff will contact the designated emergency coordinators in affected municipalities to begin to identify needed and anticipated resources and establish points-of-contact. Resource requests, which exceed the capability of the County, will be forwarded to the State EOC.

The goal for each ESF is to have at least three individuals who are fully trained and capable of performing their duties and responsibilities in the EOC. It is essential to staff two shifts per day in the EOC for each activated ESF. Realizing of course, that each situation is different and depending on the scope of the disaster/emergency, not all ESFs may be activated or require 24 hour staffing. It is expected that due to the size of the county and availability of staff, outside resources would be necessary to conduct 24 hour staffing after 3 days of activation.

B. Assignment of Responsibilities

A department or agency may be designated as the Primary agency for an ESF for a number of reasons. The agency may have a statutory responsibility to perform that function, or through the agency may have developed the necessary expertise to lead the ESF.

Upon activation of the EOC, the lead agencies for the ESFs will designate a representative in the EOC to coordinate that ESF. It is up to the primary agency's discretion as to how many, if any, support agencies they will require present with them. However, due to the limited space available in the EOC, the attendance of support agencies should be closely coordinated with the EOC Manager in the development of emergency operating guidelines.

The County will respond to local requests for assistance through the ESF process. Within the EOC, requests for assistance will be tasked to the ESFs for completion. The primary agency will be responsible for coordinating the delivery of that assistance. The Emergency Management Division Manager will issue mission assignments to the primary departments for each ESF based on the identified resource shortfall. Resource tasking will be accomplished through the ESFs on a mission assignment basis. The tasking on a mission assignment basis means that a local government's

resource shortfall will be addressed through assigning a mission to address the shortfall rather than tasking specific pieces of equipment or personnel.

The primary department or agency for that ESF will be responsible for identifying the particular resource or resources that will accomplish the mission and coordinate the delivery of that resource to the local government.

C. Plan Activation

1. Lake County will active the Comprehensive Emergency Management Plan (CEMP) in the event of any of the following:
 - a) This plan will be activated pursuant to Chapter 252, Florida Statutes, to ensure the health, safety and welfare of the community.
 - b) When the Chairman (Vice Chairman or their designee) of the Board of County Commissioners declares a State of local emergency for Lake County the plan will be activated.
 - c) Upon a declaration of the state of emergency by the Governor, as provided by Chapter 252, Florida Statutes, the plan will be activated.
 - d) Whenever emergency response actions are required for the immediate protection of life and property prior to the proclamation of a local state of emergency, the plan will be activated.

D. Warning and Dissemination

1. **General**

The purpose of this section is to outline the systems available for warning the responsible government officials and the general public of the threat of an impending disaster or that an actual emergency situation is in progress in the County.

2. County Warning Point

The County Warning Point is staffed 24 hours a day, 7 days a week. The County Warning Point has communication systems to adequately send and receive warning information to and from all relevant sources. The County Warning Point is located at the Lake Emergency Medical Services Dispatch Center in Tavares, Florida.

3. Alerting

Upon the receipt of notification of any such significant event, the Communications Supervisor or on-duty Communications personnel shall implement the procedure appropriate to the incident (weather, fire, hazardous materials, mass casualty incidents, etc.) The on-duty Communications Supervisor or his/her designee will alert the Emergency Management Division Manager or designee as needed. The Director or their designee may advise that one, or a combination of the following actions, be initiated by the on-duty Communications Supervisor or designee as the County Warning Officer:

- a) Lake County will utilize the Emergency Notification System (ENS) to call identified geographic areas of the county to notify the citizens of a possible emergency situation.
 - b) Notify the State Watch Office (SWO), via landline telephone, cellular phone or satellite communications.
 - c) Notify one or more designated agencies of county government or political subdivision(s).
 - d) Initiate a partial or full call-out-alert.
4. Upon notification of an emergency or disaster situation, the Emergency Management Division Manager or designee is responsible for disseminating warnings to:
- a) Selected County Administration personnel;
 - b) Mayors (or designee) of each municipality within the County;

- c) The primary agency contact for each ESF.

The Emergency Management Division Manager will report to the EOC to supervise activation procedures for an actual or impending emergency. Key warning personnel will coordinate with adjacent jurisdictions using telephone, radio, courier, or any other means necessary and available.

Each Mayor or their representative will alert the municipal services in his/her community and supervise the dissemination of warnings in their municipality.

The primary agency contact for each ESF will contact all of the support agencies to the ESF. All agencies will notify their personnel to begin activation procedures as described in the ESF Annexes and implementing EOGs. The County Emergency Operations Center will be activated under the following levels of activation:

5. **Levels of Activation** – Additional information regarding activation is defined in the Emergency Operation Center Emergency Operating Guidelines.
- a) **Level III – Monitoring Activation** – Monitoring will be implemented whenever Emergency Management receives notice of an incident, which may escalate to threaten public safety. During Level III activation, Emergency Management, when appropriate, will disseminate information to EOC personnel via current Emergency Notification System (ENS), email, alpha paging, and radios.
- b) **Level II – Hazard Specific Activation-** Activation Level II may be implemented by the Emergency Management Division Manager or designee. Appropriate Emergency Management Staff, EOC Command and General Staff and only those ESFs/municipal jurisdictions impacted by the hazard or involved in the response will be represented at the EOC.
- c) **Level I – Full Lake County Activation** – Activation Level I (Full County) may be implemented for a major incident. All

Emergency Management Staff, EOC Command and General Staff, ESFs, municipal jurisdictions and support staff will typically be staffed 24 hours a day.

6. **Warning to the General Public**

Lake County must provide the general public with sufficient advance warning time for effective preparation and emergency plans to be implemented. Live updates on local weather conditions and protective actions will be broadcast. The following warning systems are available to disseminate warnings and warning information to the public:

- Emergency Alert System (EAS)
- Emergency Notification System (ENS)
- Website at: www.lakecountyfl.gov Keyword: **Emergency**
- Fax to media and local businesses
- NOAA Weather Alert Radio
- Cable television
- Area radio stations
- Lake County Citizens Information Line (CIL)
- Volunteer Radio Groups
- Public Speaking Events
- Public Displays
- Local Phone Books
- Public Address or Door to Door, if needed

Cable providers have an information channel on cable which can be accessed by residents and hotel/motel visitors. Telephone call notification can be accomplished by utilizing resort security officers and Chamber of Commerce personnel to contact motels/hotels, campgrounds and other businesses that cater to seasonal or transient populations.

