

**PALM BEACH COUNTY**

**BOARD OF COUNTY COMMISSIONERS**

## AGENDA ITEM SUMMARY

**Meeting Date: July 7, 2020**

**[X]**

## Consent

**[ ]**

## Regular

**[ ]**

## Ordinance

**[ ]**

## Public Hearing

**Department:**

## Department of Public Safety

**Submitted By:**

# Department of Public Safety

## Submitted For:

## Division of Emergency Management

## I. EXECUTIVE BRIEF

**Motion and Title: Staff recommends motion to adopt:** resolution of the Board of County Commissioners of Palm Beach County, Florida approving the 2020 Palm Beach County Comprehensive Emergency Management Plan (CEMP).

**Summary:** As required by Florida Statute, Chapter 252, the Division of Emergency Management has revised the County's CEMP that was previously approved by the Board of County Commissioners on May 17, 2016. The CEMP outlines how the various departments and agencies, both public and private, will discharge their responsibilities for providing direction and control during any large-scale disaster affecting Palm Beach County. Revisions to the 2020 CEMP compared to the 2016 CEMP include a modification of the Executive Policy Group to include the Unified Command Group, updated lead and support agencies in various sections, and enhancement of various processes such as damage assessment, social media, training, re-entry, etc. Countywide (LDC)

**Background and Justification:** The CEMP establishes the framework to ensure that Palm Beach County will be adequately prepared to deal with all hazards threatening the lives and property of Palm Beach County citizens. The CEMP outlines the responsibilities and coordination mechanisms of County agencies, municipalities, and other agencies in a disaster. The plan also coordinates response and recovery activities with other governmental agencies, and volunteer organizations active in disasters, and the business community. The CEMP unifies the efforts of these groups by using a comprehensive approach to reduce the effects of a disaster. This document parallels state and federal operational plans and describes how local, state, and national resources will be coordinated to supplement local response and recovery capability. The CEMP is a National Incident Management System (NIMS) compliant plan. This document was revised over a two-year period and has been approved by all responsible agency directors and supporting municipal jurisdiction representatives. The CEMP is in compliance with the criteria established by the State of Florida, Division of Emergency Management.

**Attachments:**

1. Resolution
2. 2020 Updated Comprehensive Emergency Management Plan
3. Determination of Compliance Letter from the State of Florida
4. 2020 PBC Comprehensive Emergency Management Plan Revision Highlights

**Recommended By:**

**Department Director**

6/3/20

Date \_\_\_\_\_

**Approved By:**

**Deputy County Administrator**

6/16/20

Date \_\_\_\_\_

II. FISCAL IMPACT ANALYSIS

A. Five Year Summary of Fiscal Impact

Fiscal Years	2020	2021	2022	2023	2024
Capital Expenditures					
Operating Costs					
External Revenues					
Program Income (County)					
In-Kind Match (County)					
Net Fiscal Impact	0*	0	0	0	0

# ADDITIONAL FTE POSITIONS (Cumulative) 0 0 0 0 0

Is Item Included In Current Budget? Yes No

Budget Account Exp No: Fund Dept Unit Object  
Rev No: Fund Dept Unit RevSc

B. Recommended Sources of Funds/Summary of Fiscal Impact:  
\*There is no fiscal impact associated with this agenda item.

Departmental Fiscal Review: [Signature] 5/18/20

III. REVIEW COMMENTS

A. OFMB Fiscal and/or Contract Dev. and Control Comments:

[Signature] 6/9/2020  
OFMB  
[Signature] 6/15/2020  
Contract Administration  
6/12/2020 TW

B. Legal Sufficiency:  
[Signature]  
Assistant County Attorney

C. Other Department Review:  
\_\_\_\_\_  
Department Director

This summary is not to be used as a basis for payment.

**RESOLUTION NO.****A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF PALM BEACH COUNTY, FLORIDA APPROVING THE 2020 PALM BEACH COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

**WHEREAS**, on May 17, 2016 the Board of County Commissioners approved the 2016 Palm Beach County Comprehensive Emergency Management Plan; and

**WHEREAS**, in compliance with Florida Statute, Chapter 252, the Division of Emergency Management has performed a review and update of the County's 2016 Comprehensive Emergency Management Plan; and

**WHEREAS**, the 2020 Palm Beach County Comprehensive Emergency Management Plan incorporates various updates and changes that are required to proactively plan for large scale disasters and replaces the 2016 Comprehensive Emergency Management Plan; and

**WHEREAS**, the 2020 Palm Beach County Comprehensive Emergency Management Plan has been approved by the State Division of Emergency Management as required by Florida Statutes Chapter 252 and Florida Administrative Code Section 27P-6.0023.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF PALM BEACH COUNTY, FLORIDA, that:**

1. The above recitations are true and accurate and incorporated herein.
2. The 2020 Palm Beach County Comprehensive Emergency Management Plan is hereby approved and attached hereto.
3. This resolution shall be effectively immediately upon adoption.

The foregoing Resolution was offered by Commissioner \_\_\_\_\_, who moved its adoption. The motion was seconded by Commissioner \_\_\_\_\_, and upon being put to a vote, the motion passed as follows:

Commissioner Dave Kerner, Mayor	_____
Commissioner Robert S. Weinroth, Vice Mayor	_____
Commissioner Hal R. Valeche	_____
Commissioner Gregg K. Weiss	_____
Commissioner Mary Lou Berger	_____
Commissioner Melissa McKinlay	_____
Commissioner Mack Bernard	_____

The Mayor thereupon declared the Resolution duly passed and adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2020

PALM BEACH COUNTY, FLORIDA, BY ITS  
BOARD OF COUNTY COMMISSIONERS

SHARON R. BOCK, CLERK & COMPTROLLER

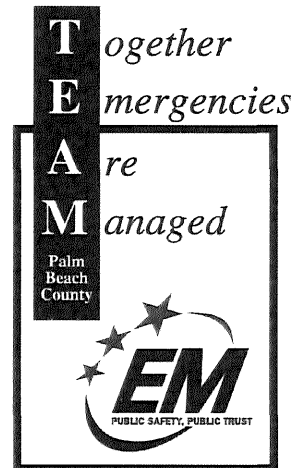
BY: \_\_\_\_\_  
Deputy Clerk

APPROVED AS TO FORM AND  
LEGAL SUFFICIENCY

BY:   
Assistant County Attorney



# Comprehensive Emergency Management Plan



**Palm Beach County  
Public Safety Department  
Division of Emergency Management**

**20 South Military Trail  
West Palm Beach, FL 33415  
561-712-6400**

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## PROMULGATION STATEMENT

Safeguarding the life and property of its constituents is an innate responsibility of the governing body of each political subdivision of the State (§252.38, F.S.). Each local emergency management agency shall have jurisdiction over and serve an entire county (§252.38(1)(a), F.S.). As such, we are pleased to promulgate the 2019 Palm Beach County (PBC) Comprehensive Emergency Management Plan (CEMP) pursuant to §252.38(1)(a), F.S. The CEMP is the guiding document for the County's response to and recovery from a disaster and is one of several plans published by PBC Public Safety Department's (PSD) Division of Emergency Management (DEM). The CEMP is the framework for countywide preparedness, response, recovery, and mitigation activities. It is the intent of the CEMP to provide a structure for standardizing plans countywide and to facilitate interoperability between local, state, and federal governments.

Normal day-to-day procedures usually are not sufficient for effective disaster response, as extraordinary emergency measures may have to be implemented quickly if loss of life and property is to be kept at a minimum. Emergency procedures and actions to cope with the possibility of disaster occurrence are addressed in this CEMP.


The CEMP is the guide for emergency prevention, protection, mitigation, response, and recovery operations in all jurisdictions of PBC. Personnel and agencies assigned specific emergency responsibilities must have a working knowledge of functions and actions described therein, and to be prepared to act in accordance with the plan itself.

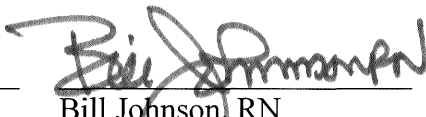
In order for PBC's emergency management system to reach and maintain the goals desired, it is necessary that each department/agency perform the following functions:

- Develop Standard Operating Guides (SOG) for the protection of personnel, equipment, supplies, and critical public records from the effects of disasters.
- Develop Coordinating Procedures to ensure the continuity of essential services that may be needed during and after disasters.
- Actively participate in emergency management related training and exercises conducted by the DEM.
- Establish policy and develop SOGs to carry out the provisions of the PBC CEMP.
- Identify subject matter experts.
- Carry out those assignments addressed in the PBC CEMP.

The PBC DEM shall be responsible for coordinating the preparation and continuous updating of the CEMP and will ensure that this Plan is consistent with similar federal, state, and municipal plans. This Plan will become effective upon official adoption by the PBC Board of County Commissioners (BCC).

\_\_\_\_\_  
Verdenia C. Baker,  
County Administrator  
Palm Beach County

  
\_\_\_\_\_  
Stephanie Sejnoha,  
Director  
Public Safety Department

  
\_\_\_\_\_  
Bill Johnson, RN  
Director  
Division of Emergency Management

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## EXECUTIVE SUMMARY

The CEMP establishes the framework to ensure PBC will be adequately prepared to respond to, and recover from, any hazards that threaten the lives and property of residents and visitors of PBC. The CEMP outlines the responsibilities and coordination mechanisms of County agencies, municipalities, constitutional officers, other taxing districts, nongovernmental organizations, and the private sector in a disaster. The CEMP defines the organizations (“Who”), their responsibilities (“What”), and points to supporting documentation to detail (“How”) these responsibilities will be implemented.

The CEMP is the guiding document for the County’s response to and recovery from a disaster. It is supported by additional plans and procedures including the *Local Mitigation Strategy (LMS)*, *Disaster Recovery Plan*, *Post Disaster Redevelopment Plan (PDRP)*, Section Coordinating Procedures, Hazard Specific Plans (HSP), Incident Support Plans (ISP), program plans, and SOGs. Together, they provide the framework for all phases of emergency management.

The CEMP unifies the efforts of all agencies and organizations on the local, state, and federal levels of government by utilizing the National Incident Management System (NIMS). The use of NIMS is federally mandated for local, state, and federal government agencies, per Homeland Security Presidential Directive 5 (HSPD-5), and has been fully integrated into all response and recovery efforts. Palm Beach County continues to utilize the Incident Command System (ICS) framework to ensure that all lead and support agencies are assigned appropriate roles and responsibilities. The CEMP parallels State activities outlined in the state of Florida CEMP, federal activities set forth in the *National Response Framework (NRF)*, and addresses the standards established in the Emergency Management Accreditation Program. The CEMP is in compliance with the latest criteria issued for CEMP revisions by the state of Florida Division of Emergency Management (FDEM) and as required by Florida Statute (F.S.) Chapter 252 and Florida Administrative Code (FAC) Rule 27P-6.0023.

The DEM is the designated emergency management agency empowered with the authority to administer the County’s emergency management program pursuant to F.S. 252. The Emergency Management Director is the designated individual empowered with the authority to execute the program on behalf of the jurisdiction.

The DEM extends its appreciation to all partner organizations that participated in the planning effort to create this document.

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# INTRODUCTION

## PURPOSE

The purpose of the CEMP is to guide how PBC prepares for, responds to, recovers from, and mitigates against the impacts of all hazards that may affect the County, thus providing direction for all phases of emergency management.

The CEMP is always in effect. Subordinate annexes, operational procedures, and HSPs within the CEMP are executed on an as-needed basis as determined by the DEM Director. The authority to execute this plan has been delegated to the DEM Director (see *Palm Beach Resolutions R-89-2127* and *R-98-0023*).

While the CEMP acts as the overarching emergency plan, it is complemented by several types of plans that expand the guidance offered in this plan. These plans include the *Disaster Recovery Plan*, *LMS*, *PDRP*, Section Coordinating Procedures, HSPs, ISPs, program plans, and SOGs.

***Recovery Plan:*** The *Recovery Plan* details a coordinated system for recovery operations, identifies the operational concepts, and provides an overview of organizational structures, which will bridge the gap between the CEMP and the PDRP. The plan addresses policies that promote an expedited, all-hazards disaster recovery process among all stakeholders.

***Local Mitigation Strategy:*** The purpose of the LMS is to develop and execute an ongoing strategy for reducing the community's vulnerability to natural, technological, and human caused hazards. The strategy provides a rational, managed basis for considering and prioritizing hazard-specific mitigation options and for developing and executing sound, cost-effective mitigation projects.

***Post Disaster Redevelopment Plan:*** The PDRP serves as a single source, countywide document to promote, assist, and facilitate post and pre-disaster decisions and actions relating to long-term community recovery, reconstruction, and economic redevelopment following major or catastrophic disasters.

***Section Coordinating Procedures:*** Section Coordinating Procedures describe, by Section, the lead, support, and coordinating agencies along with their roles and responsibilities during all phases of emergency management. These procedures outline specific tasks that are standard to all County departments/divisions, municipalities, and stakeholder agencies for any hazard. The Section Coordinating Procedures include job aids for each position within the Section, detailing the specific tasks they must complete during an operational period at the Emergency Operations Center (EOC).

***Hazard Specific Plans:*** Each of the HSPs serves as the basis for effective response to a specific threatening hazard and outlines the roles and responsibilities unique to that hazard. Although there are more than 12 hazards in PBC as identified in the LMS, PBC has written plans for the 12 core hazards determined to be most likely to affect the County.

**Incident Support Plans:** The ISPs support the response to emergencies and disasters. They include procedures that augment the procedures outlined within HSPs and other plans. Examples of ISPs include the *Mass Casualty/Mass Fatality Plan*, *Re-entry Plan*, and the *Continuity of Operations Plan (COOP)*.

**Program Plans:** Program plans support the day-to-day operations and County readiness. Some of these plans include the *Computer Replacement Plan*, *Community Outreach Plan*, and the *Multi-Year Training and Exercise Plan (MYTEP)*.

**Standard Operating Guides:** The SOGs are procedures or guidelines that are section or agency specific, and utilized by that entity to accomplish the functions, missions, or activities they are responsible for.

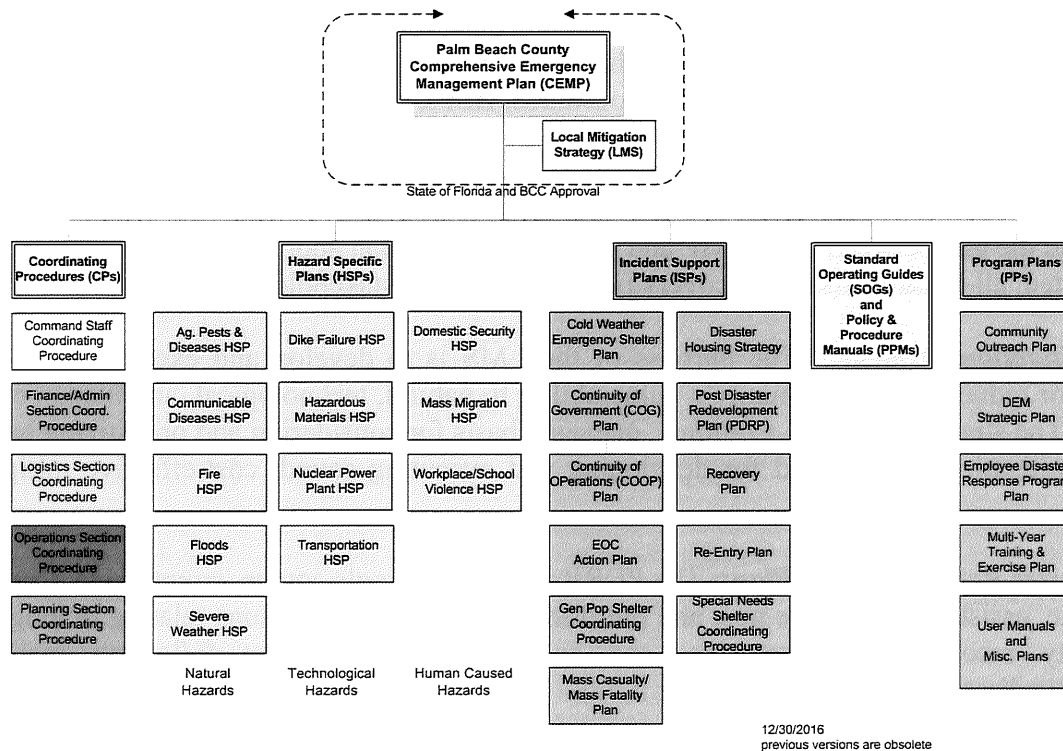


Figure 1: Plans and the CEMP

## SCOPE

Pursuant to §252.38(1)(a), F.S., the CEMP establishes official emergency management policy for all County agencies, special taxing districts, and constitutional offices in response to, and recovery from, emergencies and disasters within the County; the PBC DEM and EOC shall have jurisdiction over and serve the entirety of Palm Beach County. Additionally, municipalities, special districts, and response organization are required to coordinate their emergency management actions and plans with that of PBC DEM/EOC. Each municipal CEMP must be consistent with, and subject to, the PBC CEMP. The CEMP establishes the official emergency protocols for those municipalities that have not developed and attained approval of their own CEMP in accordance with Rule 27P-6.010, F.A.C., pursuant Chapter 252 of the Florida Statutes.

The CEMP allows for the flexibility and adaptability to provide the emergency organizational structure for all hazards, regardless of type or size, and identifies the roles, responsibilities, and lines of authority for that structure. In particular, there are 12 Core Hazards that have been identified as likely disaster events in PBC. Those Core Hazards are further described in Figure 2 of this document.

The CEMP was written within the provisions of Rule 27P-6.0023, F.A.C., as authorized by Chapter 252, F.S., and is supportive of the State of Florida CEMP, and follows the guidance set forth by the NRF and NIMS.

## METHODOLOGY

**Authority:** The DEM is the lead emergency planning and coordinating agency that developed the basic planning policies, guides, and CEMP document. The CEMP is maintained by the Division's Senior Manager, coordinated with all stakeholders countywide, and updated in accordance with Chapter 252, F.S. and consistent with all applicable criteria.

**Procedure:** The DEM staff reviewed after-action reports from recent exercises and disasters, and reviewed lists of unresolved areas of improvement. Meetings were held with each functional component to review their respective function within the CEMP. Concepts from NIMS and NRF were integrated into the plan, and finally, drafts were distributed and comments collected among selected agency and responder representatives.

The CEMP was written following the latest Federal Emergency Management Agency (FEMA) Comprehensive Planning Guidance<sup>1</sup> with the input and advice from members of the PBC Emergency Management (EM) TEAM, other EOC staff, and stakeholders. The EM TEAM, comprised of all EOC staff, is a staff advisory group to the DEM. The EM TEAM holds regular [staff] meetings on a regular basis to obtain coordinated input from members, to gather information, and to share information on the preparation, implementation, evaluation, and

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<sup>1</sup>FEMA *Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans*, v. 2.0, November 2010.

revision of the countywide EM program. All municipalities and partner agencies are encouraged to attend these meetings.

In addition to the EM Team, EOC personnel are actively engaged in numerous meetings throughout PBC, the South Florida Region, and among all other disciplines to ensure that information is shared and coordinated for post-disaster response and recovery operations. The following is a list of committees and workgroups supported by the EM TEAM:

- 800 Megahertz (MHz) Countywide Fire Rescue User's Group (observer)
- 800 MHz Countywide Law Enforcement User's Group (observer)
- 800 MHz Countywide Public Safety/Local Government User's Group
- Section/Branch/Unit Meetings
- Community Emergency Response Team (CERT) Organization of County CERTs Committee
- City Manager's Meeting
- Community Rating System (CRS) Users Group Committee
- EM TEAM Meeting
- Fire Chief's Association of Palm Beach County
- Florida Emergency Preparedness Association's Healthcare Working Group
- Florida Emergency Preparedness Association's Mass Care Working Group
- Florida Emergency Preparedness Association's Radiological Emergency Preparedness (REP) Working Group
- Florida Emergency Preparedness Association's WebEOC Users Working Group
- Healthcare Emergency Response Coalition (HERC)
- League of Cities, Palm Beach County
- Local Emergency Planning Committee
- Law Enforcement Planning Council
- LMS Steering Committee and Working Group
- Municipal EM Representatives group
- PBC & Municipal Historic Preservation Planning Committee
- PBC Association of Chiefs of Police
- PBC Citizen Corps Council
- Long-Term Recovery Coalition (LTRC)
- PBC FIRM Engineering Re-mapping Committee
- PBC REP and Preventative Radiological Nuclear Detection Working Groups
- PBC WebEOC® Users Group
- Post-Disaster Redevelopment Advisory Committee
- Regional Domestic Security Task Force for Region 7
- Regional Hazardous Materials Oversight Committee
- St. Lucie Nuclear Power Plant REP Taskforce
- State Emergency Response Coalition
- Urban Area Working Group / Urban Areas Security Initiative (UASI)

**Adoption:** The CEMP (Basic Plan) is adopted by Resolution of the PBC BCC.



**Distribution:** An electronic copy of the CEMP is available to all EOC staff present during EOC activations, partnering agencies, municipalities, and others upon request. It will be available in WebEOC® as well as the DEM public website for anyone desiring to retain an electronic copy of the document. In addition, printed copies shall be provided to the following: The BCC, County Administration, PSD Director, DEM Director, Section Chiefs of Administration/Finance, Logistics, Planning, and Operations; Emergency Services Branch Director, Recovery Branch Director, Infrastructure Branch Director, Human Services Branch Director, Emergency Operating Area (EOA) Branch Director, Service Branch Director, Support Branch Director, Distribution Branch Director; County Attorney, DEM Senior Staff, and the Public Information Officer (PIO).

**Agency Responsibilities:** The CEMP, as well as all DEM plans, were developed following the latest FEMA Comprehensive Planning Guidance through meetings with DEM staff and involved parties. Each Section is required to develop and update section-specific coordinating procedures that ensure consistency with the CEMP and define specific internal procedures. Copies of all Section Coordinating Procedures are maintained in WebEOC® and stored at the EOC for reference.

**Support documents:** The CEMP is augmented by the *Recovery Plan*, PDRP, and LMS. The CEMP is further strengthened by various subordinate documents such as the Section Specific Coordinating Procedures, HSPs, SOGs, partnering agencies' plans<sup>2</sup>, the state of Florida CEMP, municipal CEMPs<sup>2</sup>, and others.

**Plan maintenance:** The CEMP is a dynamic document that adapts to changes in policy, priorities, and needs, and will be updated as needed and in compliance with Florida statutes. A change to the plan does not require ratification by the PBC BCC unless there is a major change in policy. Authority for changes to this plan is delegated to the DEM Director, who is responsible for the coordination of changes with affected agencies, and after concurrence, may make changes to this plan. A Record of Changes, displayed at the front of this document, is used to record all published changes. All major changes will be routed to plan holders within 90 days of the promulgation of the change. In addition, *SOG PL-002 – Review and Maintenance of DEM Plans*, establishes a policy and procedure for the review and maintenance of all DEM Plans. The CEMP is maintained and updated as per the schedule found in SOG PL-002 (see *SOG PL-002 - Review and Maintenance of DEM Plans*).

## REFERENCES & AUTHORITIES

Palm Beach County Local Resolutions and Ordinances:

- Resolution R-86-1573 – Authorization for the DEM Director to execute certain agreements
- Resolution R-89-384 – Declaration of a State of Local Emergency
- Resolution R-89-2127 – Designation of the DEM Director as coordinator of assistance in natural disasters
- Resolution R-91-1641 – Peacetime Plan

<sup>2</sup> Where consistent with the PBC CEMP.

- Resolution R-92-37 – Amending Municipal Code Chapter 9
- Resolution R-98-23 – Amending Municipal Code Chapter 9
- Resolution R-05-1587 – NIMS Resolution
- Resolution R-2018-0104 – Sheltering agreement with School Board

#### Florida Statutes (F.S.):

- Chapter 22, Emergency Continuity of Government
- Chapter 23, Florida Mutual Aid Act
- Chapter 30, Sheriffs
- Chapter 125, County Government
- Chapter 154, Public Health Facilities
- Chapter 161, Beach and Shore Preservation
- Chapter 166, Municipalities
- Chapter 252, Emergency Management
- Chapter 381, Public Health
- Chapter 403, Environmental Control
- Chapter 406, Medical Examiners
- Chapter 409, Social Welfare
- Chapter 768, Good Samaritan Act
- Chapter 870, Riots, Affrays, Routs, and Unlawful Assemblies

#### Florida Administrative Code:

- 27P-2.002, State Comprehensive Emergency Management Plan
- 27P-6, Review of Local Emergency Management Plans
- 27P-14, Hazardous Materials
- 27P-20, Review of Facility Emergency Management Plans
- 27P-21, Hazardous Material Risk Management
- 27P-22, Hazard Mitigation Grant Program/Local Mitigation Strategy
- 9J-5, Local Government Comprehensive Plans
- Florida State Executive Order No. 80-29, Disaster Preparedness, April 14, 1980

#### Federal:

- Public Law 81-920, Federal Civil Defense Act of 1950
- Public Law 84-99, Flood Emergencies
- Public Law 85-256, Price-Anderson CT (nuclear accident)
- Public Law 89-665, National Historic Preservation Act
- Public Law 93-288, Federal Response Plan
- Public Law 93-234, Flood Disaster Protection Act of 1973
- Public Law 95-510, Comprehensive Environmental Response, Compensation and Liability Act of 1980
- Public Law 100-707, The Stafford Act
- Public Law 74-271, The Social Security Act (CMS 1135 Waivers)
- 44, Code of Federal Regulations, The National Flood Insurance Program
- 29, Code of Federal Regulations
- Executive Order 11795
- Homeland Security Presidential Directive 5, NIMS
- Homeland Security Presidential Directive 8, Domestic Preparedness

Other:

- Administration/Finance Section Coordinating Procedure
- Command Section Coordinating Procedure
- Continuity of Operations Plan
- Recovery Plan
- Florida Emergency Mutual Assistance Compact
- Local Mitigation Strategy
- Logistics Section Coordinating Procedure
- Operations Section Coordinating Procedure
- PBC Debris Management Plan
- Planning Section Coordinating Procedure
- Post Disaster Redevelopment Plan
- WebEOC User Manual

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## SITUATION

### PLANNING ASSUMPTIONS

The following planning assumptions were considered in the development of this Plan:

- A disaster may occur with little or no warning, and may escalate rapidly.
- Disaster effects may extend beyond County boundaries and many areas of the State may experience casualties, property loss, disruption of normal life support systems, and loss of regional, economic, physical, and social infrastructures.
- Disasters differ in character by magnitude, severity, duration, onset, distribution, area affected, frequency, and probability, increasing the difficulty of plan development.
- All organizations in PBC will continue to respond to disaster events utilizing SOGs of effective inter- and intra- organizational communications and/or internal resources until they are exhausted; necessitating mutual aid response requests.
- All disasters are managed locally. The EM command and control structure in Florida is based upon a bottom-up approach of resource allocation; municipal to County EOC, to State Emergency Operations Center (SEOC), and to the federal government, escalating to each level as resources are exhausted.
- All PBC local municipalities will comply with §252.38(2), F.S., and will actively coordinate their local emergency management activities with the County's operations in order for the response and recovery process to be mutual and effective.
- The FDEM/SEOC will fulfill resource and mission requests in a timely fashion.
- Some form of communications will be available including communications with the SEOC.

### HAZARDS ANALYSIS

Hazard identification, analysis, and risk assessments are detailed in the LMS. They involve the identification of natural, technological, and human-caused hazards and assessments of risks to people, public and private property, structures, and the environment. Palm Beach County has a State and FEMA-approved LMS that details data and loss estimation projections and can be utilized in the post-event assessments to evaluate consequences for each of the hazard categories (the full hazard identification and vulnerability analysis can be found in Section 2.1 of the PBC LMS). Palm Beach County has a State and FEMA-approved LMS, which expires on October 15, 2024.

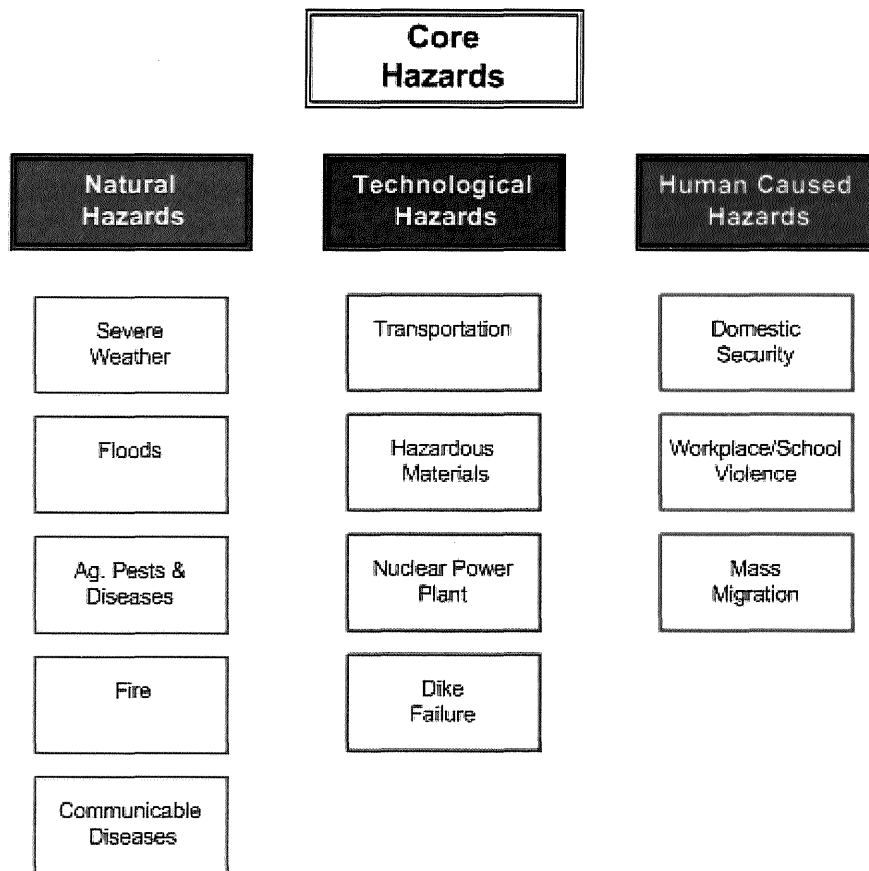


Figure 2: Palm Beach County Core Hazards, Hazard Categories and Specific Hazards

## NATURAL HAZARDS

### Severe Weather

**Hurricane/Tropical Storm:** Florida is the most vulnerable state in the nation to the impacts of hurricanes and tropical storms. South Florida is particularly exposed to the dangers presented by hurricanes, due to its topography. The region is largely a flat, low-lying plain. The potential for property damage and human casualties in PBC has been increased by the rapid growth over the last few decades, particularly along the coastline. Since 1886, over 60 storms of hurricane intensity have passed within 125 miles of PBC. This represents an average of one hurricane every two (2) years. Hurricane damage is caused by two (2) factors: High winds and storm surge. (Discussed more under “flooding”)

**Severe Thunderstorm/Lightning:** A severe thunderstorm is defined as a thunderstorm containing one or more of the following phenomena: hail ¼" or greater, winds gusting in excess of 57.5 mph, and/or a tornado. Severe weather can include lightning, tornadoes, damaging

straight-line winds, and large hail. Florida leads the nation in the number of lightning strikes (about 12 strikes per square kilometer per year) and in lightning related deaths and injuries. Thunderstorms are common in PBC, and area residents are quite familiar with them and the severe weather they can bring.

***Tornado:*** A tornado is a violent windstorm characterized by a twisting, funnel-shaped cloud. It is generated by a thunderstorm (or sometimes because of a hurricane) and produced when cool air overrides a layer of warm air, forcing the warm air to rise rapidly. While Florida ranks third in the United States in the number of tornado strikes, and the first in the number of tornadoes per square mile, the odds of a tornado striking any specific point in PBC are 0.004, or once per 250 years. Nine (9) tornadoes were reported in south Florida in 2015, with an EF-0 rated event in the Delray Beach/Boynton Beach area on January 28, 2016. Source: Miami-South Florida National Weather Service Forecast Office Winter Summary report dated March 3, 2016.

***Extreme Temperatures:*** Temperatures that remain 10°F or more above the average high temperature for a region and last for several weeks are defined as extreme heat. In most cases, extreme heat affects those who do not have the ability to stay inside during extreme heat. Palm Beach County does not have a significant population of people that experience heat related injuries. While PBC enjoys warm weather throughout the years, freezing does occur, primarily in the months of late-December and January. Freezing conditions primarily affect agriculture and homeless indigents in PBC. If freezing weather does occur, PBC activates its *Cold Weather Emergency Shelter Plan* based on a designated wind chill and temperature threshold.

***Drought:*** Drought originates from a deficiency of precipitation over an extended period of time, usually a season or more or a lack of water levels on the ground. Palm Beach County averages between 50-60 inches of rain a year. In the year 2000, there was less than 40 inches of rain. However, records illustrate rainfall often varies 20 inches above or below the annual average. This leads to the potential drought conditions. A few examples of direct impacts of drought are reduced crop, rangeland, and forest productivity, increased fire hazard, reduced water levels, increased livestock and wildlife mortality rates, and damage to wildlife and fish habitats.

## **Floods**

Aside from fire, floods are the most common and widespread of all natural disasters, accounting for 90 percent of all presidentially declared natural disasters. Florida, and especially PBC, are highly susceptible to localized flooding. The most common forms of flooding in PBC are rain induced inland flooding and storm driven coastal storm surge.

Palm Beach County averages over 60 inches of rain per year and more than 130 rain days, with most of it coming between the months of June and November. Since PBC is virtually flat, with most areas at or only slightly above sea level, even moderate rains can accumulate quickly.

## Agricultural Pests and Disease

Most areas of PBC can be affected by invasive non-native pests and disease. This can be particularly damaging when major landscape plants, such as citrus trees are infected. Some areas of focus in PBC are the Everglades and agricultural areas in the Western part of the County. Nurseries and agricultural areas in the Southern part of the County, Loxahatchee, the Acreage, and Jupiter are also areas of concern.

Invasive pests and diseases have the potential to harm or cause problems for all of the residents and visitors of PBC. They could increase the costs of agricultural goods, cause damage to their landscaping, and negatively affect people's health and safety. Invasive pests and diseases could also cause long-term damage to the local ecosystem.

## Fire

Like the rest of the country, PBC is at a high risk for fires, both urban and wildfires. The biggest risk area in the County is the wild land urban interface area, which is the boundary where developed areas intermingle with undeveloped, natural areas. On average, Florida experiences the second highest number of wildfires in the country. Since PBC is located in the "lightning belt," residents and visitors must be cautious about wildfires as well as urban fires caused by lightning strikes. Some areas of focus in PBC are the muck land in and agricultural areas in the western part of the County. Nurseries and agricultural areas in the Southern part of the County, Loxahatchee, the Acreage, and Jupiter are also areas of concern.

## Communicable Disease

2009 and 2010 saw the spread of the H1N1 virus throughout PBC. Vulnerable populations, such as the elderly, young children, migrants, and those with physical illnesses and impairments, live throughout the County. The DEM works closely with Florida Department of Health in Palm Beach County (DOH-PBC) to mitigate against quickly spreading diseases and illnesses. Different options, such as mass vaccinations, sheltering-in-place, and quarantine are options to combat a contagious disease. The DOH-PBC has planned for a contagious disease outbreak, and is able to set up Points of Distribution (PODs) to provide vaccines and other medications such as Potassium Iodine (KI), antibiotics, and anti-viral medications. Additionally, in 2014 the Ebola virus drew national attention with one (1) suspected case in the County. DEM worked with the DOH-PBC and other key stakeholders to develop a Port of Entry section within the *Communicable Diseases HSP* that would mitigate against passengers coming into PBC affected with any communicable disease.

## TECHNOLOGICAL HAZARDS

### Transportation Incidents

Palm Beach County is a metropolitan, coastal community with an extensive, integrated complex transportation system that includes airports, seaports and extensive network of roadways. A transportation emergency is capable of crippling a metropolitan community such as PBC.

**Air:** PBC has several airports and helicopter pads throughout the County, Palm Beach International Airport being the largest. A comprehensive list of all airports and helicopter pads can be found in the hazard analysis section of the *Transportation HSP*.

**Ground:** PBC has multiple highways and major roads across the County, such as I-95, Florida's Turnpike, US-441, and US-1. These roadways are flanked by major population centers, residential and commercial developments, and large public gathering places including a baseball stadium, several shopping malls, civic center, residential neighborhoods, schools and universities, etc.

**Rail:** PBC has four (4) major rail systems in the County. Florida East Coast (FEC) Railway is a Class II railroad that runs the entire length of PBC from north to south and carries only freight. CSX Transportation is a Class I railroad – one (1) of three (3) serving most of the East Coast. Tri-Rail is a regional rail line linking Miami, Fort Lauderdale, and West Palm Beach. This railway is primarily reserved for passenger trains. Tri-Rail shares its track with AMTRAK, who also has a station in PBC. Virgin Trains USA (formerly known as “Brightline”) is a new high-speed railroad service that currently services West Palm Beach and Fort Lauderdale, and Miami, but plans to expand to Orlando. As the area becomes more urban and more congested, the potential for transportation accidents will increase.

**Maritime:** Palm Beach County is home to the fourth busiest container port in Florida and the eighteenth busiest in the continental United States – The Port of Palm Beach. The port is a major nodal point for the shipment of bulk sugar, molasses, cement, utility fuels, water, produce, and break-bulk items.

Also within PBC, the Intracoastal Waterway has a good deal of commercial activity; barges haul petroleum, petroleum products, building materials, manufactured goods, and foodstuffs. It is also used extensively by recreational boaters.

### Hazardous Materials

Hazardous materials (HAZMAT) are ever-present in PBC and minor unintentional spills occur frequently. While the majority of these spills do not involve Extremely Hazardous Substances, they do have the potential to cause harm and thus require prompt response. The most prevalent hazardous materials incidents that occur in PBC, aside from fuel spills, are natural gas leaks, which have the potential for devastating consequences.



While rare, deliberate acts involving hazardous materials have occurred in the County. The most notable of these type incidents occurred in 2001, when a white powder containing anthrax spores was mailed to the American Media Inc. building in Boca Raton.

***Coastal Oil Spills:*** Palm Beach County has over 45 miles of coastline subject to contamination by an oil spill. The responsibility for the preparation of response plans for large coastal oil spills lies with the Florida Department of Environmental Protection and the U.S. Coast Guard in collaboration with PBC Department of Environmental Resources Management (ERM) (see *Hazardous Materials HSP*).

### **Nuclear Power Plant**

Located north of PBC is Florida Power & Light's (FPL) St. Lucie Nuclear Power Plant. In the rare event of a nuclear power plant emergency, PBC's role would be that of a Host County. This means that PBC would care for the evacuees from the Risk Counties (i.e., Martin and St. Lucie counties). While possible, it is extremely unlikely that radiological contamination will directly affect PBC. Instead, trace amounts of contamination may be carried on the personal belongings of evacuees entering the County.

### **Dike Failure**

Lake Okeechobee is the second largest freshwater lake in the United States covering approximately 730 square miles with an average depth of 9 feet. The lake is surrounded by the Herbert Hoover Dike. This earthen dike system ranges 32–46 feet above sea level along its 140-mile length. The possibility of failure poses a significant danger to nearby residents, local economies, and the environment of South Florida.

## **HUMAN-CAUSED HAZARDS**

### **Domestic Security**

The world has witnessed a growing number of politically or criminally motivated incidents (hazards) that have had a significant impact on the global social environment. These hazards constitute deliberate acts (violent or non-violent) that have a direct relation to political motives and/or events. These acts have a significant effect on a community's safety, social environment, and economy.

In the past decade, terrorism has had a significant influence on the daily lives of Americans. The consistent attacks abroad and intermittent attacks within the United States have made most communities more conscious of the growing risks and vulnerabilities in a free environment. The advancement of technologies has made our communities more vulnerable to the impacts from these hazards. It should be noted that the impact of a terrorist attack could extend well beyond the immediate targeted facility. The effects of terrorism include:

- Direct Result: Injury, illness, or death.
- Psychological Reactions: fear, anxiety, stress, shock, revulsion, long-term emotional effects, post-traumatic stress.

- Economic, Political, and Social Impacts.

Crime/terrorism hazards will damage or impair the County's infrastructure, disrupt commerce, and possibly result in large-scale health emergencies, disease outbreaks, and/or epidemics. Although the total volume of terrorist incidences worldwide has declined in the 1990's, the percentage of terrorist events resulting in fatalities has grown. As a metropolitan area and a key tourist/economic component of the United States, PBC could be a possible target for terrorist activities. Government buildings, large market sectors, critical infrastructure, tourist attractions, and large-scale events are all prime targets for terrorist organizations. Additional vulnerabilities include:

- Transportation Systems – highways, railways, waterways, and airports are vital to the transportation of materials, goods, services, and people.
- Population – an attack on a large population is attractive to gain large media attention.
- Industry – large manufacturers and companies house hazardous materials. Disruption of these facilities can have an economic impact and cause physical damages to property and loss of lives due to the large volume of hazardous materials housed.
- Utilities – there is a large dependency on telecommunications, power, water, wastewater, and pipeline services for daily activities and operations.
- Government Buildings – an attack on government buildings is attractive in order to deliver a political statement.
- Entertainment/Recreation – anywhere that attracts large populations is an attractive target.

The Threat and Hazard Identification and Risk Assessment provides detailed information regarding the crime/terrorism hazards mentioned below that could affect PBC.

- Terrorism (see *Domestic Security HSP*)
- Bomb Threat Incident
- Civil Disobedience/Civil Unrest
- Cyber-Security Incident (see also *PBC Information Systems Services (ISS) Department Business Continuity and Disaster Recovery Plan* and *IT Security Policy Manual*).

### **Workplace/School Violence**

Acts of violence in the workplace are handled by municipal or county law enforcement, dependent on jurisdictional boundaries. Palm Beach County School Police would have a large role in the response to an act of violence in a school.

### **Mass Migration**

Palm Beach County has several coastal municipal jurisdictions that are immediately susceptible to a mass migration event. Mass migration is a unique event that could trigger any number of hazards or hardships to the County. South Florida has experienced several notable mass migration events from Cuba and Haiti, and may experience mass migration from any of the Caribbean Basin nations in the future.

## DEMOGRAPHIC INFORMATION

Palm Beach County is a diversified county. While all PBC residents are exposed to the hazards to some degree, geographic location and other factors greatly affect individual vulnerabilities and probabilities relating to specific hazards for the County and each jurisdiction. Factors influencing vulnerability include community location, type of construction, demographics, and cultural characteristics.

### POPULATION

The 2017 Census estimates approximately 1,426,772 people reside in PBC. The County's population has increased approximately 3.1% each year from 1990-2000, compared to double and triple that rate in the 1980's. The area's population is projected to increase by 9.4% in the next year.

Approximately 94% of the County's population resides within 12 miles of the coast. Fifty-six percent of the County's population lives in one of the 39 municipalities while the remainder lives in unincorporated PBC.

As shown in Table 1 below, an increasing number of people of retirement age have established residency in PBC during recent years.

*Table 1: Population Distribution in Palm Beach County by Age*

Age Group	Population	Percentage
Under 5	73,263	5.1%
05-14 years	155,167	10.9%
15-19 years	80,686	5.7%
20-44 years	414,066	29%
45-64 years	375,083	26.3%
65 years +	328,507	23%
Total	1,426,772	100%

Source: 2017 American Community Survey (Most recent available year)

### Special Needs Population

Currently, there are approximately 1,200 people listed on the Special Needs Shelters (SpNS) Registry and approximately 500 were registered for transportation to the shelters. An additional 2,637 people were registered for transportation assistance in the mandatory evacuation zone, with 13,000 registered, but did not reside in a hurricane evacuation area.

Common characteristics of the special needs population include dependency upon life support equipment, assistance with daily medical concerns such as assistance with medications, monitoring of vital signs and/or being non-ambulatory. An exception is ventilator dependence, which will require hospitalization or home care if battery operated.

### **Farm Workers**

The County's migrant farm worker population can peak at over 10,000<sup>3</sup> people during harvest season. A majority of this population resides in the western areas of the County, which include the agricultural Glades area and farms along State Road 7.

### **Tourist Population**

The impact of tourism in PBC provided by the *2016 Tourism Industry Annual Report*, showed over seven (7) million visitors, providing over \$7 billion in total economic impact, while creating over 60,000 tourism-related jobs in the leisure and hospitality sector. Twenty-nine percent of the visitors to the County arrived during the January through March period, often called "season." Twenty-four percent arrived in the April through June time period, 21% in the July through September time period, and finally, 26% in the October through December time period. Approximately 9% of PBC housing units are deemed seasonal, recreational, or occasional use. In 2013, that amounted to approximately 61,000 units. Approximately 5% of Florida residents are seasonal residents, which extrapolates to 100,000 "snowbirds" living in the County.

With 45 miles of coastal shoreline, beaches are one of PBC's most important tourism assets. Other assets include PBC's sporting events and eco-tourism attractions.

### **Non-English Speaking Populations**

According to the 2017 U.S. Census Bureau data, 31.1% of all residents sometimes or always speak a language other than English at home. 68.9% of PBC residents speak English at home, 18.4% speak Spanish, 10.1% speak Indo-European languages, 1.6% speak Asian, and 1% speak another language at home.

### **Transient Population**

According to the PBC Community Services Department, 1,397 individuals and families are homeless on any given day in the County.

### **Manufactured Home Residents**

According to PBC Planning, Zoning, and Building (PZ&B) Department, there are 142 mobile home parks in PBC, a majority of which are known to be 55 years and older communities. A significant portion of mobile home residents are either seasonal, elderly, or low income. There are approximately 19,870 mobile home units in the County.