E. **Emergency Decision Making**

Two key elements that are essential for making sound emergency decisions are; knowing the amount of time that is needed to respond to the emergency and the amount of resources that are needed and available. When making emergency action decisions the following general methodology will be used:

1. In hurricanes or weather related emergencies, pre-emergency hazard times are computed based on a hurricane or severe storm tracking. These times therefore are based on the actual characteristics of the event (i.e., forward speed of the storm and the distance tropical storm conditions extend from the eye). Total evacuation times are the combination of the clearance and pre-emergency hazard times.
2. The probabilities generated by the National Weather Service (NWS) will be considered when recommending protective measures. These probabilities are simple mathematical odds deduced from computer weather models.
3. Pre-emergency hazard time is the amount of time between the onset of the event and the actual arrival of hazardous conditions.
4. After determining the total pre-emergency time and the length of time before the arrival of hazardous conditions, a projection is made of when a decision must be reached. This is decision time.
5. Decision time is the amount of time available before the issuance of protective actions to allow adequate response time for the threatened population.
6. Execution time is the time available that allows for the completion of an emergency action before hazardous conditions are experienced. This would include a mobilization time.
7. During the process of decision making, determination for the issuance of protective actions and furnishing of assistance will be based on the following priority:
 - a) Life-Threatening circumstances - A problem is directly linked to life threatening circumstances; such requests will receive first priority.
 - b) Protection of Property - A threat exists for large-scale damage to property.

8. Operational responses to the above situations will be based upon the following:
 - a) Availability of Resources – Assess the availability of resources, consider anticipated problems and identify the most effective method of meeting the request.
 - b) Location of Resources – Identify the closest available resources.
 - c) Arrival Time – Estimate the time of arrival of resources.

F. Protective Actions

1. Evacuations

a) General

One of the most critical requirements in preparing for and responding to emergencies and disasters is the development of detailed plans and procedures for the evacuation of residents from threatened areas during localized disasters and the mass evacuation of large segments of the population resulting from a hurricane, significant flooding, hazardous materials incident or a wildfire event.

b) Evacuation Order Timing

The timing of an evacuation order is based on:

- (1) Identification of the at risk population;
- (2) Identification of the special needs population;
- (3) Designation of evacuation routes;
- (4) Determination of the evacuation clearance time;
- (5) Establishment of a traffic control system;
- (6) Opening of shelters (if required)
- (7) Assignment of public transportation resources to assist in the evacuation;
- (8) And the estimated time of hazard impact.

c) At Risk Population

It is not possible to determine in advance the exact population at risk. The population at risk will be determined by the Incident Commander based on the situation and input from the EOC Staff and affected municipality.

d) Evacuation Routes

Most residents will use the shortest, most familiar routes to evacuate. Evacuation routes to out of county destinations have been identified and route markers placed along the roadways. As part of the Lake County public information program evacuation routes and additional evacuation information can be found at the following websites:

- (1) http://www.lakecountyfl.gov/hurricane_guide/those_w_ho_should_prepare_to_evacuate.aspx
- (2) http://www.floridadisaster.org/publicmapping/Evac/EVAC_LAKE.pdf
- (3) <http://www.floridadisaster.org/publicmapping/index.htm>

e) Clearance Time

The clearance time is based on the number of people required to evacuate, the number of vehicles which may be used, the suitability of the roads (condition, capacity, elevation, location, etc.) and then any special evacuation consideration such as medical facilities and people with special needs.

f) Traffic Control

ESF 16 in conjunction with ESF 3 will coordinate necessary traffic control to expedite movement of evacuees and assist in the evacuation. In order to maintain continuous movement thorough critical intersections, law enforcement may take the following actions:

- (1) Adjust traffic signal timing;
- (2) Established staffed traffic control points;
- (3) Modify lane use;
- (4) Set-up barriers to redirect flow;
- (5) Tow/push disabled vehicles out of the way.

g) Public Transportation

ESF 1 will coordinate the resources to move evacuees.

h) Issuing the Evacuation Order

Once the threat has been defined, the evacuation area determined and the evacuation time identified, the recommended evacuation level will be presented to the Executive Policy Group. It will also be recommended that a state of local emergency be declared at the same time (or prior to) the evacuation order. The evacuation order and state of local emergency will be disseminated to the public through activation of the emergency information systems.

2. Sheltering

Shelters are provided for persons who have no other place of refuge from a hazard. ESF 6 will coordinate shelter operations with the Emergency Management Division. Lake County has nine (9) schools that are utilized as primary risk shelters. All of these shelters partially meet the Enhanced Hurricane Protection Area (EHPA) criteria or meet the American Red Cross 4496 standards. Lake County has twenty-eight (28) schools that are used as primary and secondary shelters.

a) Localized Emergencies

During a localized emergency the need for shelters will be determined by the Incident Commander in coordination with the American Red Cross and The Emergency Management Division.

- b) Hurricane
The number of shelters to be opened during a hurricane is based on the evacuation level implemented for those living in manufactured homes.
- c) Sheltering-in-place
When a no notice incident such as a hazardous materials spill or tornado, it may not be practical to remove residents from their homes. The decision to evacuate must be weighed against the exposure the residents and emergency workers may experience during the evacuation. In-place sheltering means that residents will be advised to remain in their homes with the windows closed and all open air circulation systems turned off. In-place sheltering should not be implemented when the sheltering duration is expected to exceed two hours.
- d) Refuges of Last Resort
Lake County does not identify structures to be used as refuges of last resort nor does it condone or staff refuges of last resort.

G. Relief Operations

Once the emergency has passed, coordination of relief operations will begin such as search and rescue operations, mass casualty activities, provision of emergency supplies, preliminary damage assessment, emergency debris removal, and emergency restoration of utilities. The EOC will continue to facilitate and coordinate of all emergency response functions. Emergency relief agencies as well as all levels of government and the responding disaster relief organizations will be represented through various emergency support functions in the Emergency Operations Center.

The primary initial local coordinating agency for requesting resources and relief from State and Federal sources and allocating such supplies within the County will be the Emergency Operations Center. State and Federal Emergency Response Teams will be established and sent as soon as possible after the emergency. Ideally, these Emergency Response Teams will be located in Lake County at or near the Emergency Operations Center

and will carry out all State coordination and assistance functions until the Federal Disaster Field Office (DFO) is established.

The municipalities will make requests for immediate relief supplies and resources to the EOC. The EOC will consolidate all city requests into a County request for immediate relief resources.