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<sup>3</sup>Palm Beach County Farm Workers Program

## Inmate Population

There are two (2) correctional facilities in PBC, Main and West. These facilities, as well as, local jails and other confinement facilities (including police lockups) account for approximately 3,116 people, according to the most recent 2018 count.

The Department of Homeland Security (DHS) Immigration & Customs Enforcement has a facility located in Riviera Beach that houses around 100 detainees on any given day. These populations are transient and awaiting immediate relocation to alternate facilities.

## GEOGRAPHIC INFORMATION

Located on the southeast coast of Florida, PBC has a land area of 2,388 square miles (412 of which are inland water bodies). With 45 miles of Atlantic Coastal shoreline, the 360 square miles on the east coast are populated with dense urban development. With the greatest population concentration in PBC along the coastline, this area is the most vulnerable to the hazards listed in the Hazards Analysis. Barrier islands are separated from the mainland by the Intracoastal Waterway. The western portion of PBC consists of vast, uninhabited marsh in the southwest areas and agriculture in the northwest. Both the western and coastal portions of the County have environmentally sensitive lands (see Section 2.1.1.1 in the *LMS Plan*).

**County Borders:** East by the Atlantic Ocean, North by Martin County, South by Broward County, and West by Hendry County and Lake Okeechobee.

**Drainage Patterns:** Primary drainage patterns in PBC for the removal of water involves a complex integrated three (3) tiered or tertiary system of canals, waterways, and flood control devices that move water away from the neighborhood to the ocean.

The drainage pattern for water removal is a coordinated effort involving three major features:

1. Local water retention features
2. Twenty independent drainage districts
3. South Florida Water Management district system

The county's drainage system is designed to handle excess surface water in three stages. The "neighborhood or tertiary drainage systems" (made up of community lakes, ponds, street and yard drainage grates or culverts, ditches and canals) flow into the "local or secondary drainage system". The local or secondary drainage system is made up canals, structures, pumping stations and storage areas owned and maintained by the 20 drainage districts. These then flow into the "primary flood control system" (consisting of South Florida Water Management District canals and natural waterways and rivers), ultimately reaching the Atlantic Ocean.

**Environmentally Sensitive Areas:** The County owns more than 31,000 acres of environmentally sensitive lands, ranging in size from 12 acres to over 10,300 acres. Concern for these environmentally sensitive lands is reflected in the County's Comprehensive plan through the inclusion of the Conservation Element (Policy 5.1-a).

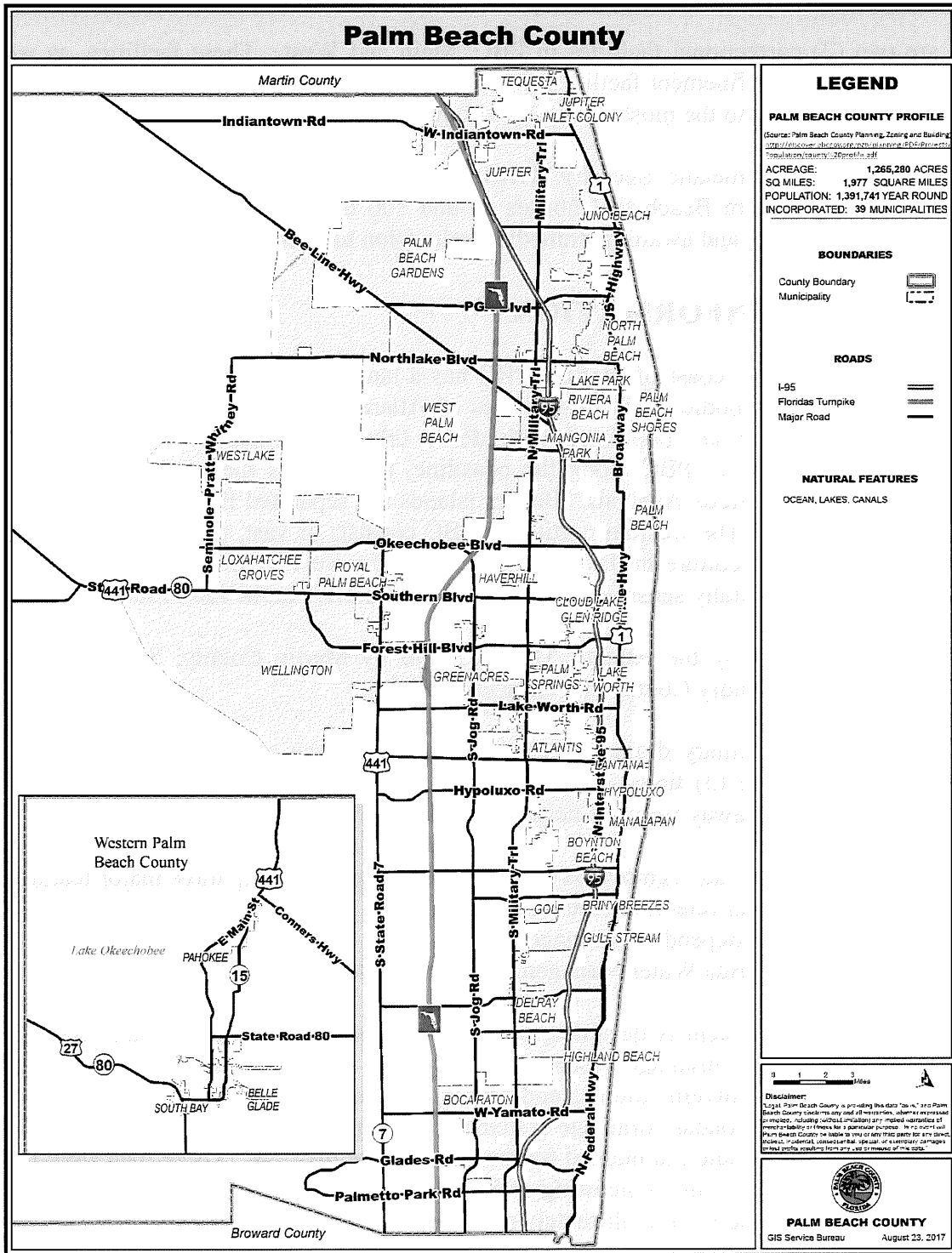


Figure 3: Municipalities in Palm Beach County

## ECONOMIC PROFILE

The four (4) major industries based on wages paid in PBC are 1) Professional & Business Services, 2) Education and Health Services, 3) Trade, Transportation, & Utilities and 4) Health Care and Social Assistance. The 2017 Florida Department of Economic Opportunity's Census and Wages Report (April 2017) showed the following distribution for the top ten (10) employment sectors in PBC:

Sector	Number Employed as of April 2017
Education & Health Services	129,998
Trade, Transportation, & Utilities	114,844
Professional & Business Services	103,923
Health Care and Social Assistance	90,229
Leisure & Hospitality	89,885
Retail Trade	78,574
Accommodation and Food Services	70,122
Administration and Waste Services	49,280
Professional and Technical Services	44,112
Financial Activities	38,491

Palm Beach County ranks first in the State in cash receipts from agricultural marketing with \$999 million, and produces 18% of the nation's sugar.

The 2017 per-capita personal income was \$36,303, while the median household money income was \$57,256. The 2017 median house value was \$242,500.

Since the County is so heavily dependent on tourism and agricultural activities, the hazards identified in the Hazard Assessment can severely affect our local economy. The potential economic impact for each hazard can be found in the *LMS Plan* in *Section 2: Hazard Identification and Vulnerability Analysis*.

## **SPECIAL EVENTS**

There are multiple special events that draw large crowds in PBC. Annual events such as The Honda Classic, SunFest, and the South Florida Fair draw in over 600,000 visitors to PBC. The County provides incident support services to ensure the safety, health, and welfare of their participants (see *SOG LG-019 - Special Events*).

## **CRITICAL FACILITIES**

Critical facilities in PBC may be vulnerable to some or all of the hazards identified in the Hazard Vulnerability Analysis. Critical Facility Emergency Response Plans are required for health care facilities, public buildings, fire stations, water control facilities, hazardous materials facilities, and other critical facilities. Ongoing coordination with critical facility representatives encourages mitigation options for structures, planning and preparedness of the organization and communications (see Section 2A in the *LMS Plan* for more detailed information).



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## DAILY OPERATIONS

### DAILY (NON-EMERGENCY) COUNTY ORGANIZATIONAL STRUCTURE

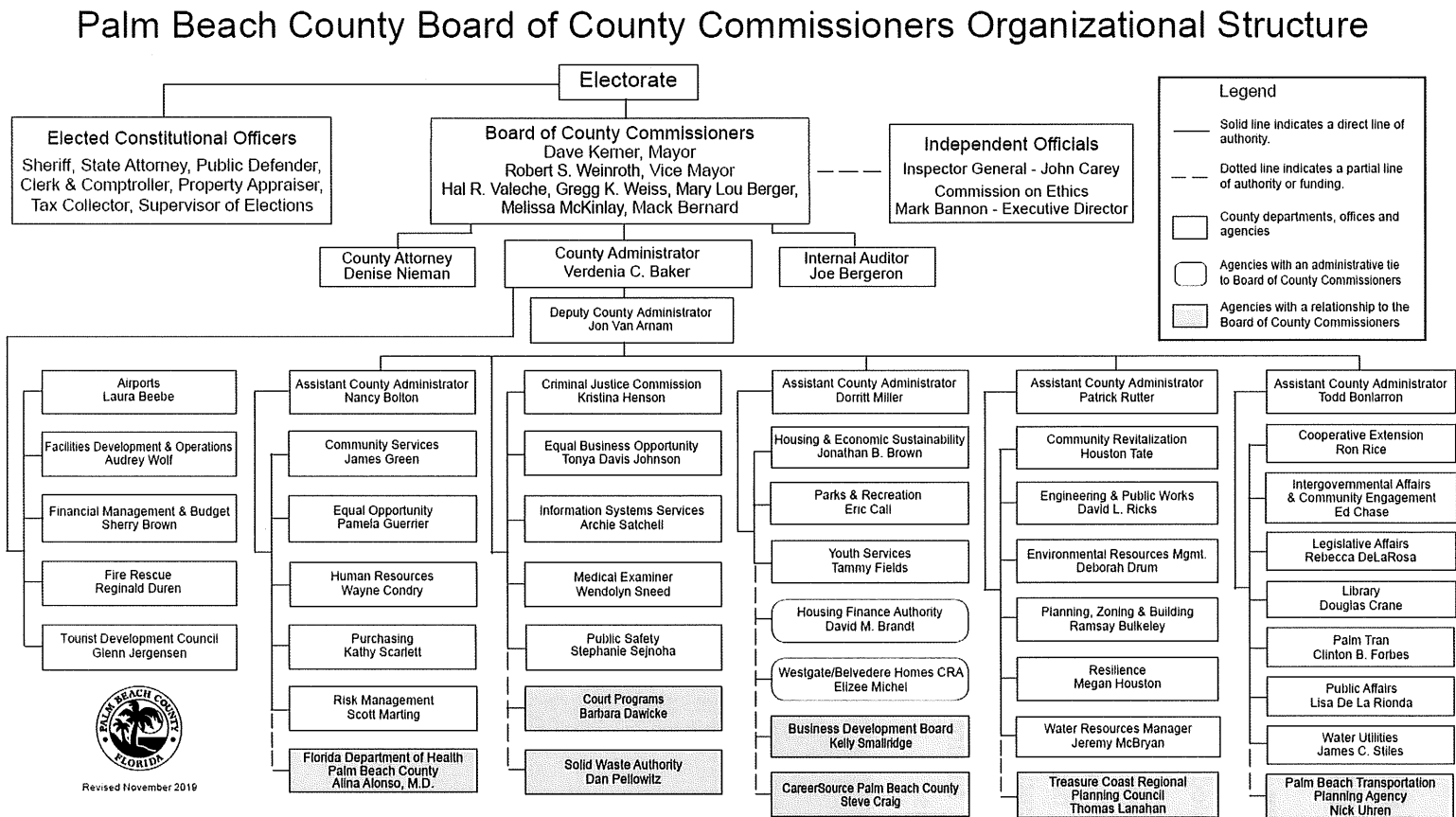
***Daily Operation of the County Government Organization:*** The PBC BCC is comprised of seven (7) elected officials who are presided over by the Mayor. The Mayor, a member of the BCC, is appointed for a term of one (1) year by the BCC each November.

***County Administration:*** The County Administrator manages the day-to-day business of County Government in a manner consistent with policy established by the BCC. The County Government is organized into functional departments and divisions created by the BCC for the delivery of essential government services. Each department is assigned for direct supervision to an Assistant County Administrator, the Deputy County Administrator, or the County Administrator. Figure 4 provides an overview of the County organization structure on a non-emergency basis.



*EOC Operations Room*

Figure 4: Palm Beach County BCC Organizational Structure



## DEM ORGANIZATIONAL STRUCTURE

As noted in Figure 4 above, the DEM is one (1) of six (6) divisions within the PSD within PBC Government:

- Emergency Management
- 9-1-1 Program Services
- Animal Care & Control
- Consumer Affairs
- Justice Services & Victim Services
- Finance and Administrative Services

The DEM Director is a direct report to the PSD Director. The DEM is divided into four (4) sections, each managed by an Emergency Program Coordinator:

**Operations Section:** The Operations Section maintains the EOC in a ready state. The Operations Section manages the EOC's Operations Room during disaster activations, ensuring that all stakeholders are present in the EOC and function at an optimum level. The Operations Section also coordinates the planning efforts of the Division's Alert & Notification, technology, response branches (i.e., Human Services, Emergency Services, Infrastructure, Recovery, and EOAs), Damage Assessment, Recovery, Continuity of Operations Program, and Public-Private Partnership programs.

**Planning Section:** The Planning Section is responsible for undertaking various planning activities, including the preparation and update of this CEMP and its subordinate documents. The Planning Section also coordinates the planning efforts of the Division's HAZMAT program, the training and exercise program, as well as, our community outreach program.

**Administration/Finance Section:** The Administration and Finance Section provides administrative support to the Division, as well as, manages all of the grants of the Division. The Administration and Finance Section also administers several other major division programs including contracts, budget, statistics, domestic security, and the post-disaster FEMA Public Assistance program. The Administration and Finance Section coordinates the countywide post-disaster public assistance grant program administered by FEMA. Finally, the Administration and Finance Section also manages the county's Emergency Medical Services (EMS) program.

**Logistics Section:** The Logistics Section is responsible for requisitioning equipment and supplies that support the Division's daily and disaster operations, maintaining equipment, communications, facilities, and fleet. The Logistics Section provides 24-hour a day, 7-days a week communications for specific County departments and partner agencies through the County Warning Point (CWP) and coordinates with the State of Florida Watch Office. Additionally, the Logistics Section oversees the EOC Security Program, and the Employee Disaster Response Program (EDRP).

The DEM organizational structure is built on an "all-hazards" approach to emergency management. Therefore, there would be no differences in the management structure of the organization, no matter what type of disaster the County might face. The Leadership lines of succession, and the fact that the PBC EOC serves as the primary multi-agency coordination

system (MACS) for the County, are found in the Concept of Operations section of this document.

## **PREPAREDNESS ACTIVITIES**

### **MITIGATION**

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Palm Beach County's Hazard Mitigation Program is composed of a range of sustained pre- and post-disaster projects, initiatives, policies and plans intended to prevent or reduce future damages from natural, human-generated, and technological disasters.

#### **Local Mitigation Strategy**

The original PBC LMS was formally adopted by the County, municipalities, and the LMS Steering Committee in 1999. Initial development of the LMS was funded, in part, by the Florida Department of Community Affairs/Florida Division of Emergency Management with FEMA funds earmarked for the development of comprehensive hazard mitigation planning.

The LMS was established and continues to operate in accordance with prevailing federal, state, and local guidelines and requirements. In 2004, the plan and program were substantially modified to enhance operational effectiveness and to comply with new federal guidelines established in response to the Disaster Mitigation Act of 2000.

The purpose of the LMS is to develop and execute an ongoing strategy for reducing the community's vulnerability to identified natural, technological and human caused hazards. The strategy provides a rational, managed basis for considering and prioritizing hazard-specific mitigation options and for developing and executing sound, cost-effective mitigation projects. The LMS also provides a basis for justifying the solicitation and use of local, state, federal, and other funding to support hazard mitigation projects and initiatives (see *LMS Section 1*).

#### **Community Rating System**

The Community Rating System (CRS) is a national voluntary program for the National Flood Insurance Program (NFIP). The goals of the CRS are to reduce flood damages to insurable property, strengthen and support the insurance aspects of the NFIP, and encourage a comprehensive approach to floodplain management. The CRS was developed to provide incentives in the form of premium discounts for communities to go beyond the minimum floodplain management requirements to develop extra measures to provide protection from flooding. Palm Beach County and a majority of its municipalities participate in the program and receive varying amounts of flood policy discounts dependent on the floodplain activities of each community. Participation in the CRS program reduces a community's vulnerability to floods while reducing the cost of flood insurance premiums for all policy holders in the jurisdiction.

The Flood Mitigation Technical Advisory Committee, an ad hoc subcommittee of the CRS Users' Group, is comprised of flood mitigation engineers and experts from public and private sector organizations. The committee is charged with assessing Countywide flood risks and

vulnerabilities without regard to jurisdictional boundaries and recommending flood mitigation priorities, strategies, plans, and projects for LMS consideration and action that optimally benefit to the greater community. The Advisory Committee is most active during CRS recertification periods.

The CRS Users' Group is the primary collaborative entity that meets on a regular basis, passes information and best practices on to each other, and is comprised of representatives from the county's active CRS communities who collaborate on a full range of flood mitigation initiatives and promote CRS participation. The Program for Public Information subcommittee of the CRS Users' Group maintains a community outreach/education strategy aimed at our communities, to further mitigate flooding.

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## **CONTINUITY OF OPERATIONS**

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The Continuity of Operations (COOP) Plan is a guide that ensures County government can carry on all essential functions and ensure the preservation of vital records/documents deemed essential in cases of a natural or human-generated disaster. Palm Beach County Government vital records and database management is the responsibility of the Information System Services (ISS) Department Director and will remain for the duration of a disaster through the implementation of the ISS COOP Plan. It is intended to provide a framework for constructing plans to ensure the safety of employees, and the resumption of time-sensitive operations and services in the event of an emergency (e.g., fire, power, or communications blackout, tornado, hurricane, flood, civil disturbance, etc.).

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## **PUBLIC AWARENESS & EDUCATION**

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Disasters can strike the County with little or no warning. A public prepared to act during times of disaster is critical to ensure a rapid response and recovery. Personal responsibility for preparedness is emphasized during outreach activities to increase the resiliency of county residents and reduce the dependency on government and relief organizations in the immediate aftermath of a disaster.

Individuals have a variety of previous experiences with preparedness, response, recovery and mitigation. Outreach initiatives help reinforce life experiences, clarify misconceptions, or add to an existing knowledge base. The ultimate goal is to improve preparedness levels among all residents and visitors. With the dynamic shift in how the public receives information, there is no single method that we can employ to impart critical preparedness information.

Storm surge is one of the greatest threats to life/safety for our residents and tourists, considering PBC is a coastal county. Educating the public on hurricane evacuation zones and routes is a crucial responsibility of the County. The County has made this information easily accessible by placing it on the County website and developing a smart phone application (PBC DART), as well as, making it a cornerstone of our public presentations.

The Division's outreach program represents a diversified strategy as outlined in the *Community Outreach Plan*.

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## TRAINING & EXERCISE

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The Training & Exercise Program addresses the overall emergency management training and exercise needs for DEM staff, PBC personnel, and DEM partners. Participation in the County's training and exercise opportunities for both government and private agencies vary depending on the subject matter being addressed. The DEM exercise program serves DEM staff, partner agencies, and organizations involved in EOC training, exercises, and activations. This includes DEM non-profit and non-governmental organizational partners. Implementing the appropriate type of exercise for DEM staff and partners is essential in the delivery of successful outcomes for skill development and response to, and recovery from, disaster events. The DEM Training & Exercise Coordinator is responsible for ensuring that required and requested training classes are coordinated effectively, as well as overseeing the implementation of exercises according to the guidelines of the Homeland Security Exercise and Evaluation Program (HSEEP) and the FDEM.

Courses provided by DEM include those that meet compliance of NIMS, enhance skill sets of DEM and EOC staff, and provide achievement and maintenance of emergency management professional requirements and certifications (e.g., Florida Emergency Preparedness Association (FEPA) Florida Professional Emergency Manager – FPEM, and the Certified Emergency Manager – CEM).

Just-in-time learning/training refers to making learning available when needed by the learner, and at the time that the learner needs the information, knowledge, or skill. Many of our emergency activation positions utilize this type of training, in order to give people the skills they need when they need them. This just-in-time training will be accomplished using multiple delivery methods including online, face-to-face, and on-the-job for both new/returning employees and volunteers for positions that require it in order to maximize skill sets.

### **Multi Year Training and Exercise Plan**

The purpose of the MYTEP is to provide a follow-up companion document to the State of Florida Homeland Security Strategy, the DEM Strategic Plan, and establish training and exercise strategies to fulfill both mandatory and necessary planning, training, and exercise activities. Comprehensive planning, training, and exercise programming is essential to an effective countywide emergency management program. The MYTEP is a living document that is updated and refined throughout the year based on identified training needs, the provision of required courses, and requests from DEM partner agencies.

Through the MYTEP, trainings and exercises are prioritized and implemented which assists DEM and EOC staff, as well as partner organizations, build and sustain National Preparedness Goal Core Capabilities delineated from a gap analysis developed from input given by PBC response partners, as well as emergency management plans, policies, procedures, and best practice models.

Included in the MYTEP is a three-year calendar that forecasts trainings and exercises sponsored by DEM and its partners to foster an interagency approach in strengthening Core Capabilities identified in Palm Beach and Region 7 (i.e., Palm Beach, Broward, Miami Dade, and Monroe).

A yearly Training and Exercise Calendar is maintained by DEM and routine announcements of courses and exercises are provided to all DEM partners. On a routine basis, agency partners assigned to the EOC and field operations participate in countywide exercises such as the Statewide Hurricane and Radiological Emergency Preparedness exercises. However, specific exercises that are provided in the form of tabletop, functional, and full scale are provided to certain sections of the EOC (e.g., Finance-Administration, Logistics, Operations, Planning) and County programs (e.g., Citizen Corps, Pet Friendly Shelters).

### **After Action Report and Improvement Plans**

After Action Reports (AAR) provide a description of what happened during the exercise, issues that need to be addressed, and recommendations for improvement. The AAR will include information that is compiled from exercise participant surveys, notes from scribes, as well as an after action “hot wash,” a meeting of participants and facilitators that provide feedback immediately following the conclusion of the exercise.

The Improvement Plan (IP) is the means by which opportunities to improve are turned into concrete, measurable items to enhance, improve, or correct. The IP is included in the AAR. When complete, the IP specifically details what actions will be taken to address each recommendation presented in the AAR, who will be responsible for taking the action, and the timeline for completion. These actions include objectives and attainable benchmarks with specific deadlines that are tracked to allow measured progress towards implementation of the item in the IP.

## **TECHNOLOGY MANAGEMENT**

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The Technology Program addresses the maintenance and improvement of technologies in the EOC and field response locations such as computer systems, software, WebEOC®, and SharePoint®. The *WebEOC® User Manual* provides the needed information regarding the capabilities of and use of the system.

## **AGREEMENTS & CONTRACTS**

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The DEM ensures mutual aid agreements are established among all parties providing or requesting resources. Copies of these agreements are located in the PSD Office. The DEM is tasked with developing and maintaining standing mutual aid agreements and/or contracts for services, supplies, and other resources needed during an incident.

The method to request mutual aid is when a requesting county becomes affected by a disaster or emergency, and deems its resources inadequate to cope with the disaster or emergency. It may request mutual aid and resources by communicating their request to a providing entity, indicating the request is being made pursuant to the Statewide Mutual Aid Agreement (SMAA)<sup>4</sup>. The request shall be followed as soon as practicable by a written confirmation of that request,

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<sup>4</sup> Palm Beach County is a signatory to the Florida Statewide Mutual Aid Agreement (SMAA), originally executed on Dec. 6, 1994, and ratified in 2000 and 2018.

including the transmission of a proclamation of local state of emergency under of the Emergency Management Act. Palm Beach County DEM would submit this formal request to the FDEM via the state mission resource request process.

The process for responding to a mutual aid request is established among all parties providing or requesting resources. The ability to fulfill a request shall be followed, as soon as practicable, by a written confirmation of that fulfillment, including the transmission of a proclamation of local state of emergency under of the Emergency Management Act. Palm Beach County DEM would submit this formal fulfillment response to the FDEM via the state mission resource request process.

Examples of some of the major mutual aid agreements include the South Florida Water Management District, (dated 7/3/2018), City of Boynton Beach (dated 5/30/18), City of Wellington (8/22/18), Town of Palm Beach (dated 1/24/19), City of Palm Springs (dated 4/5/19), Village of Tequesta (dated 9/4/18), and the City of Royal Palm Beach (dated 8/15/18), among others.

### **Vendor Agreements**

Palm Beach County maintains numerous vendor agreements for daily operations that can also be activated in times of disaster. The Purchasing Department is responsible for maintaining these vendor agreements. In addition, most jurisdictions also maintain their own vendor agreements. During activations, PBC and each of the municipal jurisdictions may choose to either activate existing agreements, enter into new agreements, or utilize emergency contracts. A contract for an emergency purchase is generally necessary when the need for the good(s) or service(s) is imminent and time does not allow for a solicitation to be conducted (see *Logistics Section Coordinating Procedure*, CW-L-008 *Purchasing Policy and Procedures*).

### **Statewide Mutual Aid Agreements**

Palm Beach County has 39 municipalities and 32 taxing districts within its geographic boundaries. All municipalities and most taxing districts with emergency response capabilities are currently signatories, or are in the process of becoming signatories. All agencies requesting mutual aid, or responding to requests through the SMAA, must coordinate response efforts through the County's EOC. Palm Beach County participates in the current SMAA as approved by Resolution R2018-1037 adopted 11/27/2018. The method to request and the process for responding to mutual aid needs can be found in both WebEOC® and the Logistics Section Coordinating Procedure (see *Logistics Section Coordinating Procedure*).

## **GRANT ADMINISTRATION**

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The grant, contract, and budget program addresses securing the funding for critical needs of the division's personnel, programs, partner agencies, and municipalities. Approximately one-third of DEM's budget is grant funded. These grants include the Emergency Management Preparedness and Assistance Trust Fund (EMPA), Emergency Management Performance Grant (EMPG), State Homeland Security Grant Program (SHSGP), and UASI. The remainder of DEM's funding comes from the annual County budget. The Administration/Finance Section



works to ensure that all grant related spending adheres to state and federal grant guidelines, reporting requirements, audit compliance, and county fiscal and procurement policies and procedures.

## **EMPLOYEE DISASTER RESPONSE PROGRAM (EDRP)**

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The County has recognized that its most valuable asset is its employees and their ability to respond in disasters by using specialized knowledge and skills that they possess in their day-to-day roles as County employees. The Employee Disaster Response Program (EDRP) as promulgated by PPM *CW-P-083 – Employee Disaster Response Program Policy*. The EDRP plan serves as a roadmap for staff augmentation for any emergency or disaster that may have an impact on PBC. All County employees who are currently working for the County in a probationary, part-time, or full-time position under the authority of the County Administrator, are required to assist in the County's disaster response efforts. By organizing, training, and mobilizing employees for disaster roles, the EDRP gives employees a defined task in the County's disaster preparedness, response, and recovery operations, and fulfills the County's mission of meeting the community's needs. Under this program, all PBC employees will have a designated job position. The job position will be one of the following:

- Department-Essential,
- EOC-Essential,
- Disaster Service Agent,
- Disaster Field Worker,
- Disaster Team Leader.

A sixth job position has been developed for special/rare circumstances, and is used at the direction of the Department Director:

- Unavailable (Medical or Pre-Approved).

Once employees have been given a designated job position, the DEM will work to assign each employee with a work assignment. The work assignment is the specific work location, task(s), duties, and responsibilities given to, or assigned to, the employee (e.g., Shelter Disaster Service Agent at Palm Beach Central, etc.). Each employee may be given a primary and secondary work assignment. Department-Essential and Unavailable job positions do not receive a "work assignment."

Once assigned, an employee's job position designation and work assignment(s) is permanent, modified only with the written approval of their EOC Section Chief in consultation with DEM. The DEM will notify all employees of their approved job position and primary/secondary work assignment by e-mail. The DEM will also notify the employee of available training opportunities for their approved job position and primary/secondary work assignment. A comprehensive description of the EDRP is outlined in the *Employee Disaster Response Program Plan*.

## **RADIOLOGICAL EMERGENCY PREPAREDNESS**

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In accordance with Federal Regulation 44CFR §350.5 and Florida Statutes §252.60, the REP Program provides response agencies within the county with comprehensive, hazard specific

planning, training, exercise, instrumentation, and technical expertise that addresses radiological and nuclear hazards (see *Nuclear Power Plant HSP*).

## **CHEMICAL PREPAREDNESS PROGRAM**

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The Chemical Preparedness Program provides response agencies within the county with updated hazard specific planning information that is specifically designed for the consequence management component of hazardous material response. This program is performed in accordance with Federal Regulation 42CFR §11001 and Florida Statute §252.81-90. These laws are commonly referred to as Superfund Amendment Reauthorization Act of 1986 (SARA Title III) and the Emergency Planning - Community Right to know Act (EPCRA).

## **EMERGENCY MEDICAL SERVICES PROGRAM**

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The EMS program within DEM is primarily responsible for the issuance of County Certificates of Public Convenience and Necessity (COPCN) to EMS providers within the County, enforcing the PBC EMS Ordinance (#2010-056) and its accompanying rules and regulations, inspecting all EMS providers' ambulances/rescue vehicles and equipment annually, and providing staff support and guidance to the EMS Advisory Council. The EMS Council serves as an advisory body to the BCC.

## **SPECIAL NEEDS PROGRAM**

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The Special Needs Program was established to provide care for citizens with certain medical problems during a major emergency. A Special Needs Shelter (SpNS) is a facility with medically trained staff available to assist registered clients with special medical needs. It has auxiliary electrical power, is wind resistant, and is not flood-prone (see *Special Needs Shelter Coordinating Procedure*).

## **HEALTHCARE FACILITY PLAN REVIEW**

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Each adult day care, ambulatory surgical center, assisted living facility, hospital, intermediate care facility, skilled nursing facility, and residential treatment center for children & adolescents in the State of Florida is required to have a CEMP, as mandated in F.S. Chapter 252. Additionally assisted living facilities and skilled nursing facilities are required to have an Emergency Environmental Control Plan to ensure facilities maintain ambient temperatures below 81F. These plans are reviewed and approved by DEM and regulated by the Agency for Health Care Administration as required by law.

Specific plan requirements may be found under the following Florida Statutes:

- Adult Day Care Facility - F.S. 429.929, Chapter 58 A-6.
- Ambulatory Surgical Center - F.S. 395.1055, Chapter 59(A)5.
- Assisted Living Facility - F.S. 429.41 Chapter 58A-5.
- Hospital - F.S. 395.1055 Chapter 59A-3.
- Intermediate Care Facility – F.S. 393.967, Chapter 59A-26.02.
- Skilled Nursing Facility - F.S.400.23 Chapter 59 A-4.126.

- Residential Treatment Centers for Children & Adolescents - F.S. 394.879 Chapter 65E-9.

Each plan must include a complete hazard analysis. It must specify the name and telephone number of the facility contact person, procedures for watches, warnings, evacuations, notification, sheltering, transportation, and training. Each facility must provide a detailed description of their seven-day supplies of non-perishable food, water, medication, and resources for each resident. Evacuation times for each facility vary extensively based upon occupancy but are estimated at between six (6) and twelve (12) hours. If the facility refuses to evacuate, they are required to notify DEM (see *SOG OP-009 - Health Care Plans Review*).

## **DUTY OFFICER PROGRAM**

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The DEM Duty Officer is responsible for the daily coordination and initial and ongoing monitoring of incidents and events of countywide significance. The Duty Officer is rotated between selected DEM staff members on a weekly basis and is on-call and available to respond to any incident 24 hours a day, seven (7) days a week to assist the on-scene Incident Commander (IC) with alert and notification, resource management, public information, and protective actions (see *SOG OP-022 - Duty Officer*).

## **COUNTY WARNING POINT**

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The CWP is a county-wide 24-hour a day, seven (7) days a week staffed communications center which provides monitoring, notification, and warning to the emergency response team, municipal partners, non-governmental agencies, State Watch Office, and other partner agencies with response responsibilities. The CWP serves as a dispatch center and acts as a point of contact for County agencies (except police/fire service) after normal business hours, weekends and holidays.

## **TRANSITIONAL/ACTIVATION ACTIVITIES**

### **EVENT ESCALATION**

If a routine emergency advances beyond normal response capability and meets any of the following trigger points, then the responding agency, IC, or designee, shall notify the CWP thereby initiating an escalation of the event:

- Local resource capabilities may be exhausted and a request for mutual aid support is anticipated.
- A sizeable evacuation is required.
- Damage caused by the incident warrants a comprehensive damage assessment which may reach thresholds for a Small Business Administration (SBA) or Presidentially Declared disaster.
- Expansion of the command and control capability is required to coordinate multiple responding agencies, or impacted jurisdictions.
- A legal/statutory threshold has been reached that requires notification of outside agencies.

### **NON-DECLARED DISASTER EVENTS**

Palm Beach County DEM and all partner organizations are required to respond to all life safety incidents, regardless the ability to obtain financial reimbursement from the state and/or federal governments. The protection of life and property remains the highest priority for the commitment of resources.

### **DECLARATION OF A STATE OF LOCAL EMERGENCY**

A State of Local Emergency will be requested by the DEM Director when an event has occurred and:

- is anticipated to generate, or has generated, major damage within PBC.
- threatens the health and safety of County residents.
- is anticipated to escalate beyond normal daily response capabilities.

The following sequence of events will occur when a declaration is deemed necessary by the DEM Director:

- When notified by the CWP, the Duty Officer will investigate and assess the incident to ascertain the scope of the incident. When conditions exist or are anticipated to exist, such that protective actions for the general public and the cooperation of multiple emergency response agencies is necessary, the Duty Officer will immediately notify the DEM Director or designee.
- The DEM Director will notify the PSD Director or designee, and advise of the nature of the event and potential need to declare a State of Local Emergency and activate the EOC.
- The PSD Director will advise the County Administrator, or designee, of these recommendations. The County Administrator, or designee, will advise the Mayor and

request a Declaration of a State of Local Emergency. In the absence of the Mayor, the line of succession will be followed as detailed in the Concept of Operations.

- Pursuant to §252.38(1)(a), each local emergency management agency shall have jurisdiction over and serve an entire county. As such, the PBC DEM and its EOC are recognized as the county emergency management agency as defined by §252.38(1)(b), F.S. A Declaration of a State of Local Emergency shall affect the entire County.
- The State of Local Emergency shall activate the applicable county emergency plans and shall constitute authority to engage in activities regarding procurement, contracts, employment, volunteer workers, acquisition and distribution, appropriation of expenditure of public funds, and the enactment of or modification of any curfews within PBC (see *Palm Beach County Code Chapter 9, Article II, Section 9-35*).
- The State of Local Emergency will remain in effect for seven (7) days, unless extended as necessary, in 72-hour increments, or for the period of time that a state of emergency, as declared by the Governor, remains in effect, whichever is longer (see *Palm Beach County Code Chapter 9, Article II, Section 9-35*).
- Upon execution of the Declaration of a State of Local Emergency, all municipalities and special taxing districts in PBC will be forwarded a copy and a copy will be posted on WebEOC®.
- Conference calls will be scheduled with impacted communities and staff present during EOC activations.
- The Public Information Unit (PIU) will prepare and release appropriate announcements advising the public about the nature of the State of Local Emergency.
- A declaration of a State of Local Emergency also activates prohibitions on price gouging and enforcement of same (see *Palm Beach County Code Chapter 9, Article II, Section 9-36 and 9-37*).
- Should a municipality deem it necessary to declare a state of emergency (e.g., to activate internal policies and procedures), the declaration must be consistent with the County's State of Local Emergency, and the jurisdiction must communicate such declaration to the County EOC in order to provide effective and orderly governmental control and coordination of emergency operations (see §252.38(2), F.S.).

## EOC ACTIVATION

When conditions within or adjacent to PBC are such that protective actions for the general public may be necessary and the cooperation of multiple emergency response agencies is necessary, the EOC may be activated. It is the responsibility of the DEM Director to activate the EOC. Once the decision has been made to activate the EOC, the DEM Director will then notify the PSD Director, who will notify the County Mayor through County Administration in order to declare a State of Local Emergency (see *SOG DD-006 - Activation of the EOC*).

## EOC Activation Levels

The DEM and EOC operate under the four (4) levels of activation as described in Table 2 below.

Palm Beach County EOC Activation Levels	
<p><b>LEVEL 4 – NORMAL OPERATIONS</b></p> <p>This is the normal day-to-day operational level for the Division of Emergency Management (DEM) and the County Warning Point (CWP) which are continuously monitoring local, regional, national, and international events, evaluating potential threats, and analyzing their impact on Palm Beach County. Appropriate Division and County personnel, and support organizations are notified and informed through a variety of communication methods based on the urgency required of the incident/event.</p>	<p><b>LEVEL 3 – ENHANCED MONITORING</b></p> <p>The Division of Emergency Management (DEM) transitions to this level for incidents or special events that have the potential for escalation. The County Warning Point (CWP), DEM, and/or other emergency management personnel are actively monitoring the incident/event. Notifications are made to appropriate Division and County personnel, and support organizations that may be required to take action as part of their normal responsibilities.</p>
<p><b>LEVEL 2 – PARTIAL ACTIVATION</b></p> <p>Selected Emergency Operations Center (EOC) staff are notified. The EOC is staffed by the Division of Emergency Management (DEM) personnel, appropriate Sections, their staff, and outside agencies as required to meet the operational needs of the incident.</p>	<p><b>LEVEL 1 – FULL ACTIVATION</b></p> <p>All lead and support agencies are notified. The Emergency Operations Center (EOC) is staffed by the Division of Emergency Management (DEM) personnel, the Executive Policy Group, all Sections and Branches, their staff, as well as State and Federal representatives.</p>

Table 2: PBC EOC Activation Levels and Operational Conditions

## NOTIFICATION & WARNING

### All-Hazards Threat Recognition System

Palm Beach County maintains an integrated, all-hazards threat monitoring and recognition system. For each of the 12 core hazards, the CWP has the ability to receive and evaluate threshold triggers that indicate a viable threat to populations within the County's jurisdiction. Effective threat recognition generates timely warnings and notifications to the public and responding organizations for notice and no-notice events.

### Alert & Notification

The CWP will make appropriate notifications in accordance with hazard specific notification guidelines and pertinent SOGs to agencies who may become involved in the event should it escalate. This shall be done to minimize disruption to partner agency functions by alerting them for potential activation. In some instances, pre-activation notification may not be possible due to the magnitude of the event and its necessary response. The CWP has an up-to-date listing of key emergency management personnel throughout the County in addition to key municipal contacts and stakeholders. When possible, appropriate agencies in the ICS Structure will be notified in advance to allow for incident specific response planning (see *CWP SOG OP-017 - State and County Warning Point Notification Criteria*).

### Public Warning

The public is notified by the CWP and/or the Public Information Unit (PIU). Palm Beach County will utilize the PIO/PIU to communicate to all public media sources. The CWP may also activate the alert/notification system to reach vulnerable populations. Examples of public warning systems include: the PBC public website, social media, DEM geographic notification system, Emergency Alert System (EAS), Emergency Information Center (EIC), and TDD/TTY (see *Palm Beach County Department of Public Affairs PIU SOG, Command Staff Coordinating Procedure, CWP SOG OP-035 - Emergency Alert System, and CWP SOG OP-017 CWP - State and County Warning Point Notification Criteria*).

### Municipal Partner Notifications & Warning

Maintaining ongoing communications with all municipal partners is a vital response priority. During "blue sky" periods, PBC DEM collaborates with the County's 39 municipalities via regular meetings with designated representatives from each municipality. Two (2) representatives, a primary and alternate from each municipality, are specifically designated to receive emergency management information, alerts, and notifications. The municipal representatives are responsible for notifying and sharing relevant information with the appropriate executives and key personnel within their jurisdiction to effect an orderly and coordinated response.

# CONCEPT OF OPERATIONS

## CONTROL & COORDINATION

### EMERGENCY COUNTY ORGANIZATIONAL STRUCTURE

Direction and control of all government-related activities during the response, recovery, and long-term redevelopment of an emergency event is the responsibility of the BCC. The roles, responsibilities, and job functions of the sections, branches, and units are available in each section's coordinating procedure.

#### Line of Succession for an Emergency Declaration

The declaration of a State of Local Emergency will transpire according to the following Leadership Line of Succession:

- County Mayor
- County Vice Mayor
- County Administrator, or designee

In the event the Mayor is not available to provide continuous leadership authority and responsibility, the following line of succession has been established:

- County Vice Mayor
- County Administrator or designee
- Public Safety Department Director, or
- Division of Emergency Management Director

### EMERGENCY OPERATIONS CENTER

Palm Beach County EOC serves as the MACC for the County. Each municipality is encouraged to operate an individual EOC to coordinate response and recovery activities for their jurisdiction, reporting to and coordinating with, the County EOC. Additionally, each lead agency or department may establish a "command post" at its headquarters to oversee the agency's disaster operations. All municipal and off-site command posts must collaborate with the respective unit within the PBC EOC to effect an orderly and coordinated countywide response.

In accordance with F.S. Chapter 252.38(1)(a), the PBC EOC has jurisdiction over the entire County during emergencies, including all municipalities and special taxing districts contained therein. This requires an extensive coordination effort between the County and municipalities during emergency preparedness, response, recovery, and mitigation.

The CWP maintains a list of primary and alternate contact information provided by each municipality to be utilized during an emergency activation.

Upon a Level 2 (Partial) or Level 1 (Full) activation of the EOC, county departments and response agencies will send designated representatives to the PBC EOC. Lead agencies are



responsible for providing the personnel, materials, and equipment in order to staff their section/branch/unit at the appropriate level as determined by the DEM Director or his/her designee. Upon arrival, the representative(s) receive his/her assignment and an incident briefing. Some agencies may need to send more than one representative, if the agency is required to perform several functions. For example, PBC Fire Rescue is the Lead Agency for the Firefighting Unit, HAZMAT Unit, and the Emergency Services Branch, all of which would need to be staffed based on the level of activation and the needs of the incident.

## EMERGENCY OPERATING AREAS

The County is divided into six (6) geographic areas referred to as EOA's. The EOAs are field command posts under the direction and control of the EOC that utilize an area command structure. The role of the EOA is to provide communication and resource coordination between the EOC, municipalities, other governmental agencies, Non-Profit Organizations, and the public. The boundaries of each EOA are depicted in Figure 5.