H. Activation of the National Response Framework (NRF) f/k/a National Response Plan

When it becomes apparent that the anticipated magnitude, and extent of damages will be beyond the capabilities of the County and State, and that federal resources will be necessary to supplement local emergency response efforts, the Governor will contact the Director of the Federal Emergency Management Agency's (FEMA) Regional Office in Atlanta and request activation of the National Response Framework. Activation of this plan authorizes the mobilization of federal resources necessary to augment State and local emergency efforts.

An advance element of the Emergency Response Team (ERT/A) is the initial group to respond in the field and serves as the nucleus for the full Emergency Response Team (ERT). The ERT/A is headed by a team leader from FEMA and is composed of FEMA program and support staff and representatives from selected federal agencies. A part of the ERT/A will deploy to the EOC to work directly with the County to obtain information on the impacts of the emergency and to begin to identify specific requirements for federal assistance. Other members of the ERT/A will deploy directly to the most affected areas to identify an appropriate location for the Disaster Field Office (DFO); establish communications; and set up operations in the field.

FEMA's Emergency Response Team

The Federal Coordinating Officer (FCO) will head the full Emergency Response Team (ERT). The ERT is composed of the FCO, FEMA program and support staff, and representatives from each of the 12 federal ESFs. The responsibilities of the ERT include:

- a) Coordinating overall federal response and emergency response activities to the County.
- b) Working with the County and State to determine support requirements and to coordinate those requirements with the ESFs.
- c) Tasking the ESFs or any other federal agency to perform missions in support of the County. Upon their arrival, the team leader and ESFs will receive an operational briefing from the Emergency Management Division Manager or designee and be assigned space from which to conduct their activities. Once this is completed, federal ESF staff will establish contact with their counterparts on the County and State ESFs to coordinate the provision of federal assistance to meet resource needs, which exceed the capability of the State and affected local governments.

I. Vital Records/Documents

The county Department Heads and Constitutional Officers are responsible for the preservation of vital records/documents deemed essential for continuing government functions. The Lake County Information Technology Department is responsible for the back-up and off-site storage of all electronic county vital records/documents stored on servers under their care.

IV. FINANCIAL MANAGEMENT

It is the intent of this policy to provide guidance for basic financial management to all departments and agencies responding under the provisions of the plan. Additionally, its intent is to ensure those funds are provided expeditiously and

financial operations are conducted in accordance with appropriate Lake County policies, regulations and standards.

A. Assumptions

1. Due to the nature of most emergency situations, finance operations will often be carried out with compressed time frames and other pressures, necessitating the use of non-routine procedures. This, in no way, lessens the requirements of sound financial management and accountability.
2. A Presidential disaster or emergency declaration will permit funding from the Federal Disaster Relief Fund under the provisions of the Stafford Act in addition to the financial resources initiated at the local and state levels.

B. Expenditure of Funds

Timely financial support of any extensive response activity could be crucial to saving lives and property. While innovative means of procurement may be called for during times of emergencies, it is still mandatory that good accounting principles and practices be employed in order to safeguard the use of public funds from the potential of fraud, waste and abuse.

1. In concert with federal guidelines, officials of the primary and support agencies will give approval for expenditure of funds for response operations. Each agency is responsible for establishing effective administrative controls of funds and segregation of duties for proper internal controls, and to ensure that actions taken and costs incurred are consistent with the missions identified in this plan.
2. Extreme care and attention to detail must be taken throughout the emergency response period to maintain logs, formal records and file copies of all expenditures (including personnel time sheets) in order to provide clear and reasonable accountability and justification for future reimbursement requests. Reimbursement is NOT an automatic "given," so, as much deliberative prudence as time and circumstances allow should be used.

3. The Lake County Fiscal and Administrative Services Department, Budget Division will be responsible for financial management with regard to State/Federal assistance requested by the Lake County Board of County Commissioners. The statutory duties and obligations of the Office of the Clerk of Courts with regard to financial accounting shall be respected and adhered to at all times as required by law.
4. All records relating to the allocation and disbursement of funds pertaining to activities and elements covered in this plan must be maintained, as applicable, in compliance with:
 - a) The Code of Federal Regulations - Title 44 Emergency Management and Assistance (CFR 44); relevant Circulars and Federal Statutes, in a manner consistent with provisions of the Federal Stafford Act;
 - b) Chapter 252, Florida Statutes, relating specifically to emergency management powers and responsibilities of local government.
 - c) The Lake County Fiscal and Administrative Services Department, Budget Division.
 - d) The *Handbook for Disaster Assistance*, Department of Community Affairs, Division of Emergency Management has been prepared to provide basic information and instructions. This handbook can be obtained from the Emergency Management Division.
 - e) The *Public Assistance Policy Digest*, Federal Emergency Management Agency, defining policies and procedures for the Public Assistance Program. This handbook can be obtained from the Emergency Management Division.
5. The Lake County Fiscal and Administrative Services Department, Budget Division, is responsible for implementing, maintaining and tracking all financial projects and matters pertaining to the Board of County Commissioners during and after a disaster. Each office on behalf of their respective agencies is responsible for providing

appropriate records to finance. All affected departments will continue to follow their normal payroll procedures.

6. Funding sources for day to day emergency management activities and operations are available and include the following:
 - a) Emergency Management Preparedness and Assistance Trust Fund (EMPATF)
 - b) County Base Grant Program
 - c) Emergency Management Competitive Grant Program
 - d) Municipal Competitive Grant Program
 - e) Emergency Management Performance Grant (State Homeland Security Grant Program)

Pre-Disaster Funding Sources are available through the following:

- a) Pre-Disaster Mitigation Program
- b) Flood Mitigation Assistance

Post Disaster Funding Sources are available through the following:

- a) FEMA Public Assistance Program
- b) Hazardous Mitigation Grant Program

7. **Authorized Personnel to Execute Funding Agreements**

Upon declaration of a State of Local Emergency, the Board of County Commission Chairman, has the power and authority to waive the procedures and formalities otherwise required of the County by law or ordinance pertaining to: performance of public work and taking whatever prudent action is necessary to ensure health, safety and welfare of the community; entering into contracts; incurring obligation; employment of permanent and temporary workers; utilization of volunteer workers; rental equipment; acquisition and distribution with or without compensation of supplies, materials and facilities. The line of succession for the Chairman of the Board of County Commissioners has been outlined on page 67 of the Basic Plan.