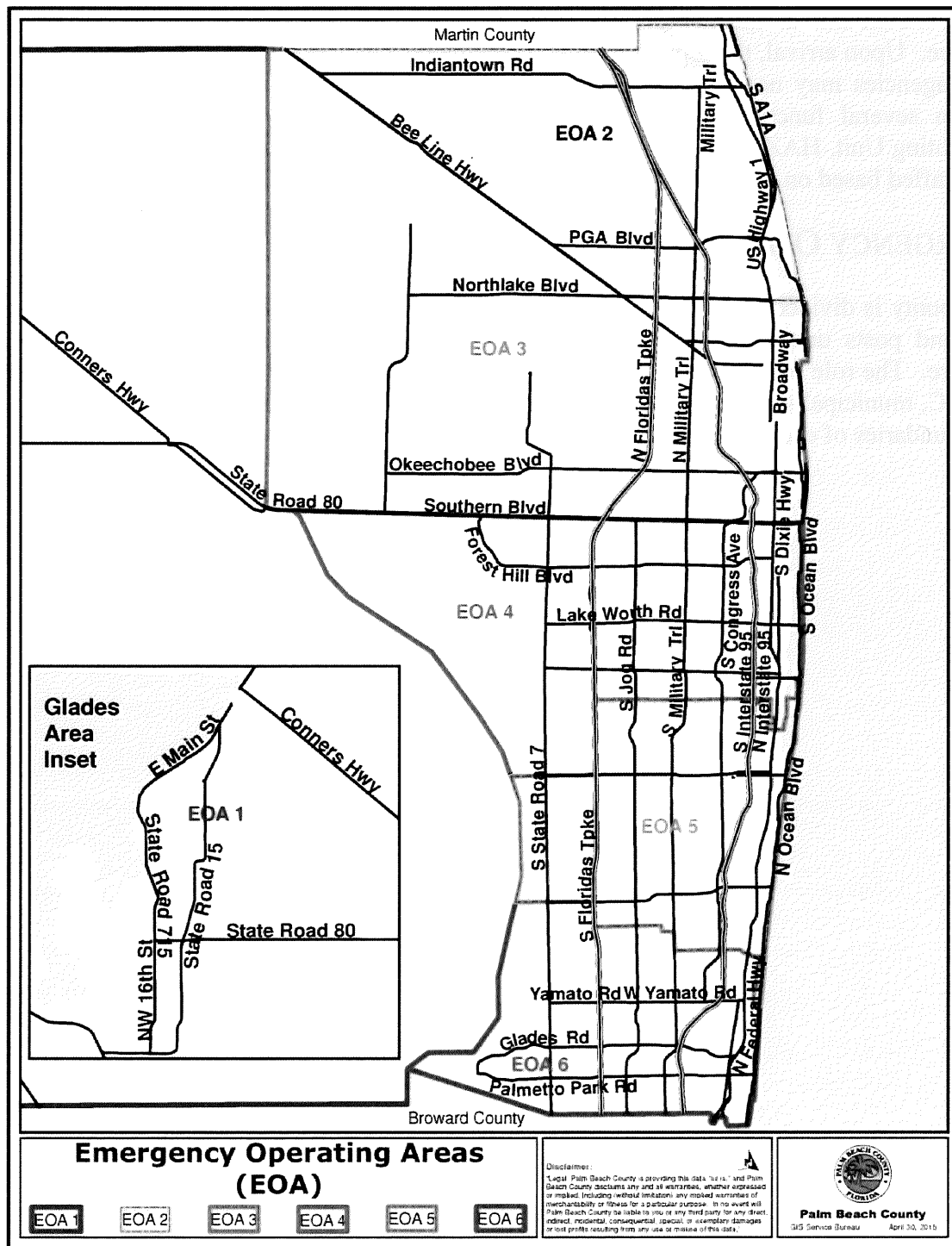


Figure 5: Palm Beach County Emergency Operating Areas

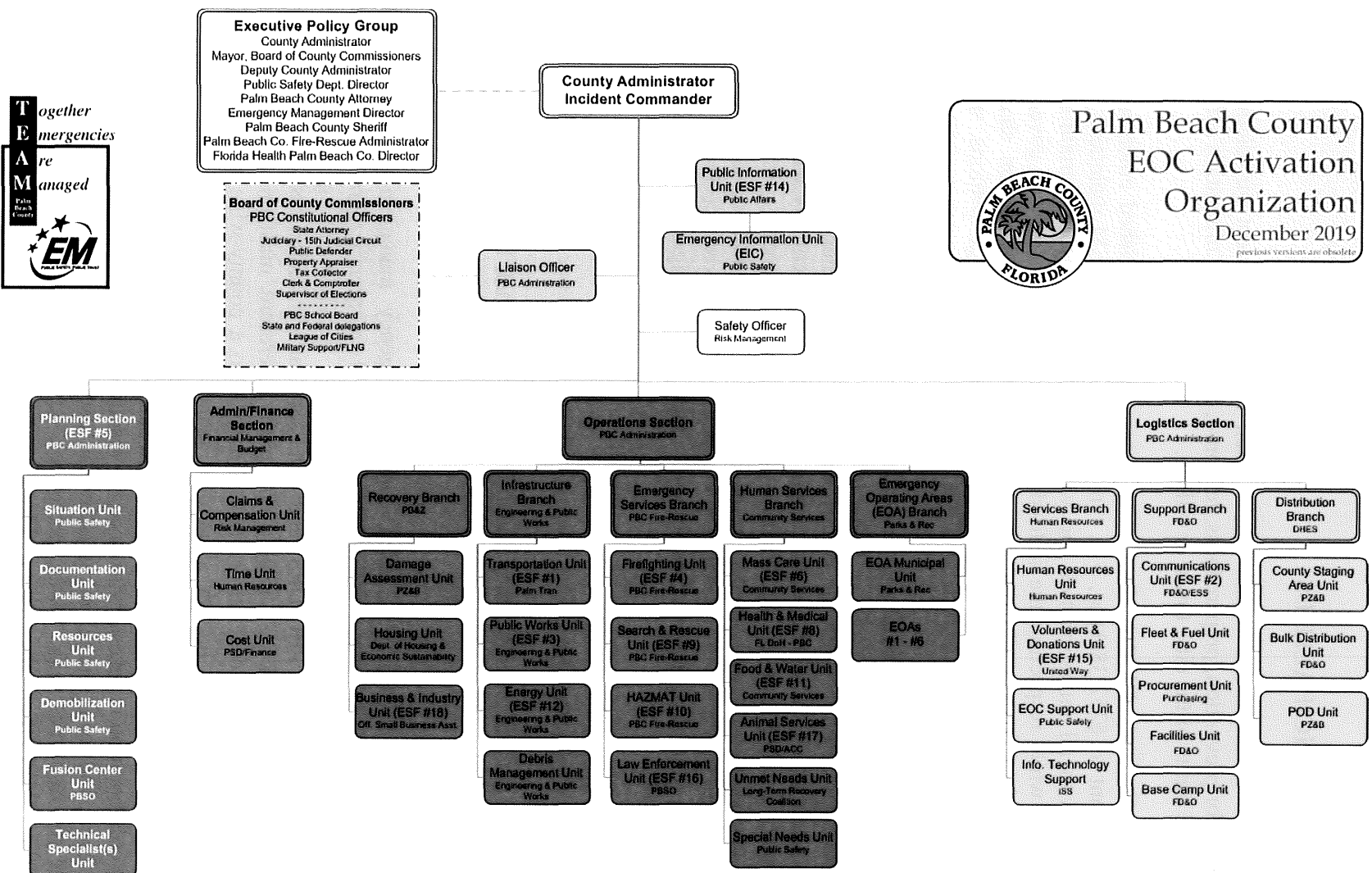
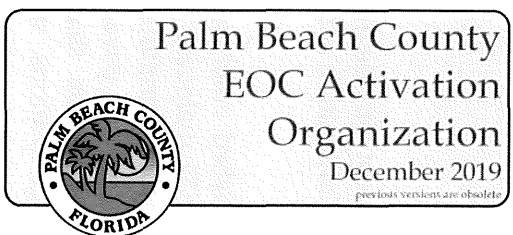


Figure 6: PBC EOC Activation Organization

## ROLE OF MUNICIPALITIES

There are 39 municipalities within PBC. Each is an independent jurisdictional government responsible for prevention, preparedness, response, recovery, and mitigation activities within the jurisdictional limits of the city, town, or village.

Palm Beach County's DEM is the County's recognized, established emergency management agency pursuant to §252.38(1)(a), F.S. In that capacity, the DEM maintains a close working relationship with all municipalities and works to coordinate efforts pertaining to emergency management, while respecting the individual authority of each unit of government. This is accomplished in joint coordination through such means as information sharing, exercising, training opportunities, and participation in local preparedness organizations, specific meetings, or workshops.

Legally constituted municipalities are encouraged to have a municipal emergency management program. Pursuant to §252.38(2), F.S., municipal emergency management programs shall coordinate their activities with the county emergency management agency. If a municipality elects to establish an emergency management program, it must comply with all laws, rules, and requirements applicable to county emergency management agencies. Each municipal CEMP must be consistent with, and subject to, the PBC CEMP. In addition, each municipality must coordinate requests for state or federal emergency response assistance through the PBC EOC. The following municipalities have established emergency management programs with county-approved CEMPs:

- City of West Palm Beach
- Town of Palm Beach

Municipalities without an emergency management program shall be served by the PBC DEM or EOC consistent with the individual authority of each unit of government, the PBC CEMP, and §252.38(2), F.S.

Pursuant to §252.38(1)(a), F.S., each county emergency management agency shall have jurisdiction over and serve an entire county. Municipal emergency management programs shall coordinate their activities with the county emergency management agency. During a major emergency or disaster, the PBC DEM and EOC serve as the liaison between each municipality and the FDEM and State EOC. Each municipality, therefore, must provide regular situational updates to PBC EOC, in order to be consolidated into a county-wide situation report. Each municipality must submit regular situational updates using the county-approved emergency management collaboration system and maintain accurate situational data on applicable "boards" such as the EEI (i.e., essential elements of information), damage assessment board, etc. This constant collaboration is necessary as once the resources of a municipality are either expended or overwhelmed, and local mutual aid assistance is also overwhelmed or expended, any requests to the State for resources (e.g., teams, personnel, equipment, supplies, etc.) must be requested through the PBC EOC to the State of Florida. Any expenses incurred from resource requests made by the municipalities, will remain the responsibility of the municipality. Additionally, all fiscal management, data tracking, personnel time, expenses, and the request for reimbursement from State or Federal programs is also the responsibility of each municipality.

During “gray skies,” PBC DEM coordinates all hazard monitoring information, event escalation information, protective action decisions, and recovery information with municipal jurisdictions throughout the event with the designated municipal EM representatives. Municipal coordination is also conducted in compliance with the HSPs primarily through the EOAs, conference calls, Flash Reports, Situation Reports (SitReps), the county-approved web-based emergency management collaboration system, and direct communication.

Responsibilities of the municipalities include, but are not limited to the following:

1. Each municipality is responsible for the provision and execution of all jurisdictional authority and responsibilities, including dispatching of emergency services, or contracting for such through the County.
2. Each municipality is responsible for identifying a primary liaison and an alternate to serve as the municipality’s EM representative the municipality’s EM representative will collaborate with the DEM during “blue skies,” and the PBC EOC during “gray skies.” The municipality will ensure that the DEM has current emergency contact information for both liaisons at all times. Each municipal EM representative shall serve as the respective municipality’s:
  - a. Primary point-of-contact for EM and disaster-related activities;
  - b. Emergency management and disaster subject matter expert – the individual that has the best grasp on the municipality’s disaster response plan and/or the disaster response capability of the municipality and its departments;
  - c. Primary point-of-contact who is well-versed in a wide-range of the logistical needs of the municipality in a disaster situation, from life-safety to human services; and
  - d. The primary point-of-contact who can collaborate with key stakeholders in a disaster situation (e.g., local, state, and federal EM officials, elected officials, etc.), who can represent the municipality, and can affect municipal needs.
3. The primary and alternate from each municipality are strongly encouraged to attend bi-monthly Municipal EM Representative Meetings during “blue skies,” where mutual issues regarding emergency management and disaster preparedness, mitigation, response, and recovery are addressed.
4. Each municipality is responsible for using the county-approved emergency management collaboration system to communicate and collaborate with the PBC EOC. The county-approved EM collaboration system is used to submit mission and resource requests, input the municipality’s current situational status (i.e., EEI board), road closures within the municipality’s jurisdiction, damage assessment information, etc. The PBC EOC will provide requisite access to the collaboration system (i.e., user names and passwords), as well as, end-user training.
5. Each municipality is responsible for submitting mission requests and requesting resources through the PBC EOC via the county-approved emergency management collaboration system.

6. Municipalities will staff, direct, and control initial and preliminary damage assessment operations for infrastructure within their jurisdictions. Each municipality is responsible for providing initial and preliminary damage assessment reports and regular updates to the PBC EOC using the county-approved EM collaboration system.
7. Each municipality is responsible for debris removal and disposal within their jurisdiction. If the County secures a removal contractor, the municipalities may opt to use the same. If so, the municipality must coordinate all efforts pertaining to the disposal site, and must coordinate with PBC, if the use of county disposal sites are needed.
8. Each municipality will handle the restoration of infrastructure within its jurisdiction. Any requests for assistance should be forwarded to the PBC EOC, as stated above.
9. Each municipality is expected to provide appropriate locations with adequate space, personnel, and supplies as needed to establish a DRC(s) in their jurisdiction, if requested by the PBC EOC. Palm Beach County, FDEM, and FEMA will provide assistance, as needed.
10. Establishment, staffing and operations of PODs within a municipality is typically the function of the PBC EOC, however, the PBC Logistics Section Chief will accommodate requests by communities that would like to staff and/or operate a POD within their jurisdiction.
11. Municipalities are responsible for coordinating and collaborating with the PBC EOC prior to the announcement and implementation of a municipal declaration of a state of local emergency or re-entry order to enable accurate and consistent countywide communication, coordination, planning, and resource allocation.
12. Municipalities are responsible for identifying and coordinating the provision of public property to be used as temporary housing during short-term and long-term recovery.
13. Municipalities within identified storm surge evacuation zones are responsible for identifying present and future transportation needs pertaining to mass transportation for evacuation.
14. Municipalities are responsible for coordinating all media activities, pertaining to the emergency or disaster, through PBC's EOC PIU. Should a Joint Information Center (JIC) be established in PBC, affected municipalities are expected to provide either a public information point-of-contact or assign a public information officer to the JIC when requested by the PBC's EOC PIU.
15. Municipalities are responsible to plan for, and coordinate with local fuel entities within their jurisdiction to evaluate present storage capacity and plans to address fuel disruption or shortfalls.

16. Municipalities are expected to handle all funding and payments for expenditures that may arise related to the disaster response and recovery in their jurisdiction, including equipment leases, purchases, or resources requested for which costs are incurred.
17. Municipalities are responsible for all financial management, including tracking of expenses, personnel time, expenses, etc., and for submitting requests for reimbursement to State and Federal programs, if applicable.

In 2018, as an after-action best practice item from *Hurricane Matthew*, the PBC DEM moved to incorporate all PBC colleges and universities that have permanent, on-campus housing for students into the County's municipal EM coordination group. The following colleges and universities will be treated like municipalities to the extent possible, and are also expected to be accountable for the same responsibilities as municipalities outlined above:

- Florida Atlantic University
- Keiser University Flagship Campus in West Palm Beach
- Lynn University
- Palm Beach Atlantic University
- Palm Beach State College

## THE ROLE OF SPECIAL DISTRICTS

Unless otherwise specified or outlined elsewhere in this CEMP, special districts or taxing districts, such as water control or management districts, fire/rescue districts, port and airport authorities, housing authorities, development districts, library districts, utility authorities, and school districts are responsible for identifying a liaison to coordinate with the PBC EOC for supporting emergency management activities. These liaisons shall serve as the district's primary point-of-contact for EM and disaster-related activities, and closely collaborate with the PBC EOC's Liaison Officer.

Some of the major special districts include:

- Acme Improvement District
- Boca Raton Airport Authority
- Children's Services Council of Palm Beach County
- East Beach Water Control District
- East Shore Water Control District
- Gladeview Water Control District
- Health Care District of Palm Beach County
- Highland Glades Water Control District
- Indian Trail Improvement District
- Lake Worth Drainage District
- Loxahatchee Groves Water Control District
- North Palm Beach Heights Water Control District
- Pahokee Water Control District
- Palm Beach County Housing Authority
- Palm Beach County Library District

- Pine Tree Water Control District (Palm Beach County)
- Port of Palm Beach District
- Shawano Water Control District
- Solid Waste Authority of Palm Beach County
- South Central Regional Wastewater Treatment and Disposal Board
- South Indian River Water Control district
- South Shore Drainage District
- West Palm Beach Downtown Development Authority

Click [here](#) for a complete list of all special districts in Palm Beach County.



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## ROLES AND RESPONSIBILITIES

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### EXECUTIVE POLICY GROUP

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The ongoing administrative and logistical implementation of the CEMP is administered through the County Administrator. The Executive Policy Group (EPG) serves as an advisory group to the County Administrator, to provide technical expertise, assistance and advice for the management of the Emergency Operations Center during disaster operations. The EPG performs this role to assist the County Administrator in strategic policy decisions, establishing long term goal guidance, policies, and priorities. The County Administrator is ultimately responsible for policy direction during an activation. Staff acts in accordance to well established guidelines and policies with direction from the Administrator for extraordinary decisions during an activation.

The role of the EPG is to convene at the EOC at the request of the County Administrator, PSD Director, or DEM Director to provide technical expertise, assistance and advice for strategic and/or policy decisions, establishing short- and long-term guidance, policies, and priorities based on the magnitude and circumstances of the disaster. The EPG is responsible for providing technical expertise, assistance and advice on overall policy direction for the County's emergency response and disaster recovery operations and activities, including the development and implementation of the operational strategies and resource management. The EPG monitors and reports on resource allocation according to the priorities of the emergency and continuing until all missions are accomplished. In the event local resources are depleted, the County Administrator will approve State mutual-aid assignments and/or major State mission/resource requests.

The EPG consists of the following nine (9) members:

- County Administrator (Incident Commander),
- Mayor, Board of County Commissioners,
- Deputy County Administrator,
- County Attorney,
- Public Safety Department Director,
- Division of Emergency Management Director,
- Palm Beach County Fire-Rescue Department Administrator,
- Palm Beach County Sheriff, and
- Florida Dept. of Health Palm Beach County Director.

Official EPG members may appoint a designee with delegated authority to act on their behalf. Other agencies may be asked, on occasion, to collaborate with the EPG as subject-matter-experts depending upon the hazard or causative event (e.g., PBC School District, FP&L, etc.). The PIU Unit (ESF#14) Leader (i.e., PIO) serves as an ex-officio member of EPG. The EPG is chaired and managed by the County Administrator. The DEM serves as staff support to the EPG.

Due to the hazard, circumstances, magnitude, location, and/or specifics of an incident, the County Administrator may designate an entity to serve as the **primary** agency for each specific incident to provide guidance to the EPG. A primary agency may be designated because it either has a statutory responsibility to respond to such hazard, or through its programmatic or

regulatory responsibilities, the agency may have developed the necessary expertise to guide the EOC throughout the response and recovery. The primary agency may provide a spokesperson(s) for press briefings, technical specialists, other trained personnel, resources, or capabilities to advise the EPG, in order to facilitate effective operational priorities and response activities. The primary agency may be changed at times throughout the duration of the incident as circumstances, activities, and priorities change. The designation of a primary agency does not in any way abrogate the statutory authority, function, and responsibilities of the EOC, the County Administrator, and DEM outlined in §252, F.S. or County ordinance. A primary agency differs from a “lead agency,” as the primary agency designation is relative to the incident at hand. Lead agencies have long-term roles and responsibilities. Typical primary agency assignments and associated core hazards are identified in *Table 3* below.

*Table 3: Primary Agency by Hazard Type.*

Incident/Hazard	Local Primary Agency	State Agency	Federal Agency
Severe Weather	Division of Emergency Management	Florida Division of Emergency Management	Federal Emergency Management Agency
Flooding	Division of Emergency Management	Florida Division of Emergency Management	Federal Emergency Management Agency
Agriculture Pests & Disease	Florida Department of Health – Palm Beach County	Florida Department of Agriculture	Department of Agriculture
Fire	Palm Beach County Fire-Rescue Department	Florida Division of Forestry	N/A
Communicable Diseases	Florida Department of Health – Palm Beach County	Florida Department of Health	Centers for Disease Control
Transportation Incidents	Division of Emergency Management	Florida Division of Emergency Management	Various
Hazardous Materials	Palm Beach County Fire-Rescue Department	Florida Department of Environmental Protection	Environmental Protection Agency
Nuclear Power Plant	Division of Emergency Management	Florida Department of Health	Federal Emergency Management Agency/Nuclear Regulatory Commission

Incident/Hazard	Local Primary Agency	State Agency	Federal Agency
Dike Failure	Division of Emergency Management	Florida Department of Health South Florida Water Management District	U.S. Army Corps of Engineers
Domestic Security	Palm Beach County Sheriff's Office	Florida Department of Law Enforcement	Federal Bureau of Investigations
Workplace / School Violence	Palm Beach County Sheriff's Office	Florida Department of Law Enforcement	Federal Bureau of Investigation
Mass Migration	Palm Beach County Sheriff's Office	Florida Department of Law Enforcement	US Customs and Border Protections

## LEAD AGENCIES

As required by FAC 27P-6.0023, the PBC CEMP assigns lead and support responsibilities for agencies and personnel that coordinate with the sections, and their respective branches, units or emergency support functions (ESFs) identified in *Figure 6* above. Lead agencies<sup>5</sup> are designated because either they have a statutory responsibility to perform such function, or through its programmatic or regulatory responsibilities, the agency may have developed the necessary expertise to lead the group or function. In some cases, a portion of the agency's day-to-day mission is very similar to the mission of the group/function; therefore, the skills required to respond in a disaster can be immediately translated from the daily business of that agency.

A lead agency is an agency or organization with significant authorities, roles, resources, or capabilities for a particular incident management function. The lead agency is the entity with management oversight for that particular Branch/Unit/ESF. The lead agency has ongoing responsibilities throughout the preparedness, response, and short-term recovery phases of incident management. The lead agency has the responsibility of coordinating all support agencies to ensure that missions are accomplished and resources are maximized. The lead agencies report to their respective Branch Director or Section Chief. All lead agency staff must fulfill both administrative responsibilities and operational responsibilities to ensure proper coordination among all participating agencies. While the operational responsibilities of each lead and support agency is outlined in the individual Branch/Unit/ESF's SOGs and coordinating procedures, some universal responsibilities of a lead agency include:

- Coordination before, during, and after an incident, including pre-incident planning and coordination.

<sup>5</sup> The term "agency," in the context of this document, is intended to be a generic reference an organization, agency, firm, department, or administrative division, etc., and is not meant to refer to a specific level of administrative ranking within an organization's hierarchy.

- Developing, maintaining, reviewing, and exercising current detailed procedures, SOGs, rosters, inventories, and relevant policies and procedures of the Unit/ESF to allow for the efficient and effective implementation of the Unit/ESF's mission. SOGs, policies, and procedures must be reviewed and updated on an annual basis, at a minimum, and the current revision copy will be submitted to the PBC DEM during the month of May of each year and whenever else the SOG is revised.
- Maintaining ongoing contact with Unit/ESF support agencies.
- Conducting periodic Unit/ESF meetings and conference calls to ensure operational readiness.
- Staffing the Unit/ESF upon activation and ensure 24-hour staffing coverage based on the level of activation; providing staff for the operations functions at fixed and field facilities, as needed.
- Notifying and requesting assistance from support agencies – maintaining a roster of all lead agency contact persons, making necessary notifications, activating support agencies as necessary, and maintaining ongoing communications to support mission assignments.
- Maintaining a listing of available resources.
- Coordinating efforts with corresponding private sector, volunteer, and non-governmental organizations.
- Coordinating Unit/ESF activities relating to catastrophic incident planning and critical infrastructure preparedness, as appropriate.
- Managing mission assignments and coordinating with support agencies, as well as, appropriate government officials, operations centers, units/ESFs, and agencies.
- Working with appropriate private-sector organizations to maximize use of all available resources.
- Supporting and keeping other units/ESFs and organizational elements informed of the Unit/ESF's operational priorities and activities.
- Conducting situational and periodic readiness assessments.
- Ensuring financial and property accountability for Unit/ESF activities.
- Planning for short- and long-term incident management and recovery operations.
- Maintaining trained personnel to support interagency emergency response and support teams.
- Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats.

## **SUPPORT AGENCIES**

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Support agencies are those entities with specific capabilities or resources that support the lead agency in executing the mission of the Unit/ESF. When a Unit/ESF is activated, support agencies are responsible for:

- Conducting operations, when requested by the designated Unit/ESF lead agency, consistent with their own authority and resources.
- Participating in planning for short- and long-term incident management and recovery operations and the development of supporting operational plans, SOGs, checklists, or other job aids, in concert with existing first-responder standards.

- Providing appropriate personnel, equipment, facilities, technical assistance and other support as required, assisting the lead agency in accomplishing the goals, objectives and missions assigned.
- Providing technical and subject matter expertise, data, advice, and staff support for operations that fall within the domain of the respective agency.
- Assist the lead agency in staffing the EOC, as needed.
- Assisting in the conduct of situational assessments.
- Furnishing available personnel, equipment, or other resource support as requested by the EOC or the Unit/ESF lead agency.
- Providing input to periodic readiness assessments.
- Maintaining trained personnel to support interagency emergency response and support teams.
- Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats.

## PUBLIC INFORMATION UNIT

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The intent and purpose of organizing a PIU is to support the County and impacted communities by providing protective public information to citizens through effective information that helps them make informed decisions and to avoid risks. The PIU provides an organized process and structure that identifies trained and qualified PIO's from jurisdictions and disciplines in an effort to coordinate press and public information during an emergency to ensure the messaging is accurate and consistent across disciplines. The PIU Unit Leader or designee is the default PIO for PBC, however in major incidents, these two functions may be separated (see *Palm Beach County Department of Public Affairs PIU SOG* and *Command Section Coordinating Procedure*). The PIO may designate agency spokespersons to address media and social media inquiries for specific hazards or incidents based on *Table 3* (above). As each county emergency management agency has jurisdiction over and serves the entire county (see §252.38(1)(a), F.S.), individual agency spokespersons may work with the media, however it is essential that they frequently and regularly collaborate with the EOC's PIU to ensure their information is accurate and consistent with countywide messages being disseminated by the EOC.

Lead Agency:

- Public Affairs Department

Support Agencies:

- Florida Department of Health – Palm Beach County
- Palm Beach County Fire Rescue Department
- Designee PIOs/media relations personnel from various PBC departments

## EMERGENCY INFORMATION CENTER UNIT

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The EIC is a team performing a specialized task within the PIU to expand the telecommunication capability of the EOC to meet expected or anticipated call volumes during impending or actual emergencies or disasters. The public's need for information transcends all phases of disaster (i.e., preparedness, response, recovery, and mitigation). While the DEM is typically able to manage call volumes during the preparedness and mitigation phases, the significant influx of calls created by various emergencies or disasters will require significant capability enhancements from day-to-day capacity in order to meet the overwhelming call load. The EIC, when activated, becomes an extension of the CWP, receives all types of calls, and serves as an information, assessment, and services line (see *Emergency Information Center Coordinating Procedure* and the *Command Section Coordinating Procedure*).

The EIC serves as the central telephone communication point for information to the general public and serves as a triage and call routing system for the EOC. County employees from various departments join together to form the EIC team. This diversity in backgrounds, experience, and knowledge is instrumental in providing the requisite answers to the assorted questions that the public ask. Members of the EIC team are multilingual, and possess wide experiential backgrounds in order to relate to the wide range of callers and provide skilled responses.

Lead Agency:

- PBC Victim and Justice Services Divisions

Support Agencies:

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- Public Affairs Department
- ISS Department
- Division of Emergency Management

## **DIGITAL INFORMATION SUPPORT CENTER**

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The Digital Information Support Center (DISC) is a physical location established within the EOC, adjacent to and assigned to the PIU, to ensure the maximization of social media in reaching residents with vital information during time of an emergency. The DISC enhances our information about disaster situations, enables us to better anticipate disaster needs, and helps the EOC connect people with the resources they need during an emergency. The DISC uses the EOC's social media accounts such as Facebook®, Twitter®, Instagram®, YouTube®, etc., to track, monitor, respond, collect, and provide information during an emergency.

Social media has become a necessity for emergency managers and first responders over the years, and the integration has been termed Social Media Emergency Management (SMEM). Due to social media, traditional forms of news have transformed from being provided by media conglomerates to the public. Through social media, the public is able to share information instantaneously with friends, family and the world, 24-hours a day. The public looks to social media for trending news, which is provided by others in their network.

During *SuperStorm Sandy* (2012), social media became the most used source for information by the public. Emergency management organizations and non-profits successfully used social media to track, monitor and obtain information during and post Sandy.

Organizations like the ARC and FEMA also use social media to communicate to the public during an emergency. An example is during *SuperStorm Sandy*, when the ARC Digital Operations Center used social media to monitor what was being said about *SuperStorm Sandy*, in order to effectively respond to the needs of the public.

Residents are a vital participant in emergency response and recovery, and the DISC gives the public a seat at the table of the EOC. Citizens often are the first responders in their communities, and they can provide valuable information to the EOC. Our goal is to be informed by and to become a social liaison for people, families and communities, and to support one another during and after disasters. The DISC will enhance our information about disaster situations, enable us to better anticipate disaster needs and help the EOC connect people with the resources they need during an emergency.

Through effective use of social media networks, the DISC is able to limit rumors and reduce the circulation of false information on the Internet, provide factual and relevant information, obtain firsthand accounts from people on location, track geographically where resources and aid is needed, and maintain a constant web presence (see *Command Section Coordinating Procedure*).

Lead Agency:

- Public Affairs Department

Support Agencies:

- ISS Department
- Parks and Recreation Department
- Libraries
- Environmental Resources Management (ERM) Department

## **SAFETY OFFICER**

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The EOC Safety Officer monitors the overall incident operations and advises the EPG on matters relating to general operational safety, including the health and safety of emergency responder personnel. While the responsibility of safety rests at all levels of incident management, the ultimate responsibility for the safe conduct of on-scene incident management operations rests with the on-scene incident commander/supervisor. However, the EOC Safety Officer is responsible to the EOC Incident Commander for the systems and procedures necessary to ensure ongoing assessment of hazardous environments, coordination of multiagency safety efforts, and implementation of measures to promote overall emergency responder safety, as well as the general safety of the overall incident operations. It is important to note that the agencies, organizations, or jurisdictions that contribute to joint safety management efforts do not lose their individual identities or responsibility for their own programs, policies, and personnel. Rather, each entity contributes to the overall effort to protect all responder personnel involved in incident operations.

Lead Agency:

- Risk Management Department

Support Agencies:

- N/A

## **LIAISON OFFICER**

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The Liaison Officer is the County Administrator's point-of-contact for representatives of other governmental agencies, elected officials, Non-Governmental Organizations (NGO), and/or private entities to provide assistance with, or input on, their agency's policies, resource availability, and other incident-related matters. Representatives from these agencies and organizations coordinate through the Liaison Officer in order to best utilize the EOC to meet their needs and/or resolve problems. Agency and/or organizational representatives assigned to an incident must have the authority to speak for their parent agencies and/or organizations on all matters, following appropriate consultations with their agency leadership. Assistants and personnel from other agencies or organizations involved in incident management activities may be assigned to the Liaison Officer to facilitate coordination and collaboration. The Liaison Officer is also a member of the Command Staff, and is responsible for coordinating with representatives from cooperating and assisting agencies or organizations. As such, the Liaison



Officer works within the incident command structure in order to affect problem solving and collaboration.

Lead Agency:

- County Administration/Legislative Affairs

Support Agencies:

- Public Safety Department
- League of Cities

## PLANNING SECTION

The Planning Section is the principal collection, analysis, and dissemination point for data, documentation and information during an activation of the EOC. The Planning Section is the primary point of report development identifying the incident situation, details, a pictorial representation of the incident, and the consequences and response objectives of the Incident Command.

The purpose of the Planning Section is to:

- Create and disseminate SitReps
- Create and disseminate incident action plans (IAPs)
- Maintain and update:
  - Maps
  - Critical Facility Information
  - Evacuation Information
  - Demographics

*Table 4: Planning Section Local, State, and Federal Agencies by Organizational Unit*

Unit	Lead Agencies PBC	Lead Agencies State	Lead Agencies Federal
Situation Unit	Division of Emergency Management	Florida Division of Emergency Management	N/A
Documentation Unit	Division of Emergency Management	Florida Division of Emergency Management	N/A
Resources Unit	Division of Emergency Management	Florida Division of Emergency Management	N/A
Demobilization Unit	Division of Emergency Management	Florida Division of Emergency Management	N/A
Fusion Center	Palm Beach County Sheriff's Office	Florida Department of Law Enforcement	N/A
Technical Specialist	Division of Emergency Management	Florida Division of Emergency Management	N/A

## SITUATION UNIT

The purpose of the Situation Unit is to provide an overall understanding of the situation in real time and to provide this information through formal published reports including the SitRep and IAP. These formal reports are distributed to the EPG, section chiefs, branch directors, unit leaders, as well as, state, federal and partner agencies in order to apprise them of the situation and the potential effect to PBC. The Situation Unit formalizes the County Administrator's action plan and facilitates planning provisions for sections and branches to develop informational reports pertaining to incident priorities and objectives. The Situation Unit also provides assistance with situation approaches and incident period objectives as well as coordination in development of incident response and recovery operation plans. The Situation Unit performs the following activities within the Planning Section:

- Research, collect, consolidate, analyze, and disseminate relevant incident information that is incorporated into SitReps and IAPs through the CWP to the EPG, section chiefs, branch directors, unit leaders, appropriate individuals, and EM partner organizations.
- Provide a picture of the disaster that defines the current organization, organizes activities that lead to the publishing of incident objectives, and provides information such as weather forecast for the incident operational period, a general safety message from the safety officer, and other reports as necessary.
- Facilitate situational and incident planning that assists the Incident Commander in organizing priorities, summarizing current issues, and defining the disaster, so that the County Administrator may clarify evolving approaches and formulate solutions for future response and recovery operations. Planning efforts will be enhanced through the collection, processing, and dissemination of information generated from EPG and Command Staff and others in the activated EOC.
- Provide EPG with technical capability, reports and assistance to display information for the Command Staff and others in the activated EOC.

Lead Agency:

- Division of Emergency Management

Support Agencies:

- County Administration
- PSD Finance and Administrative Services
- ISS Department/GIS Section

## **DOCUMENTATION UNIT**

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The Documentation Unit is a unit under the Planning Section and serves a number of purposes. It provides a historical record of the emergency; it provides personnel with written plans so that their actions can be coordinated; it also provides legal purposes if, after the emergency, problems arise which may have to be settled in a court of law. Under the ICS, the documentation unit has the responsibility for gathering and organizing the files for an incident. On a small incident, the documentation tasks may be simple and can easily be completed by the Planning Section Chief. As the incident increase in complexity, so do the documentation procedures and requirements. The complexity of an incident governs when a documentation unit is activated. In most cases, the Documentation Unit consists of only the Documentation Unit Leader.

The assigned Documentation Unit Leader will perform, or supervise others to perform, the following tasks immediately upon notice of EOC activation:

- Perform an immediate assessment of staffing needs and communicate these needs to the Planning Section Chief.
- Develop hard copy and electronic filing systems.
- Instruct EOC personnel of these systems and inform them how to access their libraries.
- Initiate collection of documents, data, maps and other records, both hardcopy and digital, in accordance with the guidance provided in the Documentation Unit Job Aid records from all activated sections and units, partner agencies and external entities involved in the incident.
- Begin tracking of personnel assigned to the Documentation Unit and report individuals on shift to the Planning Section Chief each shift.

Lead Agency:

- Division of Emergency Management

Support Agency:

- PSD Finance and Administrative Services

## **RESOURCE UNIT**

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The Resource Unit is primarily responsible for monitoring and tracking incident resources and missions, as well as, analyzing mission/resource requests, and assigning resources to the appropriate unit based upon the incident objectives of the next operational period. The Resource Unit monitors all unassigned missions and resource requests and routes them to the proper recipient. This Unit is accountable to the Planning Section Chief for the completion of work products in an appropriate amount of time during EOC activations.

The Resource Unit performs the following activities within the Planning Section:

- Monitor and enter information into WebEOC® regarding resource and mission requests
- Participate in the Planning Section Meetings
- Assist in demobilization planning
- Coordinate resource needs with Logistics Section
- Coordinate incident objectives and resource needs with the Situation Unit Leader

Lead Agency:

- Division of Emergency Management

Support Agencies:

- 9-1-1 Program Services Division

## **DEMOBILIZATION UNIT**

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The purpose of the Demobilization Unit is to plan for a smooth and efficient deactivation of an emergency response back to normal operations and to analyze the response. Demobilization Unit objectives include the following:

- Develop and share the demobilization plan with Command and General Staff.
- Ensure that equipment and materials are released and returned to controlling agencies.
- Ensure that all personnel are debriefed following demobilization and supervisor is notified of return to routine job duties.
- Develop the AAR for the response or, work closely with the person(s) developing the AAR to ensure they have the necessary information to complete the report.

The number of personnel needed to perform the major functions and responsibilities of the Demobilization Unit will vary according to the size of the incident and the level of EOC activation.

Lead Agency:

- Division of Emergency Management

Support Agency:

- N/A

## **FUSION CENTER UNIT**

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The primary duty of the Palm Beach Regional Fusion Center (PBRFC) Unit is to act as a conduit of information between the EOC and the PBRFC.

Lead Agency:

- Palm Beach County Sheriff's Office

Support Agencies:

- Division of Emergency Management
- Municipal Law Enforcement Agencies
- Department of Homeland Security

## **TECHNICAL SPECIALIST UNIT**

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Technical specialists are brought into the activated EOC when there is a specialized need for additional specific talents or information. The number or types of specialists will vary according to the needs of the EPG, section, branch or unit during the management of the incident. There are varieties of specialists that may be brought into the EOC to work with Planning, sections, branches or units. Some examples include:

- Meteorologists,
- Hazardous Materials specialists,
- Response chemists specialist,
- Infectious disease specialists,
- Pharmacological specialist,
- Industrial hygienists,
- Radiological specialists,
- Flood control specialists, and

- Environmental impact specialists.

## ADMINISTRATION/FINANCE SECTION

The Administration/Finance Section will work closely with, and support, the EPG, Command Staff, and other Sections during EOC activation. The Administration/Finance Section is responsible for financial management, ensuring proper and legal documentation of all costs and statutory compliance requirements associated with the preparedness for, response to, and the recovery from any disaster event. The Admin/Finance Section Chief/Liaison is responsible for the training of EOC personnel concerning all financial procedures. The documentation for how reimbursement is obtained for all eligible entities within PBC (including the municipalities) can be found in the Admin/Finance Coordinating Procedure. All expenditures in which reimbursement will be requested will comply with federal, state, and local regulations, as well as FEMA disaster assistance policies.

*Table 5: Admin/Finance Section Local, State, and Federal Agencies by Organizational Unit*

Unit	Lead Agencies PBC	Lead Agencies State	Lead Agencies Federal
Claims & Compensation Unit	Risk Management Department	N/A	N/A
Time Unit	Human Resources Department	N/A	N/A
Cost Unit	Public Safety Department	N/A	N/A

## CLAIMS AND COMPENSATION UNIT

The Claims & Compensation Unit is responsible for handling County responder injury compensation and claims, and investigating all claims involving County property associated or involved in the incident. The Claims & Compensation Unit Leader will complete and maintain status reports for major issues or incidents and will implement the objectives in the EOC IAP assigned to the Claims & Compensation Unit.

Lead Agency:

- Risk Management Department

Support Agencies:

- N/A

## TIME UNIT

The Time Unit Leader is responsible for providing time data for an incident. This Unit must ensure that incident personnel time is obtained and accurately recorded. The Time Unit Leader is to ascertain all time data, analyze and prepare estimates of personnel time to EPG, and other

state and federal entities, when requested. “Gray skies” payroll procedures are outlined in PPM *CW-P-076: Emergency Compensation Policy*.

Lead Agency:

- Human Resources Department

Support Agencies:

- N/A

## **COST UNIT**

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The Cost Unit provides cost analysis data for an emergency incident. This unit must ensure that personnel, equipment, materials and subcontracts for a specific emergency event are properly identified, obtained and recorded. The Cost Unit Leader is to ascertain all cost data, analyze and prepare estimates of incident costs to EPG and other state and federal entities. In addition, the Cost Unit Leader also provides input on cost estimates for resource use to the Planning Section.

Lead Agency:

- PSD Finance and Administrative Services

Support Agencies:

- N/A

## **OPERATIONS SECTION**

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The Operations Section consists of five (5) branches, 18 units and six (6) emergency operating areas. Branches have functional, geographical or jurisdictional responsibility for major parts of the incident operations, such as Emergency Services or EOAs. Working together, the branches provide a coordinated approach to the delivery of disaster assistance to the community. Units have specific functional responsibilities for specific incident objectives, such as Firefighting, Transportation, or Animal Services. Units are tasked with missions and/or provide resources in support of the response, restoration and recovery efforts directly related to management of the incident.

Table 6: Operations Section Local, State, and Federal Agencies by Organizational Unit

Unit	Lead Agencies PBC	Lead Agencies State	Lead Agencies Federal
Recovery Branch			
Damage Assessment	Planning, Zoning & Building Department	Florida Division of Emergency Management	Federal Emergency Management Agency
Housing	Housing and Economic Sustainability Department	Florida Division of Emergency Management	Housing and Urban Development
Business and Industry	Office of Small Business Assistance	Florida Department of Economic Opportunity	Small Business Administration
Infrastructure Branch			
Transportation	Palm Tran	Department of Transportation	Department of Transportation
Public Works	Engineering and Public Works Department	Department of Transportation	U.S. Army Corps of Engineers
Energy	Engineering and Public Works Department	Public Service Commission	Department of Energy
Debris Management	Engineering and Public Works Department	Florida Division of Emergency Management	Environmental Protection Agency
Emergency Services Branch			
Fire Fighting	Palm Beach County Fire-Rescue Department	Department of Financial Services, Division of State Fire Marshal	U.S. Forest Service, Department of Agriculture
Search and Rescue	Palm Beach County Fire-Rescue Department	Department of Financial Services, Division of State Fire Marshal	Federal Emergency Management Agency
Hazardous Materials (HAZMAT)	Palm Beach County Fire-Rescue Department	Department of Environmental Protection	Environmental Protection Agency
Law Enforcement	Palm Beach County Sheriff's Office	Department of Law Enforcement	N/A

Unit	Lead Agencies PBC	Lead Agencies State	Lead Agencies Federal
<b>Human Services Branch</b>			
Mass Care	Community Services Department	Department of Business and Professional Regulation	FEMA
Health and Medical	Florida Department of Health – Palm Beach County	Florida Department of Health	Department of Health and Human Services
Food and Water	Community Services Department	Department of Agriculture and Consumer Services	Department of Agriculture
Animal Services	PSD/Animal Care and Control	Department of Agriculture and Consumer Services	USDA
Unmet Needs	PBC Long-Term Recovery Coalition	Florida Division of Emergency Management	FEMA
Special Needs Unit	Division of Emergency Management	Department of Health	DHHS
<b>Emergency Operating Area Branch</b>			
Emergency Operating Areas	Parks and Recreation Department	N/A	N/A

## RECOVERY BRANCH

The Recovery Branch will escalate operations during the preparedness and response phases which will likely continue well into the recovery phase. The Recovery Branch is responsible for coordinating and overseeing rapid impact and damage assessments, disaster housing, and business and industry activities. The responsibility to prioritize, delegate and set in motion recovery initiatives and implement them also belongs to this Branch. The Recovery Branch also is responsible for the preparation and execution of the following programs as they become available within the County:

- FEMA's Individual Assistance (IA) Programs and Individuals and Household Program (IHP)
- Small Business Administration (SBA) Programs
- Other assistance programs including Emergency Food Stamp Assistance, Unemployment Assistance, Social Security Benefits, Veterans Benefits, Tax Assistance,



Disaster Legal Services, Agricultural Assistance, Farm Assistance, and Consumer Assistance

Lead Agency:

- Planning, Zoning, and Building Department

## **DAMAGE ASSESSMENT UNIT**

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The Damage Assessment Unit is responsible for coordinating damage assessment-related activities, including effective coordination with other response elements, pro-active exchange of information, and effective/efficient collection and dissemination of damage information. The purpose of the Damage Assessment Unit is to determine the extent of destruction the disaster has caused, quantify this damage, report it to the Operations Section Chief, and prepare the necessary documentation to support the request for a federally declared disaster declaration.

Lead Agency:

- Planning, Zoning, and Building Department

Support Agencies:

- Facilities Development and Operations Department
- Division of Emergency Management
- Palm Beach County Fire-Rescue Department
- Municipal Partners
- Palm Beach County Sheriff's Office
- Citizens of Palm Beach County

## **HOUSING UNIT**

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The Housing Unit is responsible for the coordination of post disaster housing strategy to provide safe, sanitary, timely housing solutions for displaced victims. This can include options such as vacant hotels/motels, apartments, mobile homes, recreational vehicles, big box structures, floating options, tents, etc. The Housing Unit's goal is to assist families as needed during their move into temporary or permanent housing. Such assistance may include accessing rental assistance money, donated furnishings, coordinating with volunteer movers, and coordinating transportation. Efforts to assist families will be coordinated with the Unmet Needs Unit. More detailed roles are outlined in the *Palm Beach County Disaster Housing Strategy*.

Lead Agency:

- Department of Housing and Economic Sustainability

Support Agencies:

- Long Term Recovery Coalition
- American Red Cross
- Department of Community Services
- Tourist Development Council
- Municipalities

## **BUSINESS AND INDUSTRY UNIT**

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The purpose of the Business and Industry Unit is to disseminate and coordinate information, resources, and capabilities among the appropriate private and public sector agencies and organizations. This will enhance business disaster preparedness and facilitate post disaster business, economic and community recovery. Operations of the Business and Industry Unit include, but are not necessarily limited to, the following:

- Promote community and economic resiliency through pre- and post-disaster actions intended to minimize business closures, failures, and interruptions and optimize the use of local and regional private sector resources to support economic recovery.
- Serve as the primary disaster information gateway between the emergency management community and the business community and between local and state/national business-related agencies.
- Coordinate outside private and public sector assistance services through the State ESF 18, the Private-Public Partnership network, the Business Continuity Information Network (BCIN) and/or directly when local capabilities are exhausted, inadequate or unavailable.
- Prepare and distribute business-specific reports to business partner network for broader distribution via the BCIN, telephone, Mass Notification System, fax, e-mail or other means to the business community at large.
- Input and monitor business-related missions in the WebEOC® system to ensure they are appropriately prioritized and completed.
- Maintain Business Status Board in WebEOC® to reflect the current status for monitoring via the DART App.
- Coordinate with SBA and state representatives to ensure that SBA assistance programs are available and that public education regarding such programs is provided.

Lead Agency:

- Office of Small Business Assistance

Support Agencies:

- Business Development Board
- Tourist Development Council
- Small Business Development Board
- Local Chambers of Commerce
- Long-Term Recovery Coalition
- Division of Emergency Management

## **INFRASTRUCTURE BRANCH**

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The Infrastructure Branch is responsible for the implementation of incident objectives as they relate to the lifelines of the community including energy systems such as natural gas, electricity, the restoration of roadways and transportation systems, public works, including water and wastewater systems, traffic control and debris management.