8. **Mutual Aid Requests**

Lake County and its municipalities are signatories to the Statewide Mutual Aid Agreement (SMAA) for catastrophic disaster response and recovery. The SMAA establishes procedures for counties to support and obtain reimbursement while operating in support of another county. The agreement is on file at the Florida Division of Emergency Management (FDEM). Lake County government personnel, teams and resources can deploy to other locations at the request and approval of the FDEM.

Mutual Aid will be coordinated through the Lake County Emergency Management Division. The Emergency Management Division Manager or designee is responsible for overseeing the mutual aid process. Requesting mutual aid during disaster situations is performed by making a request to the FDEM. The Lake County Emergency Management Division will then coordinate with FDEM to direct the requested resource(s) to the destination requested in Lake County.

The Lake County Emergency Management Division will coordinate all requests for assistance/resources between FDEM and the responding resource from Lake County. The Emergency Management Division Manager or designee will ensure the appropriate documentation and procedures are followed between FDEM and the resource(s) that will respond to the request(s).

For resources that respond out of Lake County to other areas, and the SMAA does not apply, the Emergency Management Division will ensure coordination between the responding agency's financial coordinator and the requesting agency's financial coordinator to ensure timely and accurate communication regarding invoicing of resources and payment. The Emergency Management Division Manager or designee will communicate and coordinate with FDEM for clarification of rules and processes regarding Mutual Aid deployments if required.

D. Training

The Lake County Emergency Management Division will coordinate with the Lake County Fiscal and Administrative Services Department and Clerk of Court Finance for the most up-to-date training and information available for proper financial management and guidance from state and federal partners.

V. TRAINING**A. GENERAL**

This section will outline a training program that will ensure that emergency responders and the public fully understand the overall concept of Emergency Management and their responsibilities before, during and after an emergency/disaster.

B. CONCEPT OF OPERATIONS**1. General**

- a) The Lake County Emergency Management Division Manager is responsible for preparing a training program to provide guidance for local governments to improve their capability for mitigation activities as well as to prepare for, respond effectively to and recover from an emergency or disaster.
- b) The training program shall have three dimensions:
 - (1) Programs and courses available through the Federal Emergency Management Agency, the State and other governmental/volunteer agencies.
 - (2) Local departmental emergency response training.
 - (3) Community based awareness, self-help, population protection procedures and public awareness training for the general public.
- c) The agencies that participate in Lake County's training program include, but are not limited to:

- (1) All Lake County municipalities.
- (2) All Lake County Board of County Commission Departments, Divisions, Offices, etc.
- (3) All agencies identified as Primary and Secondary agencies in the ESF Annex.
- (4) All public (includes, local, state and federal partners), private and non-governmental agencies determined to be a responsible stakeholder in the preparedness, response, recovery and mitigation protection of Lake County's population.

2. Phases of Management

a) Mitigation/Preparedness Training

- (1) Agency/department/organization heads will designate Emergency Coordinators within their organization.
- (2) Agency/department/organization heads and Emergency Coordinators will participate in Emergency Management training to better prepare their organizations for responding to emergencies/disasters.
- (3) All agency/department/organization heads will identify needed Emergency Management training and request it from the Lake County Emergency Management Division.
- (4) All agency/department/organization heads are encouraged to budget for training and exercises.

b) Response Training

- (1) The Emergency Management Institute and the Florida Division of Emergency Management provide on-site training for law enforcement, medical, fire services,

utilities and emergency management personnel.

- (2) Resident training at the Emergency Management Institute is encouraged for response groups from the jurisdictions to better understand the Integrated Comprehensive Emergency Management concept and the local plan.
- (3) The objectives of Emergency Management training are to develop team skills for the Lake County Emergency Operations Center; field operations; Information systems; technical information related to hazard mitigation, preparedness, response and recovery; and roles and responsibilities of all levels of government and the private sector in the face of emergencies or disasters.
- (4) Group training is encouraged for the Lake County Emergency Operations Center staff, members of the Executive Policy Group, information officers, government agency/ department/ organization heads and their Emergency Coordinators, damage assessment teams, human needs assessment teams, communications/dispatchers, school board staff, medical/health, volunteers, community partners etc.
- (5) Internal training consists of the concepts of field operations and key components of the Lake County Comprehensive Emergency Management Plan. An overview of the Lake County Comprehensive Emergency Management Plan and training is essential to departments developing emergency procedures.
- (6) Internal training should be done on-site and in-groups.
- (7) Community awareness programs are provided to train citizens as to what actions are expected of them before, during and after an emergency/disaster.
- (8) Preparing citizens for protective action and self-help

practices immediately following a disaster is part of the Emergency Management training program.

- (9) The Emergency Management training program encourages members of all groups to take advantage of available training.

c) Recovery Training

- (1) Recovery exercises complete the process of exercising the Lake County Comprehensive Emergency Management Plan. Recovery exercises are designed to fit the format from tabletop to full-scale exercises.
- (2) Individual and departmental evaluations of exercise performance are used to determine internal training requirements.
- (3) Group and individual training at the Emergency Management Institute should be scheduled routinely. These courses cover natural, technological and manmade hazards, as well as event specific courses.

3. Exercises

General

- a) "Exercising" is the primary way to activate, test and evaluate the components of the Lake County Comprehensive Emergency Management Plan and to determine if the plan will work in an actual emergency/disaster situation.
- b) The agencies that participate in Lake County's exercise program include, but are not limited to:
 - (1) All Lake County municipalities.
 - (2) All Lake County Board of County Commission Departments, Divisions, Offices, etc.

- (3) All agencies identified as Primary and Secondary agencies in the ESF Annex.
 - (4) All public (includes, local, state and federal partners), private and non-governmental agencies determined to be a responsible stakeholder in the preparedness, response, recovery and mitigation protection of Lake County's population.
- c) There are four principal reasons for conducting exercises:
- (1) To detect deficiencies in a plan.
 - (2) To detect deficiencies in the overall system.
 - (3) To identify potential personnel and staff problems of divisions/agencies.
 - (4) To detect problems relative to functions and operations of equipment.
- c) Progressive Exercising
- (1) Tabletop exercises are designed to detect potential problems with coordination, to determine the appropriateness of assigned responsibilities and to achieve a certain level of familiarity of a plan.
 - (2) Functional exercises are more complex and are designed to test individual functions, such as direction and control, multiple functions, decision making, warning, public information or recovery.
 - (3) Full-scale exercises are the highest level of exercise. It is the culmination of the exercise program. It is designed to evaluate the operational capability of the emergency management system over a substantial period of time. It tests major components and sub-components of the plan.

d) Exercise Requirements for Every Jurisdiction

Each of the municipalities in Lake County is responsible by law for the safety and welfare of its citizens. Training should therefore involve the utilization of all municipal as well as County capabilities in a coordinated effort in accordance with individual plans and Emergency Operating Guidelines (EOGs).

- (1) The Lake County Emergency Management Division will conduct, at a minimum, an annual tabletop exercise, which will incorporate the participation of all county agencies and municipalities, utilizing the County CEMP as a guide.
- (2) A functional exercise is to be conducted once every three years, in a four-year period.
- (3) A full-scale exercise is required every four years.
- (4) A constructive evaluation of exercises will be completed for the purpose of addressing operational deficiencies and revising plans and procedures.
- (5) After every exercise or activation, the After Action Report and Improvement Plan will be completed and areas of deficiency will be noted. This report will be utilized to determine further training needs. After Action Reports and Improvement Plans will be uploaded to the Homeland Security Exercise and Evaluation Program Corrective Action Program System.

C. Responsibilities

1. The Lake County Emergency Management Division is responsible for ensuring the Lake County Emergency Operations Center staff and operational responders fully understand their procedures and responsibilities, as outlined in the Lake County Comprehensive Emergency Management Plan.

2. Training and scheduling of training for Emergency Management purposes will be coordinated through the Lake County Emergency Management Division.
3. Department/agency heads should budget for, and participate in, training activities related to emergency preparedness programs.
4. Municipalities: The City Manager/Town Manager is responsible for the training of personnel under the jurisdiction of that office. Appropriate personnel should attend training courses offered by Federal, State and local organizations whenever possible.
5. The Lake County Emergency Management Division will:
 - a) Coordinate all disaster-related training within the County to ensure that all of the overall objectives of the CEMP are being met.
 - b) Assist County departments and agencies, municipalities, and non-governmental disaster agencies as required, in attaining coordinated training and education objectives.
 - c) Utilize to the fullest extent all available means to reach the maximum number of County residents to provide sufficient public information with which to develop individual plans:
 - (1) Booklets, pamphlets and brochures for public distribution;
 - (2) Lectures and seminars relating to personal disaster preparation;
 - (3) Local public information spots on radio and television.
 - d) Conduct exercises to evaluate components of the CEMP. Upon completion of exercises, procedures and training will be modified to correct the deficiencies noted.
6. Those agencies or departments having Primary and Support responsibilities for ESFs will establish training programs covering

their respective responsibilities, in accordance with approved ESF Annexes and EOGs.

VI. REFERENCES AND AUTHORITIES

Ultimate responsibility for the protection of life and property and the preservation of public peace, health and safety lies with local governments. The authority for local governments to respond to situations and take actions necessary to safeguard the life and property of its citizens is set forth in the following regulations.

A. Lake County

1. Chapter 252.38, Florida Statutes delineates the emergency management responsibilities of political subdivisions in safeguarding the life and property of citizens and other persons within the political subdivision. Key points within the statutes are listed below.
 - a) Lake County shall perform emergency management functions within the territorial limits of Lake County and conduct those activities pursuant to F.S. 252.31 – 252.91, and in accordance with state and county emergency management plans and mutual aid agreements. Lake County has the authority to establish, as necessary, a primary and one or more secondary emergency operating centers (EOCs) to provide continuity of government, and direction and control of emergency operations.
 - b) Lake County has the authority to appropriate and expend funds; make contracts; obtain and distribute equipment, materials and supplies for emergency management purpose; provide for the health and safety of persons and property, including assistance to survivors of any emergency; and direct and coordinate the development of emergency management plans and programs in accordance with the policies and plans set forth by federal and state emergency management agencies.
 - c) Lake County has the authority to request state assistance or invoke emergency related mutual aid assistance by declaring a local state of emergency. The duration of the local state of

emergency shall be limited to 7 days, and it may be extended as necessary in 72-hour increments. Lake County participates in the Statewide Mutual Aid Agreements in existence. The county also has the power and authority to waive the procedures and formalities otherwise required of Lake County by law, pertaining to:

- (1) Performance of public work and taking whatever prudent action is necessary to ensure the health, safety and welfare of the community.
 - (2) Entering into contracts and incurring obligations.
 - (3) Employment of permanent and temporary workers.
 - (4) Utilization of volunteers.
 - (5) Rental of equipment.
 - (6) Acquisition and distribution, with or without compensation, of supplies, materials and facilities.
 - (7) Appropriation and expenditure of public funds.
- d) Lake County recognizes the right of municipalities within the County to establish their own emergency management plans and programs. Those municipalities establishing emergency management programs will coordinate their activities and programs with the Lake County Emergency Management Division in accordance with 252.38 (2) Florida Statutes.
2. The Lake County Emergency Management Division serves the entire county. It is the responsibility of Lake County to establish and maintain an emergency management office, develop a comprehensive emergency management plan and program that are consistent with the state comprehensive emergency management plan and program.
 3. The Lake County Emergency Management Division shall review emergency management plans required of external agencies and

institutions.

4. Lake County School Board shall, during a declared local state of emergency and upon the request of the Emergency Management Division Manager or designee participates by providing facilities and personnel to staff those facilities. Lake County Community Services Department shall, when providing transportation assistance, coordinate the use of vehicles and personnel with ESF 1, Transportation.

B. Administrative Rules

1. The following ordinances and administrative rules apply to the Lake County Emergency Management Division activities.
 - a) State of Florida Statutes
 - (1) Chapter 1, Definitions
 - (2) Chapter 7, County Boundaries.
 - (3) Chapter 14, Title IV, Executive Branch, Governor
 - (4) Chapter 22, Emergency Continuity of Government.
 - (5) Chapter 23, Florida Statutes, as amended by Chapter 93-211, Laws of Florida.
 - (6) Chapter 30, Sheriffs
 - (7) Chapter 73, Eminent Domain
 - (8) Chapter 74, Proceedings Supplemental to Eminent Domain
 - (9) Chapter 119, Public Records Exemptions
 - (10) Chapter 125, County Government; Chapter 162, County or Municipal Code Enforcement; Chapter 165, Title XII, Municipalities, Formation of Local Governments; Chapter 166, Municipalities; and Chapter 553, Building Construction Standards.
 - (11) Chapter 154, Public Health Facilities
 - (12) Chapter 161, Beach and Shore Preservation; Part III, Coastal Zone Preservation.
 - (13) Chapter 163, Intergovernmental Programs; Part I, Miscellaneous Programs.
 - (14) Chapter 166, Municipalities
 - (15) Chapter 187, State Comprehensive Plan.