Lead Agency:

- Engineering and Public Works Department

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## TRANSPORTATION UNIT

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The Transportation Unit (ESF #1) is responsible for the coordination and facilitation of emergency transportation resources for the movement of people within PBC in response to, and in recovery from, an incident or disaster. Coordination for the transportation of commodities will be done through the Logistics Section. Operations by the Transportation Unit include, but are not necessarily limited to, the following:

- Monitoring the use of County roadways during emergency response and disaster recovery operations
- Working with various support agencies to secure needed transportation resources within the County to maintain and restore the overall transportation infrastructure, as well as, passenger transportation for general and special needs populations.
- Assisting the EOC with the evacuation of transportation-dependent individuals; provide resources for evacuation and re-entry plans.
- Provide transportation assistance to and from the Special Needs Shelter.
- Assisting the Damage Assessment Unit by advising on the condition of the County's roadways
- Maintaining the EOC's Road Closures and Bridge Closure status boards in WebEOC
- Providing appropriate vehicles and drivers to other Unit/ESFs to assist with their operations
- Assisting the EOC's Public Works Unit regarding the needs for debris removal from the County's roadways

Lead Agency:

- Palm Tran

Support Agencies:

- Department of Airports
- Public Safety Department
- Palm Beach County Fire-Rescue Department
- Palm Beach County School District
- Palm Beach County Sheriff's Office
- Port of Palm Beach
- Florida Department of Transportation
- Private ambulance companies
- AMTRAK
- Tri-Rail
- Brightline

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## PUBLIC WORKS UNIT

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The Public Works Unit is responsible for implementing pre-event protective measures (when able), post-disaster assessment, coordination of temporary repairs and restoration of roads, bridges, traffic signals and signs, transit, drainage and flood control, potable water, and

sewer/waste systems. The Public Works Unit contains the Water Management Group, directed by PBC ERM, which coordinates all of the 298 water control districts during an EOC activation.

Lead Agency:

- Engineering and Public Works Department

Support Agencies:

- Environmental Resources Management
- Municipal Police Departments
- Municipal Public Works Departments
- Florida Department of Health – Palm Beach County
- Florida Department of Transportation
- South Florida Water Management and all other 298 drainage districts

## **ENERGY UNIT**

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The Energy Unit is responsible for monitoring, assessing, reporting on, and the coordination of the restoration of, electric power and natural gas systems for the County. Operations of the Energy Unit include but are not necessarily limited to the following:

- Defining the areas of the County impacted by electric power and natural gas systems damages or outages
- Ensuring that critical facilities, emergency response and disaster recovery facilities activated by the County have adequate energy and utility services for the duration of their operation
- Coordinating with private utility companies serving the County to prioritize and complete utility service restoration
- Conducting damage assessment and coordinating repair and replacement operations to restore electric power and natural gas services to the County.

Lead Agency:

- Engineering and Public Works Department

Support Agencies:

- Lake Worth Utilities
- Florida Power & Light
- Florida Public Utilities
- TECO Gas
- Planning, Zoning, and Building Department
- Public Affairs Department

## **DEBRIS MANAGEMENT UNIT**

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The Debris Management Unit is responsible for managing and coordinating the debris clearance, removal, recycling, and temporary and permanent disposal of disaster debris. To the extent necessary, this Unit will also coordinate County efforts to monitor the activities of private contractors removing debris from private property to ensure compliance with all applicable regulations. Finally, the Debris Management Unit serve as a debris management information

resource for municipalities with their own debris management programs. Operations of the Debris Management Unit include but are not necessarily limited to the following:

- Development of strategies/tactics for Debris Management Unit to meet the Command Objectives.
- Ensure that debris removal operations conducted by the County are in accord with applicable codes, laws and regulations.
- Communicate community debris management efforts to maximize resources and prevent duplication of efforts.
- Prioritize and coordinate the debris removal missions.
- Monitor and report status of debris removal.

Lead Agency:

- Engineering and Public Works Department

Support Agencies:

- Solid Waste Authority
- Municipal Police Departments
- Facilities Development and Operations Department
- Department of Airports
- Palm Beach County Fire-Rescue Department
- Palm Beach County Sheriff's Office
- Florida Department of Health – Palm Beach County
- Florida Department of Transportation
- South Florida Water Management District and other drainage districts

## **EMERGENCY SERVICES BRANCH**

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The Emergency Services Branch is responsible for managing, mobilizing and coordinating the deployment of PBC's local resources in response to fire, emergency medical care, search and rescue, hazardous materials, safety and security for communities affected by disasters and other emergencies.

Lead Agency:

- Palm Beach County Fire-Rescue Department

## **FIREFIGHTING UNIT**

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The Firefighting Unit communicates, controls, and coordinates requests for firefighting resources from multiple fire-rescue agencies in rural and urban firefighting operations, and supports other branches and units in completing their missions. This unit's cooperative and coordinated effort enhances PBC's overall preparedness, response, and recovery capabilities. During major disasters, it will be necessary for the Firefighting Unit to conduct operations in a global and autonomous manner, working with municipal, state and federal entities to identify needs and problem areas related to fire prevention and suppression, to formulate mission assignments addressing those needs or problems, and to implement those mission assignments. Actions by the Firefighting Unit include, but are not necessarily limited to, the following:

- Coordinating and/or providing fire suppression service throughout the County, coordinating support for field operations and ensuring cross-functional communications and coordination
- In collaboration with municipal fire services, coordinating, prioritizing, and designating fire suppression resources/services throughout the County to meet the demands of the incident ensuring effective resource sharing between responding departments/agencies.
- Coordinating and/or providing trained personnel and equipment for specialized services to protect lives and property throughout the response and recovery period, in cooperation with other unit/ESFs.

Lead Agency:

- Palm Beach County Fire-Rescue Department

Support Agencies:

- Chief Fire Officers Association of Palm Beach County
- Palm Beach County municipal fire departments
- Palm Beach County municipal police departments
- Palm Beach County Sheriff's Office
- Florida Division of Forestry
- Florida Fire Chiefs Association
- Palm Beach County Auxiliary Communications (AUXCOMM)

## SEARCH AND RESCUE UNIT

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The Search & Rescue Unit provides specialized lifesaving assistance when activated for incidents or potential incidents requiring a coordinated response. In a disaster or an emergency, the main concern is getting victims out of harm's way. Victims' lives depend upon the skilled work of search and rescue personnel whether pinned under rubble after a building collapse or trapped by rising floodwaters in a hurricane. The Search and Rescue Unit is responsible for locating, extract, and providing immediate medical treatment for life-threatening injuries of victims trapped in collapsed structures, debris fields, excavations sites, or maritime incidents. Operations by the Search & Rescue Unit include but are not necessarily limited to, the following:

- Coordination and support of major, multi-scene search & rescue operations for operations covering large areas of the County
- Coordinating resources and support to on-scene command staff conducting search and rescue operations including adjunct state and federal resources (e.g., helicopters, high-water vehicles, etc.)
- Coordinating support to on-scene search and rescue operations from other Unit/ESFs
- Document and reporting search and rescue status reports to the EPG and Operations Section on a frequent and timely basis so as to assist the EOC in making timely and effective decisions regarding and necessary public protective actions
- In collaboration with the EPG and other EOC unit/ESFs, formulate and prioritize mission assignments regarding search & rescue operations, and to implement those mission assignments

Lead Agency:

- Palm Beach County Fire-Rescue Department

Support Agencies:

- Chief Fire Officers Association of Palm Beach County
- Florida Fire Chiefs Association
- Florida Fish and Wildlife Conservation Commission
- Palm Beach County municipal fire departments
- Palm Beach County municipal police departments
- Palm Beach County Sheriff's Office
- Palm Beach County Auxiliary Communications (AUXCOMM)
- U.S. Coast Guard

## **HAZARDOUS MATERIALS UNIT**

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The HAZMAT Unit, when activated, provides the mechanism for coordinated response to a potential or actual discharge of, and/or an uncontrolled release of any HAZMAT. The HAZMAT Unit shall establish priorities and oversee the implementation of emergency work for HAZMAT incidents during the response and recovery phases based on the Incident Objectives established by EOC Incident Commander. Operations of the HAZMAT Unit include, but are not necessarily limited to, the following:

- Assisting and supporting the detection, characterization, monitoring and control of significant hazardous materials releases within the County as a result of the incident/disaster
- Coordinate activities to evacuate, shelter in place, and authorize re-entry of threatened or contaminated areas
- Securing and coordinating support for countywide on-scene personnel responding to an incident involving hazardous materials
- Obtaining technical information regarding hazardous materials and the risks they pose to emergency response personnel and the threatened public
- Advising the EPG and Safety Officer regarding the needs for protective actions for the threatened public and the level of personal protection to be utilized by emergency response personnel
- Securing resources and assistance for post-exposure operations within the County such as decontamination or environmental remediation
- Coordinating and prioritizing hazardous materials response personnel and resources to support operations involved in the County's emergency actions, such as providing decontamination services at local hospitals
- Securing services and expertise regarding hazardous materials needed by other emergency response and disaster recovery operations implemented by the County, such as advising on the management of contaminated debris
- Notify appropriate local, state and Federal agencies in accordance with all applicable laws

Lead Agency:

- Palm Beach County Fire-Rescue Department

Support Agencies:

- Municipal Fire Departments
- Florida East Coast Railway
- Florida Department of Health – Palm Beach County
- Health Care District
- Public Safety Department
- Palm Beach County Sheriff's Office
- Port of Palm Beach
- Solid Waste Authority
- American Red Cross

## **LAW ENFORCEMENT UNIT**

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The Law Enforcement Unit commands, controls and coordinates requests for law enforcement resources in support of law enforcement field activities. The Law Enforcement Unit will complete and maintain status reports for major incidents, implement the objectives of the EOC IAP assigned to the Law Enforcement Unit, and assist and serve as an advisor to the Emergency Services Branch Director and Operations Section Chief, as required. Coordinate all activities of the Law Enforcement Unit. Operations of the Law Enforcement Unit include, but are not necessarily limited to, the following

- Execute any evacuation order issued by the Governor, the EOC/BCC, or other appropriate entity in response to hurricanes, hazardous material incidents, civil unrest or other disaster events.
- Assist in damage assessment missions.
- Assist with coordination and staffing of security officers at evacuation shelters.
- Establish traffic control points to monitor and manage evacuations and re-entry in conjunction with other law enforcement agencies and implement responsibilities outlined in the Regional Evacuation Coordination Procedure.
- Provide security and control access to designated impacted areas (i.e., check points) consistent with the *Palm Beach County Re-Entry Plan*
- Enforce curfews as established by an emergency declaration or executive order.
- Provide security protection at designated response and recovery sites and in support of appropriate response and recovery mission assignments
- Implement and monitor locations of Refuges of Last Resort in accordance with Florida Statutes §252.51

Lead Agency:

- Palm Beach County Sheriff's Office

Support Agencies:

- Palm Beach County municipal police departments
- Palm Beach County School District
- Palm Beach County Association of Chiefs of Police
- Florida Department of Law Enforcement
- Florida Highway Patrol
- Transportation Security Administration



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## HUMAN SERVICES BRANCH

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The Human Services Branch is responsible for the coordination of services to provide for the basic human needs related to a disaster before, during and after its impact. This includes but is not limited to shelters, food and water distribution, feeding sites, medical assistance, crisis counseling, assistance for persons with special needs, and for the care and protection of animals.

Lead Agency:

- Community Services Department

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## MASS CARE UNIT

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The Mass Care Unit is responsible for providing basic human services, including sheltering, mass feeding operations, bulk distribution of emergency items to sheltered persons, collecting and providing information on survivors to family members, temporary housing, emotional support, mental health, and other basic necessities to persons impacted by a disaster. The Mass Care Unit is responsible for ensuring that the mass care needs of disaster victims throughout the County are adequately addressed. Actions by the Mass Care Unit include, but are not necessarily limited to, the following:

- Coordinate all activities of the Mass Care Unit
- Forecast the estimated number of evacuees and the number likely to require mass care sheltering
- Communicate, coordinate, and solicit input regarding all shelter activations and closures to Human Services Branch/Operations Section Chief Liaison/DEM Duty Officer prior to implementation
- Coordinate with support agencies on an ongoing basis to pre-identify temporary shelter facilities, emergency mass feeding sites, and mobile feeding assets in an effort to maximize resources
- Coordinate the mobilization and deployment of necessary personnel and resources to address the forecasted mass care needs of the incident
- Maintain continuing communications with the shelter managers to ensure the adequacy of staffing, resources, and the availability of services and supplies: take action as required
- Coordinate with appropriate Units for security, solid waste management, transportation, and utility support
- Advise the EPG on the changing needs of the County's mass care requirements; participate in the development of strategic response action plans, as indicated
- Identifying sources for post-disaster mental health counseling for disaster victims and emergency workers
- Maintain the Shelter Status Board in WebEOC

Lead Agency:

- Community Services Department

Support Agencies:

- Palm Beach County Human Services Division

- American Red Cross
- Palm Beach County Animal Care and Control
- Palm Beach County Facilities Development and Operations Department
- Health Care District of Palm Beach County
- Palm Beach County Medical Society
- Palm Beach County Libraries
- Palm Beach County Parks and Recreation Department
- Palm Beach County School District
- Palm Beach County Sheriff's Office
- Salvation Army
- United Way
- Palm Beach County Auxiliary Communications (AUXCOMM)

## **HEALTH AND MEDICAL UNIT**

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The Health and Medical Unit is responsible for coordinating all local and incoming health and medical resources required in the County's response to and recovery from a disaster. The Health and Medical Unit also operates medical points of dispensing for disasters requiring a pharmaceutical response and is responsible for the provision of life sustaining pharmaceuticals. Operations by the Health and Medical Unit include, but are not necessarily limited to, the following:

- Coordinate all activities of the Health and Medical Unit
- Monitor the status of acute care hospitals, special needs population shelters, urgent care centers, and other health and medical facilities in WebEOC®
- Supporting health and medical service operations by obtaining additional resources, equipment and personnel (e.g., monitor status of hospital evacuations and support unmet needs, assist with sheltering and evacuation of special needs persons, etc.)
- Supporting the evacuation of ill, injured, or non-ambulatory individuals from threatened areas
- Coordinating health and medical services available through local hospitals and public or private health care providers including State and Federal resource requests (i.e., Disaster Medical Assistance Team, Florida Emergency Mortuary Operation Response System, Disaster Mortuary Operations Response Team (DMORT), National Disaster Medical System)
- Continual monitoring of community and environmental health, advising on known or potential risks for public health and safety from environmental changes resulting from a disaster
- Providing assistance and support in the management of fatalities from a disaster

In instances when the President declares an emergency under the Stafford Act, and the Secretary of US Health and Human Services declares a Health Emergency Declaration under Section 319 of the Public Health Service Act, under Section 1135 of the Social Security Act, the Secretary may waive requirements of certain Medicare, Medicaid, and Children's Health Insurance Program to ensure that sufficient health care items and services are available to meet the needs of individuals enrolled in Social Security Act programs. This "1135 waiver" can be requested from

the Centers for Medicare Services regional office for healthcare providers/facilities via the EOC resource request process, or they may request them directly.

Lead Agency:

- Florida Department of Health – Palm Beach County

Support Agencies:

- Fire Rescue agencies
- Agency for Health Care Administration
- American Red Cross
- Animal Care and Control
- Health Care District of Palm Beach County
- Network Seven Dialysis Coalition
- Engineering and Public Works Department
- Department of Environmental Resource Management
- Facilities Development and Operations Department
- Medical Examiner's Office
- Medical Society
- Palm Beach County School District
- Palm Beach County Sheriff's Office
- Palm Tran
- Florida Hospital Association
- Private ambulance companies

## **FOOD AND WATER UNIT**

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The Food and Water Unit is responsible for creating a system to provide food, bottled water, and other commodities as applicable to at-risk and food insecure areas within the County following a disaster. Operations of the Food and Water Unit include, but are not necessarily limited to, the following:

- Inventorying food and water resources and identifying the countywide needs/gaps of the disaster victims and damaged neighborhoods for food, water
- Establishing methods for procurement, receipt, warehousing, and distribution of food, water, and other commodities
- Securing and distributing food and water to the community distribution sites (PODs), and the County's Emergency Operating Areas (EOAs), and to other facilities and agencies as needed

Lead Agency:

- Community Services Department

Support Agencies:

- American Red Cross
- Area Agency on Aging
- Cheney Brothers
- Food Bank
- Salvation Army

- United Way

## **ANIMAL SERVICES UNIT**

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The Animal Services Unit exists to identify, manage and organize the response or resources needed for the care of domestic animals and livestock following a disaster. They also coordinate emergency response and relief assistance with local, state, national, and non-profit animal care agencies and are responsible for operating the County's pet friendly shelter(s).

Lead Agency:

- Division of Animal Care and Control

Support Agencies:

- Florida Fish and Wildlife Conservation Commission
- Lion Country Safari
- Horse Industry Council
- Veterinary Society
- Palm Beach Zoo at Dreher Park
- Peggy Adams Animal Rescue League
- Boynton Beach Animal Control
- Private Non-profit Rescue Groups
- American Red Cross
- Busch Wildlife Sanctuary
- Florida Federation of Avian Societies
- Florida Department of Health - Palm Beach County
- Jupiter Safe Harbor – Furry Friends Adoption and Clinic

## **UNMET NEEDS UNIT**

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The Unmet Needs Unit coordinates recovery resources and assesses, refers and advocates for those individuals and families that are seeking disaster related assistance not available through insurance, FEMA, or other sources. The Unmet Needs Unit Leader is the point of contact responsible for connecting disaster survivors into the unmet needs process for both declared and undeclared events. Communication and coordination with municipalities on unmet needs will be handled through the respective EOA.

Lead Agency:

- Long Term Recovery Coalition (LTRC)

Support Agencies:

- 2-1-1 Palm Beach/Treasure Coast, Inc.
- American Red Cross
- Catholic Charities
- Community Services Department
- United Way
- Municipalities
- Other faith-based and non-profit agencies

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## **SPECIAL NEEDS UNIT**

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Palm Beach County operates a SpNS to provide refuge for citizens with medical conditions and/or who require continuous power supply for survival. The SpNS are staffed by numerous agencies and healthcare professionals.

Lead Agency:

- Division of Emergency Management

Support Agencies:

- Alzheimer's Community Care Group
- American Red Cross
- Community Service Department
- Facilities Development and Operations Department
- Florida Department of Health - Palm Beach County
- Health Care District of Palm Beach County
- Palm Beach County Fire-Rescue Department
- Palm Beach County Sheriff's Office
- Youth Services Department

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## **EMERGENCY OPERATING AREA BRANCH**

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The Emergency Operating Area (EOA) Branch consists of an EOA Municipal Unit Leader and six (6) EOAs, each with an EOA Coordinator, Deputy Coordinator and separate organizational structure. The EOAs are divided geographically through the County.

Lead Agency:

- Parks and Recreation Department

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## **EOA MUNICIPAL UNIT**

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Pursuant to §252.38(2), F.S., each municipality must coordinate requests for state or federal emergency response assistance with the PBC EOC. The EOA Municipal Unit is responsible for the coordination and oversight of municipal requests made through each EOA coordination site, through WebEOC®, or telephone. The EOA Municipal Unit maintains contact with municipalities to provide information, resource request assistance, identify and report potential problems, and determine status of damage assessment reporting to ensure collection of Rapid Impact Assessment (RIA) information.

Lead Agency:

- Parks and Recreation Department

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## **EOAs**

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The EOA's are smaller satellite forward commands which become the eyes and ears of the EOC by providing information on human service needs, community impact assessment, and will provide much needed communication and resource coordination between the EOC, municipalities, and the public. The EOA will serve as a single point of coordination for a geographic area operating under a larger structure coordinated through the EOC.

Lead Agency:

- Parks and Recreation Department

Support Agencies:

- Palm Beach County Auxiliary Communications
- Animal Care and Control Division
- Facilities Development and Operations Department
- Human and Veteran Services Division
- Medical Society
- Municipalities
- Parks and Recreation Department
- Palm Beach County School District
- Palm Beach County Sheriff's Office
- Salvation Army
- United Way

## LOGISTICS SECTION

The Logistics Section provides resources in support of the County's response to natural, technological, or human caused disasters. Resources include supplies, equipment, personnel and special teams. The County will activate their Logistics Section as needed to coordinate necessary resources to support operations. The Logistics Section provides the backup support to the other sections, in terms of space, equipment, supplies, facilities, transportation, fuel, food, communications and other services. Logistics provides the platform from which the rest of the organization can perform the response work.

During a disaster/event, PBC may be in need of resources beyond its own capabilities. In these cases, it is the responsibility of the Procurement Unit (led by the County Purchasing Director) to request state assets and to enter into and execute funding agreements with other legal entities on behalf of the County.

*Table 7: Logistics Section Local, State, and Federal Agencies by Organizational Unit*

Unit	Lead Agencies PBC	Lead Agencies State	Lead Agencies Federal
Services Branch			
Human Resources Unit	Human Resources Department	N/A	N/A
Volunteers & Donations Unit	United Way of PBC	Volunteer Florida	N/A

Unit	Lead Agencies PBC	Lead Agencies State	Lead Agencies Federal
EOC Support Unit	Public Safety Department	N/A	N/A
Information Technology Support Unit	Information System Services Dept.	N/A	N/A
Support Branch			
Communications	Facilities Development and Operations Department	Department of Management Services, State Technology Office	Office of Science and Technology Policy (OSTP), FECCs and FEMA
Fleet & Fuel	Facilities Development and Operations Department	N/A	N/A
Facilities Unit	Facilities Development and Operations Department	N/A	N/A
Base Camp Unit	Facilities Development and Operations Department	Florida Department of Emergency Management	N/A
Procurement Unit	Purchasing Department	N/A	N/A
Distribution Branch			
POD Unit	Planning, Zoning, and Building Department	Florida Department of Emergency Management	N/A
Bulk Distribution	Facilities Development and Operations Department	N/A	N/A
County Staging Area	Planning, Zoning, and Building Department	Florida Department of Emergency Management	N/A

## SERVICES BRANCH

### HUMAN RESOURCES UNIT

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The Human Resources Unit is responsible for the management and coordination of County personnel under the Employee Disaster Response Program (EDRP) authorized under PPM CW-P-083, which is used for staffing response and recovery activities. The Human Resource Unit evaluates mission resource requests and matches mission resource requests with available employees that are identified within the EDRP as having specific skill sets in order to fulfill those missions, making sure that each person is reasonably capable and know what is expected of them when they are activated. [see *Palm Beach County Code Chapter 9, Article II, Section 9-35(b) (4-5)* and the *Employee Disaster Response Program* plan].

Lead Agency:

- Human Resources Department

Support Agencies:

- N/A

### VOLUNTEERS AND DONATIONS UNIT

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The Volunteer and Donations Unit establishes systems to cope with the surge of unaffiliated, spontaneous volunteers and in-kind donations that are expected to occur during the response to major incidents or sizeable disasters [see *Palm Beach County Code Chapter 9, Article II, Section 9-35(b) (5)*].

Lead Agency:

- United Way

Support Agency:

- American Red Cross
- Long-Term Recovery Coalition
- 2-1-1 Palm Beach/Treasure Coast, Inc.
- Public Information Unit

### EMERGENCY OPERATIONS CENTER SUPPORT UNIT

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The EOC Support Unit ensures the smooth operations of the EOC from preparedness activities to ensure the operational readiness of the EOC. Activation activities include: checking in County and non-county personnel, issuing EOC Activation ID's, feeding EOC and EIC personnel, security inside the EOC within the EOC property fence line perimeter, establishing billeting facilities, mechanical systems operations, and custodial services. It continues through demobilization of EOC personnel for all hazards incidents.