- (16) Chapter 252, Emergency Management.
- (17) Chapter 321, Highway Patrol
- (18) Chapter 380, Land and Water Development.
- (19) Chapter 381, Title XXIX, Public Health.
- (20) Chapter 401, Medical Communications and Transportation.
- (21) Chapter 403, Environmental Control.
- (22) Chapter 404, Radiation.
- (23) Chapter 406, Medical Examiners.
- (24) Chapter 409, Title XXX, Social Welfare.
- (25) Chapter 427, Transportation Services.
- (26) Chapter 768, Good Samaritan Act.
- (27) Chapter 870, Affrays, Riots, Routs and unlawful assemblies.

b) Federal

- (1) Public Law 106.390, as amended, which provides authority for response assistance under the National Response Framework formally known as the Federal Response Plan, and which empowers the President to direct any federal agency to utilize its authorities and resources in support of state and local assistance efforts.
- (2) Public Law 93-234, Flood Disaster Protection Act of 1973, as amended, provides insurance coverage for all types of buildings.
- (3) Public Law 81-290, the Federal Civil Defense Act of 1950, as amended, provides a system for joint capability building at the federal, state and local levels for all types of hazards.
- (4) Public Law 99-499, Superfund Amendments and Reauthorization Act of 1986, which governs hazardous materials planning and right-to-know.
- (5) Public Law 101-615, Hazardous Materials Transportation Uniform Safety Act (HMTUSA), which provides funding to improve capability to respond to hazardous materials incidents.
- (6) Public Law 95-510, Comprehensive Environmental Response, Compensation and Liability Act of 1980

- (CERCLA) as amended, which requires facilities to notify authorities of accidental releases of hazardous materials.
- (7) Public Law 101-549, Clean Air Amendments of 1990, which provides for reductions in pollutants.
 - (8) Public Law 85-256, Price-Anderson Act, which provides for a system of compensating the public for harm caused by a nuclear accident.
 - (9) Public Law 84-99 (33 USC 701n), Flood Emergencies, authorizing an emergency fund for flood emergency preparation, flood fighting and rescue operations, or repair and restoration of flood control works threatened or destroyed by flood.
 - (10) Public Law 91-671, Food Stamp Act of 1964, in conjunction with section 412 of the Stafford Act, relating to food stamp distributions after a major disaster.
 - (11) Public Law 89-665 (16 USC 470 et seq), National Historic Preservation Act, relating to the preservation of historic resources damaged as a result of disasters.
 - (12) Stewart B. McKinney Homeless Assistance Act, 42 USC 11331-11352, Federal Emergency Management and Shelter Program.
 - (13) National Flood Insurance Act of 1968, 42 USC 4001 et seq.
 - (14) CFR 44 Parts 59-76, National Flood Insurance Program and related programs.
 - (15) CFR 44 Part 13 (The Common Rule), Uniform Administrative Requirements for Grants and Cooperative Agreements.
 - (16) CFR 44 Part 206, Federal Disaster Assistance for Disasters Declared after November 23, 1988.
 - (17) CFR 44 Part 10, Environmental Conditions.
 - (18) CFR 44 Part 14, Audits of State and Local Governments.
 - (19) Presidential Directive HSPD-5 dated February 28, 2003.
 - (20) Presidential Directive HSPD-8 National Response Framework.

- c) Administrative Rules State of Florida
 - (1) Florida Executive Office of the Governor Administrative Rules Chapter 27P – 2, 6, 11, 14, 19, 20, 21 and 22.
 - (2) State of Florida Uniform Accounting System (2000)

- d) Lake County
 - (1) Lake County Comprehensive Plan, as amended.
 - (2) Lake County Resolution to adopt the CEMP
 - (3) Lake County Code of Ordinances – Chapter 30
 - (4) Declaration of a Local State of Emergency
 - (5) A sample copy of a local resolution for declaring a Local State of Emergency is contained in the Resolution Appendix.
 - (6) Current Local Mitigation Strategy
 - (7) Current Statewide Mutual Aid Agreement
 - (8) Lake County Pandemic Influenza Plan
 - (9) Lake County Strategic National Stockpile Plan
 - (10) Lake County Continuity of Operations Plan
 - (11) Lake County Local Terrorism Incident Response Annex
 - (12) Lake County Special Needs Shelters Plan

Note: Certain laws, plans and reference materials are changed and updated periodically. The Lake County Emergency Management Division, while doing its best to keep this list up to date, may not have a complete accurate listing at any given time.

C. Memorandums of Agreement/Understanding

1. Statewide Mutual Aid Agreement for Catastrophic Disaster Response and Recovery, 2000.
2. Lake County and the American Red Cross (Emergency Assistance), 1986.
3. Lake County and the Civil Air Patrol (services during emergency operations), 1987.
4. Lake County and Lake County Schools (emergency use of school

- buses), 1991.
5. Lake County and Avante of Leesburg (special needs evacuation facility), 1997.
 6. Lake County and Leesburg Regional Medical Center (LRMC) Nursing Center (special needs evacuation facility), 1997.
 7. Lake County and Lake Port Nursing Center (special needs evacuation facility), 1997.
 8. Lake County and Lakeview Terrace Retirement Center (special needs evacuation facility), 1997.
 9. Lake County and Oakwood Nursing Center (special needs evacuation facility), 1998.
 10. Lake County and Somerset on Lake Saunders (special needs evacuation facility), 1998.
 11. Lake County and Clare Bridge Cottage (special needs evacuation facility), 1999.
 12. Lake County and Edgewater at Waterman Village (special needs evacuation facility), 1999.

VII. DIRECTION AND CONTROL

A. Governor

Under the provisions of Section 252.36, Florida Statutes, the Governor is responsible for meeting the dangers presented to the state and its people by emergencies. In the event of an emergency beyond the control or capability of local governments, the Governor may assume direct operational control over all or any part of the emergency management functions within the state. Pursuant to the authority vested in that position under Section 252.36, the Governor may:

1. Declare a State of Emergency to exist through the issuance of an Executive Order or Proclamation.

2. Activate the response, recovery and mitigation components of existing State and local emergency plans.
3. Serve as Commander in Chief of the organized and voluntary militia and of all other forces available for emergency duty.
4. Authorize the deployment and use of any forces, supplies, materials, equipment and facilities necessary to implement emergency plans.
5. Suspend the provisions of any regulation, statute, order or rule prescribing the procedures for conducting government business if compliance would in any way hinder or delay necessary emergency actions.
6. Utilize all available resources of the state and local governments, as reasonably necessary to cope with the emergency.
7. Transfer the direction, personnel and functions of state agencies to assist in emergency operations.
8. Commandeer or utilize any private property necessary to cope with the emergency.
9. Direct and compel the evacuation of all or part of the population from any threatened or stricken area.
10. Prescribe routes, modes of transportation, and destinations for evacuees.
11. Control ingress and egress to and from an emergency area, the movement of persons within the area, and occupancy of premises therein.
12. Suspend or limit the sale, dispensing or transportation of alcoholic beverages, firearms, explosives or combustibles.
13. Make provisions for the availability of temporary emergency housing.

B. Governor's Authorized Representative (GAR)

Section 252.36, Florida Statutes, authorizes the Governor to delegate or otherwise assign his command authority and emergency powers as deemed prudent. The Governor has appointed the State Coordinating Officer (State Director of Emergency Management) as his authorized representative, to act on his behalf in carrying out the provisions of Chapter 252, Florida Statutes.

C. Board of County Commissioners

Under the provisions of Section 252.38, Florida Statutes, the Board of County Commissioners is responsible for safeguarding the life and property of the citizens of Lake County, and to provide for the effective and orderly governmental control and coordination of emergency operations.

D. Emergency Management Division Manager or Designee

Section 252.38, Florida Statutes, directs each county to establish an Emergency Management Office and appoint a Director to carry out the provisions of section 252.31 - 252.60. The Lake County Emergency Management Division Manager is the designated Emergency Manager for the County. In this capacity, the Director is directly and solely responsible for:

1. Organization, administration and operation of Emergency Management, the County Emergency Operations Center and other related operational facilities.
2. Serves in the capacity of advisor to the Board of County Commissioners during emergency or disaster operations.
3. Coordinator of activities services and programs to emergency planning and emergency response throughout Lake County.
4. Maintaining liaison with State, Federal and other local Emergency Management Agencies.
5. Development and maintenance of operational planning for emergency responses.

6. Instituting training programs and public information programs.
7. Ascertaining the requirements of the County in order to implement emergency response operations.
8. Taking all preparatory steps necessary, including the partial or full emergency mobilization of agencies of county and municipal governments in advance.
9. Cooperating with the Governor's Authorized Representative, the State Division of Emergency Management and all other Federal and relief agencies in matters pertaining to Emergency Management.
10. Taking measures to carry into effect any request from municipalities, agencies, the State Division of Emergency Management, or Federal agencies for any appropriate Emergency Management activity.
11. Carry out any implemented actions deemed necessary by the Board of County Commissioners.
12. The Disaster Assistance Specialist will serve as the EOC Manager at the EOC unless tasked to function as the Emergency Management Division Manager, should the Emergency Management Division Manager be unable to serve.

E. Direction and Control Day-to-Day Operations

The Lake County Emergency Management Division is part of the Public Safety Department. The Emergency Management Division Manager will oversee the normal day-to-day operations of Emergency Management.

F. Additional Direction and Control Policies

1. The Lake County Board of County Commissioners and Mayors of incorporated jurisdictions have the responsibility and authority to direct and control emergency/disaster operations in their jurisdictions.

Municipalities, pursuant to F.S. Chapter 252.38, legally constituted, may establish emergency management programs and develop emergency management plans in conformance with Federal, State and County plans. The other municipalities' command and control operations will be supported by the Lake County Emergency Operations Center.

2. The Executive Policy Group (EPG) for Lake County Emergency Operations includes at a minimum the Board of County Commission Chairman, County Manager, County Attorney, Sheriff, and the Public Safety Department Director. The Superintendent of Lake County Schools and Administrator of the Florida Department of Health, Lake County will be included as part of the EPG depending on the situation. Directors from other departments/agencies/organizations may be added to the EPG as required. The EPG will provide overall direction for emergency operations along with resolving operational and resource conflicts. The Director of Public Safety or designee serves as the County Coordinating Officer. The County Coordinating Officer will perform administrative/operational oversight as the intermediary between the EPG and the EOC.

In accordance with Lake County Resolution # 1992-178, the following line of succession of authority has been established:

- Chairman – Lake County Board of County Commissioners;
 - Vice-Chairman – In the event of incapacitation or unavailability of the Chairman;
 - Commissioner – In the event of incapacitation or unavailability of the Chairman and Vice-Chairman, other County Commissioners in descending numerical order by district in the three (3) remaining districts.
 - County Manager.
3. The remaining governmental authorities – Sheriff, Tax Collector, Property Appraiser, Clerk of Court, Supervisor of Elections and School District – retain the independent authority and legal responsibilities vested in them as Constitutional Officers/government entities of Lake County.
 4. The public officials in incorporated municipalities of Lake County are responsible to provide policy guidance in the administration of

emergency management programs in their respective jurisdictions. In the absence of a municipal plan the Lake County CEMP will be used.

5. The Emergency Management Division Manager or designee will serve as senior liaison officer for Lake County when coordinating with the Florida Division of Emergency Management, Federal Emergency Management Agency, Florida Military forces and Federal Military forces.
6. When the provisions of this are in effect, centralized direction and control of all emergency/disaster operations will be coordinated through the Lake County Emergency Operations Center.
7. The Emergency Management Division Manager or designee, when required, to ensure quick response to an actual or impending emergency/disaster, will activate appropriate portions of this plan.
8. A copy of the State Wide Mutual Aid Agreement is included in the Mutual Aid Appendix. First Response Agreements with the municipalities are in existence. A Memorandum of Understanding is signed with the American Red Cross.

G. Lake County Response Team Organization

In order to facilitate the use of the ESF Concept, the organizational structure has been designed to match the Incident Management System (IMS). Each section within the IMS contains functional responsibilities that can be matched with corresponding Emergency Support Functions in the State CEMP. In the IMS used by Lake County, depending on the scope of the disaster, one agency may be responsible for several tasks, each represented by a different ESF in the State CEMP.

H. Lake County NIMS Integration

Lake County has incorporated the National Incident Management System (NIMS) structure into all response and incident plans prior to the deadline set by the federal government for compliance.

NIMS compliance is mandated for federal, state and local jurisdictions by the following directives: Homeland Security Act of 2002; HSPD 5, Management of Domestic Incidents; HSPD 8, National Preparedness; and the National Response Framework or NRF.

The NIMS establishes a uniform system for incident management and emphasizes the importance of maintaining accurate and up-to-date information on resource management and use as a critical component of domestic incident management. It also utilizes Multi-agency Coordination Systems (MACS) as a common framework for coordinating and supporting incident management. MACS may be required on large or wide scale emergencies that require higher level resource management or information management. Resources may include facilities, equipment, personnel, procedures and communications. Primary functions are to support incident management policies and priorities, facilitate logistics support and resource tracking, make resource allocation decision based on incident management priorities, coordinate incident-related information and coordinate interagency and intergovernmental issues regarding incident management policies, priorities and strategies.

The National Response Framework (NRF) serves as the core operational plan for national incident management, establishing national-level coordinating structures, processes, and protocols that must be incorporated into existing Federal interagency incident plans.

The NRF details its reliance on NIMS operating principles and protocols in applying Federal support to incidents of national significance. Together, the NRF and the NIMS integrate the resources of jurisdictions, incident management and emergency response disciplines, nongovernmental organizations, and the private sector into a seamless national framework for domestic incident response. NIMS recommends variations in incident management through the use of Unified Command and Area Command. Unified Command is utilized when more than one responding agency has responsibility for the incident or when the incident crosses political jurisdictions. Unified Command allows agencies to work together to analyze intelligence information and establish a common set of objectives and strategies for a single Incident Action Plan or IAP allowing agencies with responsibility to participate in the decision making process and does not change any of the other features of the ICS.

Area Command oversees the management of multiple incidents each being managed by an ICS organization or oversees the management of large incidents that cross political jurisdictions and are particularly relevant to public health emergencies because these emergencies are usually not site specific, not immediately identifiable and may be geographically dispersed and evolve over time. Area Command is responsible for setting overall strategy and priorities; allocating critical resources; ensuring incidents are properly managed; ensuring that objectives are met; and ensuring that strategies are being followed.

The Public Information Officer or PIO will operate within the parameters for the Joint Information System or JIS which provides an organized, integrated and coordinated mechanism for providing information to the public during an emergency to ensure that decision makers and the public are fully informed throughout a domestic incident response. The Joint Information Center or JIC is the physical location where public information staff involved in incident management activities can locate to perform critical emergency information, crisis communications and public affairs functions.

1. **Incident Management Field Operations**

Establishing what agency/discipline is in charge of a field operation in Lake County depends on the type of incident, though management of the incident will remain consistent, regardless of what agency is the lead agency. The following are general examples of how the Lead Agency will be determined by the type of incident. The Lead Agency will assume command in an Incident Command structure and if a Unified Command structure is established, the Lead Agency will become the Spokesperson agency.

INCIDENT	LEAD DISCIPLINE
Terrorism/Civil Disturbance/ Explosives/Mass Fatalities/ Criminal Acts	Law Enforcement
Rescue (non-criminal)/HAZMAT Release/Structural Collapse/Fire	Fire Rescue
Mass Casualties	EMS
Public Health Emergency	Health Department
Utility Outage	Utility Provider

2. Incident Management Communications

Preparedness organizations must ensure that effective communications processes and systems exist to support a complete spectrum of incident management activities. The following principles apply:

a) Individual Jurisdictions and Supporting Agencies

These will be required to comply with national interoperable communications standards, once such standards are developed. Standards appropriate for NIMS users will be designated by the NIMS Integration Center in partnership with recognized standards development organizations (SDOs).

b) Incident Communications

These will follow the standards called for under the ICS. The Incident Commander (IC) manages communications at an incident, using a common communications plan and an incident-based communications center established solely for use by the command, tactical and support resources assigned to the incident. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications.

In compliance with NIMS criteria, preparedness organizations and personnel at all levels of government, and within the private sector and nongovernmental organizations, must be appropriately trained in order to improve all-hazards incident management capability nationwide. Incident management organizations and personnel must also participate in realistic exercises – including multi-disciplinary and multi-jurisdictional events, and private sector and nongovernmental organization interaction – in order to improve integration and interoperability.

3. Incident Management Training

Lake County will comply with all applicable requirements for NIMS training. Incident management organizations and personnel at all levels of government, and within the private sector and

nongovernmental organizations, must be appropriately trained in order to improve all-hazards incident management capability nationwide. Incident management organizations and personnel must also participate in realistic exercises – including multi-disciplinary and multi-jurisdictional events, and private sector and nongovernmental organization interaction – in order to improve integration and interoperability. Training involving standard courses on incident command and management, incident management structure, operational coordination processes and systems – together with courses focused on discipline-specific and agency-specific subject matter expertise – helps ensure that personnel at all jurisdictional levels and across disciplines can function effectively together during an incident.

The Secretary of Homeland Security has outlined a series of steps that must be taken to become compliant with the NIMS. Specifically, each state, territorial, tribal and local level jurisdiction should support NIMS implementation by completing the IS-700.a, NIMS, An Introduction. This independent study course explains the purpose, principles, key components and benefits of NIMS. In addition, all emergency personnel with a direct role in emergency preparedness, incident management or response should have taken the NIMS course as well as IS-100.b, An Introduction to ICS. These online courses can be taken on any computer that has an Internet connection. To access all the courses, all of the materials are there along with the online test, simply go to <http://training.fema.gov/EMIWeb> .

- a) First Level Supervision
Agency and organization management after the entry level; personnel who fill ICS roles as First Line Supervisors, Single Resource Leaders, Field Supervisors and other emergency management/response personnel that require a higher level of ICS/NIMS training should in addition to the requirements for entry level, take the IS-200.b, ICS for Single Resources and Initial Action Incidents or equivalent.

- b) Managerial Level
Agency and organization management between the executive level and first level supervision; personnel who fill ICS roles as Branch Directors, Division/Group Supervisors, Unit Leaders, technical specialists, strike team and task force leaders, single resource leaders and field supervisors; midlevel Multi-Agency Coordination System personnel; EOC Section Chiefs, Branch Directors, Unit Leaders; and others. These personnel should take the IS-800.b, National Response Framework, An Introduction; and ICS-300, Intermediate ICS or equivalent in addition to the requirements of the First Level Supervision Level.

- c) Executive Level
Political and government leaders, agency and organization administrators and department heads; personnel that fill ICS roles as Unified Commanders, Incident Commanders, Command Staff, General Staff in either Area Command or single incidents; senior level Multi-Agency Coordination System personnel; senior emergency managers; and Emergency Operations Center Command or General Staff. These personnel should take the ICS-400, Advanced ICS or equivalent in addition to the requirements of the Managerial Level.