Lead Agency:

- Public Safety Department

Support Agencies:

- Public Safety Department Administration



- Facilities Development and Operations Department
- Palm Beach County Sheriff's Office
- Information System Services Department
- Palm Beach County Fire-Rescue Department

## **INFORMATION TECHNOLOGY SUPPORT UNIT**

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The Information Technology Support Unit supports and maintains the technology and business operations of the EOC, managing computing platforms, network and telephone services for all units and sections of the EOC. The Unit also coordinates county-wide wireless telephone and broadband data communication.

Lead Agency:

- Information Systems Services (ISS) Department

Support Agencies:

- N/A

## **TELECOMM/DATA**

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With the development of wireless telecommunication infrastructures and networks over the past few decades, a wide range of Internet-based services and applications (e.g., social media services, video streaming services, video sharing sites, cloud services, etc.) have become widely available throughout the nation, and during disasters, the Internet is now used in new ways to verify the safety of individuals and to share information to the public. As such, wireless telephone and high-speed broadband data communication technologies are becoming indispensable critical components of emergency communications infrastructures. Communication systems during disaster relief operations are essential. The Telecomm/Data position within the Information Technology Support Unit is responsible for setting county-wide response and recovery priorities, strategies, and resource distribution tactics within the affected area, managing/coordinating significant resource shortages and competing priorities related to wireless telephone and high-speed broadband data communication, and providing subject-matter expertise to the EOC. The Telecomm/Data position within the Information Technology Support Unit is staffed by PBC ISS, and is responsible for the following:

- Coordinating county-wide wireless telephone and high-speed broadband data communication operations
- Providing technical and subject-matter expertise, data, advice, and staff support for operations that fall within the domain of the cellular and data industry
- Assisting in the conduct of aggregated situational and damage assessment reports related to the wireless telephone and high-speed broadband data industries
- Coordinating appropriate personnel, equipment, facilities, technical assistance and other support as required, assisting the Information Systems Services Unit in accomplishing the goals, objectives and missions assigned
- Process mission requests that fall within the domain of the cellular and data industry by assigning any or all PBC providers a range of tasks, providing clarity and direction, and conducting follow-up to ensure the assignment or mission has been met

- Assist the Information Technology Support Unit in staffing the EOC, as needed
- Coordinating available personnel, equipment, or other resource support as requested by the EOC or the Information Technology Support Unit by contacting all appropriate PBC providers to coordinate and effect adequate solutions
- Participating in planning for short- and long-term incident management and recovery operations and assist in the development of operational plans, SOGs, checklists, or other job aids, in concert with existing first-responder standards
- Providing input to periodic readiness assessments

## **SUPPORT BRANCH**

### **COMMUNICATIONS UNIT**

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The Communications Unit's (ESF #2) major responsibility is effective communications planning, coordination, and implementation for the incident, especially in the context of a multiagency incident. The Communication Unit operates from the EOC and assists with emergency communications and the restoration of public safety communications systems and first responder networks. Operations of the Communications Unit include, but are not necessarily limited to, the following:

- Protecting the County's communications systems and equipment from the impacts of a disaster and/or restoring damaged systems and equipment to service as soon as feasible
- Assisting other EOC Unit/ESFs and field command staff by securing additional communications equipment when necessary
- Providing services to all City personnel for the repair of communications systems and equipment that may malfunction during response and recovery operations
- Maintaining coordination with stakeholder communications personnel to obtain additional resources and support for meeting the County's emergency communications needs
- Coordinating with private communications vendors normally providing services to the County to facilitate the restoration of general communications services
- Providing communications services to temporary facilities activated by the County for emergency response and disaster recovery

Lead Agency:

- Facilities Development and Operations Department, Electronic Services & Security (ESS)

Support Agencies:

- Palm Beach County Auxiliary Communications (AUXCOMM)
- Division of Emergency Management (AUXCOMM)
- Information Systems Services (ISS) Department (Telecomm/Data)

### **FLEET AND FUEL UNIT**

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The Fleet and Fuel Unit maintains and repairs primary tactical equipment, vehicles, mobile ground support equipment and, to the extent possible, provides transportation in support of

incident operations. To the extent possible, pre-event, the Unit will attempt to “top off” County fuel tanks. The Fleet and Fuel Unit records usage time for all ground equipment (including contract equipment) assigned to the incident supplies fuel for all mobile equipment. Fleet and Fuel Unit only provides fuel for government entities, provided they have depleted their own full storage supplies first, and exhausted all resources under their current contract provisions. Additionally, the Fleet and Fuel Unit:

- Responds to requests and mission assignments from field command staff and other EOC units to assist with meeting fleet needs, heavy equipment assistance, and fuel requirements
- Works with the EOC Resource Unit to ensure the adequacy of heavy equipment, spare parts, motor fuels, and contracts for fleet, heavy equipment, and fuel from private companies, etc., in order to sustain effective countywide disaster response operations

Lead Agency:

- Facilities Development and Operations Department

Support Agencies:

- N/A

## **PROCUREMENT UNIT**

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The Procurement Unit will provide procurement support by obtaining goods and services needed by response and recovery agencies and organizations. For reimbursement purposes, this unit will ensure that all procurement activities are conducted in accordance with Local, State and Federal requirements. This unit is responsible for administering all financial matters pertaining to vendor contracts, leases and fiscal agreements. Operations of the Procurement Unit include, but are not necessarily limited to, the following:

- Maintaining and accessing lists of vendors of needed products and services both inside and outside of the County
- Responding to requests from other Unit/ESFs and municipalities to secure and deliver additional products and services
- Working with the State EOC to secure additional products and services to support City response and recovery operations;

Lead Agency:

- Purchasing Department

Support Agencies:

N/A

## **FACILITIES UNIT**

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The Facilities Unit prepares County facilities by shuttering and hardening them, especially critical facilities, assists with the set-up of the SpNS, the EIC and the EOC. Post-event, the Facilities Unit provides security services, conducts a thorough damage assessment on all County property by region, implements property protection strategies, as well as restoration and

mitigation protocols. The Unit also evaluates and fulfills requests for facilities or real estate post-disaster depending upon availability (e.g. for staging areas, warehousing, disaster recovery centers, etc.), coordinates the repairs of County structures.

Lead Agency:

- Facilities Development and Operations Department

Support Agencies:

- N/A

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## **BASE CAMP UNIT**

The Base Camp Unit locates, sets up, and demobilizes all base camp facilities used in support of incident operations. A base camp is a managed site that is established to provide support for emergency responder personnel and teams working in the disaster area. Base camps are activated when there is insufficient hotel and food service facilities or when such use would displace disaster victims from such facilities and services. Base camps are established, as required, in close proximity to the areas impacted by the disaster.

Lead Agency:

- Facilities Development and Operations Department

Support Agencies:

- N/A

## **DISTRIBUTION BRANCH**

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### **COUNTY STAGING AREA UNIT**

A County Staging Areas (CSA) is a temporary site established to provide resource support to personnel that are involved in a disaster response and recovery effort. CSAs are created so both supplies and crews can be dispatched from a centralized location. This includes the warehousing of commodities; equipment and supplies needed to support victims, emergency responders and the community infrastructure. In addition, it serves as a location from which response teams can be staged, such as search and rescue, medical teams, utility restoration crews, debris management teams and others. The need for, resources allocated to, and number of CSAs will be based on damage assessment reports and implementation of mutual aid. The CSAs are supplied by the State-managed Logistical Staging Area.

Lead Agency:

- Planning, Zoning, and Building Department

Support Agencies:

- N/A

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## **BULK DISTRIBUTION UNIT**

The Bulk Distribution Unit is responsible for the overall operations of the (BULK sites. The purpose of bulk distribution is to establish initial points where organized/pre-authorized groups will obtain bulk amounts of life sustaining emergency relief supplies for their agencies, large communities, emergency workers until such time as power is restored and traditional facilities, such as retail establishments reopen, comfort stations, fixed and mobile feeding sites and routes and relief social service programs are in place. The Bulk Distribution Unit develops and implements an inventory plan of all resources. The Bulk Distribution Unit is responsible for developing and implementing accountability, safety and security measures for personnel and resources. The Bulk Distribution Leader is assigned to the EOC; operational staff are assigned to various field locations.

Lead Agency:

- Human Resources

Support Agencies:

- N/A

## **POD UNIT**

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The POD Unit Leader locates, sets up, maintains, and demobilizes all POD sites open throughout PBC from activation until demobilization for all disasters. A POD is a mass dispensing location where the public goes to pick up emergency commodities or supplies following a disaster. The need for a POD is based on lack of infrastructure to support normal distribution of food, water, tarps, or other supplies. PODs can also be activated to provide certain medications, pills, tablets, capsules, or vaccinations (prophylaxis) to protect the general population from biological threats or epidemics. A POD is not a shelter, and typically does not have the capacity to feed or provide medical care to the public.

Lead Agency:

- Housing and Economic Sustainability

Support Agencies:

- N/A

## RESPONSE ACTIONS

### Operational Priorities

Palm Beach County has set operational priorities to be detailed in the IAP for each operational period. The operational priorities include:

- Life safety;
- Incident stabilization;
- Property protection;
- Environmental protection;
- Restoration of essential services/functions; and
- Coordination among all levels of government.

## LIFE SAFETY

### Emergency Life Saving Measures

In the immediate post-disaster environment, the priority mission is to save lives of people in immediate danger.

**Search and Rescue:** The Search and Rescue Unit, through the coordination of PBC Fire-Rescue and all municipal Fire Rescue personnel, will implement search and rescue missions (see *Palm Beach County Fire-Rescue EOP* and *Fire Rescue Procedures*).

**Treat, Triage, and Transport:** The Fire Fighting Unit in coordination with the Health and Medical Unit will provide life-saving medical assistance to survivors (see *Palm Beach County Fire-Rescue EOP* and *Fire Rescue Procedures*).

## PROTECTIVE ACTIONS

When PBC is threatened by a significant event, public safety officials will evaluate the hazard and vulnerability to determine the most appropriate protective action decisions. Based upon the real time hazard vulnerability analysis, public safety officials may mandate one or more of the following protective actions be issued:

**Evacuation:** The safe movement of vulnerable populations and animals from high-risk areas to safer locations. Evacuation planning will also involve consideration of safe re-entry guidelines.

**Shelter-In-Place:** An Executive Order that restricts the movement of at-risk populations. At-risk populations are to remain within structures that can provide protection from exterior hazards (i.e., hazardous materials plumes or contagious persons).

**Quarantine:** An Executive Order that restricts the movement of persons currently well but known, or suspected, to have been in contact with contagious persons and may, therefore, become contagious in the future. Quarantine may involve voluntary or involuntary restriction within a designated facility.

**Isolation:** An Executive Order that restricts the movement of at-risk populations in order to segregate ill, infectious, and/or contaminated persons to prevent contamination/disease transmission to others.

**Re-entry:** A process to permit persons into an impacted area, as hazardous conditions are remediated and public safety is re-established. Re-entry may be phased and/or time restricted.

**Curfew:** An Executive Order that restricts the movement of persons within a specified geographic region during specified times.

**Restrictions:** An Executive Order that may restrict the sale, purchase, or possession of alcoholic beverages, firearms, or flammable substances.

## Evacuation

A large-scale evacuation of PBC residents, visitors, and domesticated animals may be initiated by numerous potential threats including tropical storms, hurricanes, floods, hazardous materials spills, wild fires, chemical, biological, radiological, nuclear, and explosive (CBRNE) terrorist attacks, and others. Any large-scale evacuation with regional implications will significantly affect major transportation arteries and necessitate inter-county coordination among regional and State partners. Palm Beach County is also in a position to host evacuees when not at risk, such as in the case of a radiological event at the St. Lucie Nuclear Power Plant, or a catastrophic weather event in other regions of the State.

**Evacuation Authority:** All policies affecting evacuation remain the responsibility of the BCC which is effectuated through the collaboration and decision making of the County Administrator. The DEM Director will recommend to the County Administrator the need to issue an Evacuation Order for high-risk areas in PBC, prior to the threat of a tropical storm, hurricane, wild fire, flooding incident, or any other applicable threat identified. The County Administrator will obtain the approval of the Mayor, or Vice Mayor, if available in a timely manner, and if not available, the County Administrator can approve the Evacuation Order. The DEM Director implements the policy decisions of the County Administrator including decisions regarding recommendations of evacuations and/or shelter-in-place applicable to all County jurisdictions. Evacuation orders require the cooperation and coordination of all impacted municipalities.

Palm Beach County strongly encourages those residents who are instructed to evacuate, to immediately leave the hazard area but remain within the County, (i.e., “evacuate miles, not hundreds of miles”). Evacuations are intended to safely and efficiently move affected persons away from the hazard; in hurricanes, the hazard is storm surge (not wind). Evacuees are encouraged to go to the home of a local family relative, friend, or co-worker, or go to a shelter as a last resort. Residents not instructed to evacuate are asked to shelter-in-place. Traveling long distances unnecessarily is costly and requires significant resources such as fuel, hotels, and contributes to highway congestion. This “shadow evacuation” can inhibit the egress of those individuals evacuating from storm surge areas to the south and west of PBC. Since PBC encourages in-county evacuation, PBC does not designate evacuation routes.

A map of the PBC Hurricane Evacuation Zones can be found on the following page.

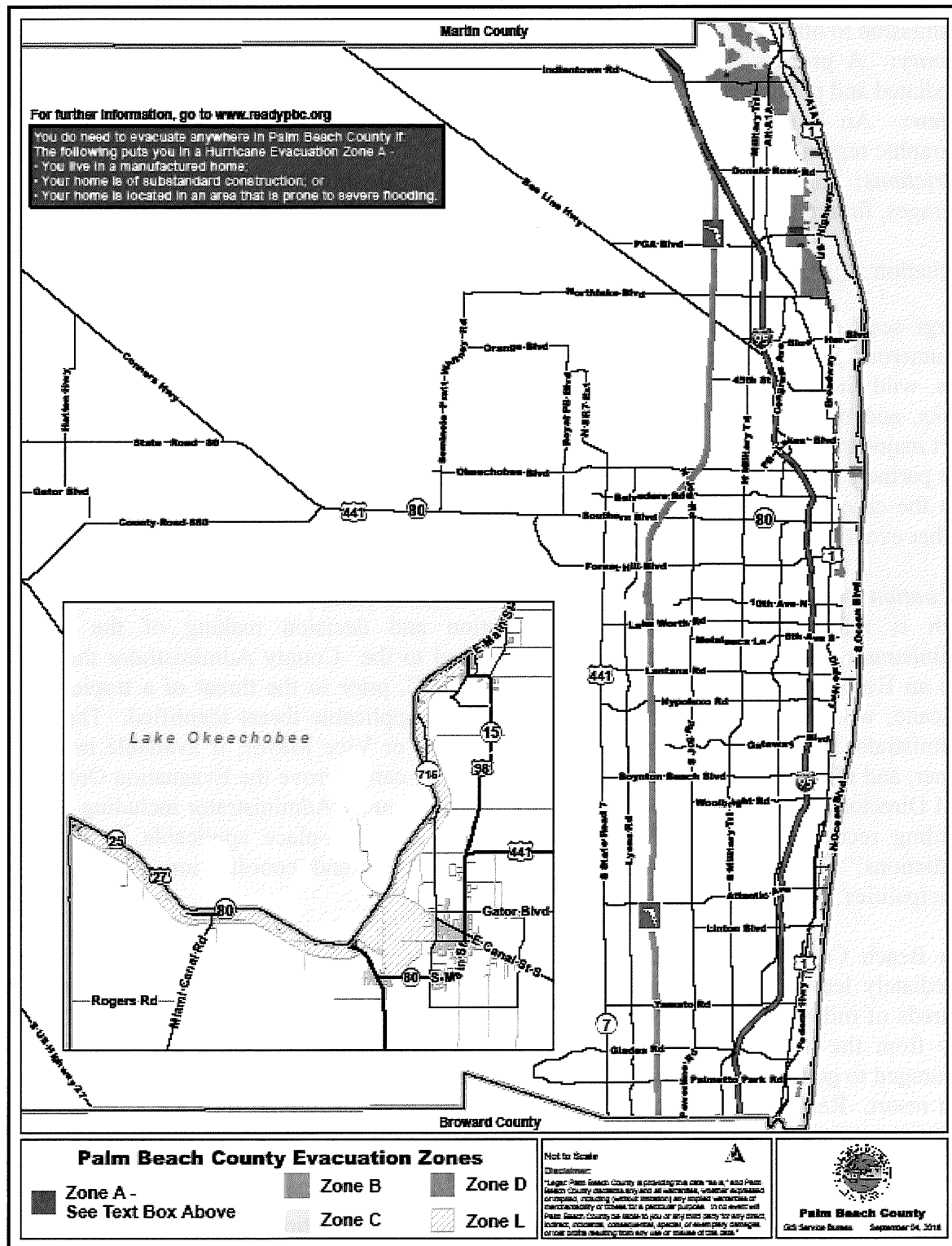


Figure 7: Palm Beach County Evacuation Zones



## Shelter-In-Place

In the event of hazardous materials contamination, biological threats, or a contagious disease, authorities may determine it is safer for at-risk populations and animals to remain within the safety of interior structures. An Executive Order, which restricts the movement of at-risk populations, may be voluntary or involuntary and will be enforced by law enforcement. Through a Shelter-In-Place Order, public officials anticipate that structures such as homes, businesses, or schools can provide protection from exterior hazards (i.e., hazardous materials plumes or contagious persons). If the Shelter-In-Place Order remains in effect for long periods, the logistical support of isolated populations may become a significant challenge.

***Shelter-In-Place Authority:*** A non-public health related Shelter-In-Place order (such as a hazardous material plume) might be recommended by the on-scene IC if persons and domesticated animals in the immediate vicinity are in imminent danger. The on-scene IC will coordinate Shelter-In-Place Orders with the DEM Director.

For other countywide events, such as hurricanes (i.e., individuals residing in non-evacuation zones) or radiological incidents (ingestion pathway), residents may be encouraged to shelter-in-place by the DEM Director. This recommendation will be forwarded to the County Administrator by the PSD Director.

## Quarantine

A Quarantine Order restricts the movement of at-risk populations and confines them to pre-identified locations, which may be necessary to monitor, isolate, and treat contaminated or contagious persons and animals. It is the responsibility of the Director of DOH-PBC to issue a public health emergency and recommend a Quarantine Order. The escalation to a Quarantine Order is likely to be caused by serious public health threats within the community. This order may be voluntary or involuntary and enforced by law enforcement.

***Quarantine Authority:*** In the event of a public health emergency, it is the responsibility of the DOH-PBC Director to issue a public health emergency and implement Quarantine Orders. Any situation involving a local order by the DOH-PBC Director for a Quarantine Order will be conducted in close consultation with the Florida Department of Health's State Surgeon General, and the CDC (see *Florida Statute Chapter 381, Section 381.0011, Communicable Disease and Quarantine*; and, *Section 381.00315, Public Health Emergencies and Advisories, Department of Health EOP, Communicable Diseases HSP*).

## Isolation

Isolation Orders may be issued for natural, technological and human-generated hazards for affected persons. In the event of biological threats or a contagious disease, official authorities may determine it safer for ill populations and ill animals to remain within the safety of interior structures. An Executive Order that restricts the movement of affected populations may be voluntary or involuntary and enforced by law enforcement. By way of an Isolation Order, public officials expect that structures such as homes, businesses, schools, and hospitals will help to contain the spread of the disease to others. Affected persons in isolation may require medical

intervention. If the Isolation Order remains in effect for longer periods, the logistical support of isolated populations may become a significant challenge.

***Isolation Authority:*** The authority to issue an Isolation Order will vary based upon the type of threat. Any situation involving a local isolation order by the DOH PBC Director will be conducted in close consultation with the Florida Department of Health’s State Surgeon General, and the CDC (see *Florida Statute Chapter 381, Section 381.0011, Communicable Disease and Quarantine*; and, *Section 381.00315, Public Health Emergencies and Advisories, Department of Health EOP, Communicable Disease HSP*).

### **Curfew**

Due to substantiated threats or otherwise dangerous conditions, the County Administrator, in collaboration with municipalities, may establish a countywide curfew or a specific area curfew, to restrict travel and movement within the County during a state of emergency. Curfew Orders restrict the travel and movement of persons within identified geographic areas. The purpose of Curfew Orders is to protect public safety and maintain order. Municipalities shall coordinate with the PBC EOC prior to implementing any curfew or re-entry orders for their jurisdiction (see *Palm Beach County Code Chapter 9, Article II, Section 9-35* and *Palm Beach County Re-Entry Plan*).

### **Restrict Alcoholic Beverages, Firearms, or Flammable Substances**

In order to promote public safety, PBC, in close coordination with the municipal jurisdictions, may restrict the sale, purchase or possession of alcoholic beverages, firearms, or flammable substances for the duration of the declared State of Emergency. The extent and application of such emergency restrictions shall be tailored to meet the specific situation and may be modified from time to time.

***Restrictions Authority:*** Per the *County Code Chapter 9, Article II, Section 9-35*, the sale, purchase or possession of alcoholic beverages, firearms, or flammable substances may be halted by the County Administrator, or designee.

### **Vulnerable Populations Coordination**

Protective action decision-making (evacuation, shelter-in-place, isolation, and quarantine) and implementation must occur in close coordination with all municipal jurisdictions within the County, neighboring counties, potential host communities, partner agencies, and the SEOC. Each HSP may detail additional protective action decision-making mechanisms that are applicable specifically to that disaster.

## SHELTER COORDINATION

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**Shelter Program:** A variety of sheltering options are available to accommodate disaster survivors needing temporary shelter. A shelter is a designated place or building of relative safety that temporarily provides services with the goal of preserving life and reducing human suffering. Shelters may be classified into five (5) primary categories:

- Evacuation Shelters
- General Population Shelters
- Special Needs Shelters
- Recovery Shelters
- Pet Friendly Shelter

**Evacuation Shelters:** In response to an incident where PBC residents are displaced for a short time, PBC would establish evacuation shelters. An evacuation shelter is a safe congregate care facility that provides services and is utilized for populations displaced by an emergency or disaster event. An evacuation shelter may be located either inside (risk shelter) or outside (host shelter) of the disaster impact area and are typically operational for a period to not normally exceed 72 hours. Typically, these capacities are determined based on 20 square feet per person.

**Risk Shelters (Hurricane):** Palm Beach County, in cooperation with the PBC School District, currently operates evacuation risk shelters with an approximate capacity for 50,000 residents. All evacuation risk shelters meet current ARC 4496 design standards to withstand hurricane force winds, including window strength and protection, wind and debris exposure, and storm surge inundation. Shelter capacity is continuing to expand as new high schools and select middle schools are built to ARC 4496 standards and Enhanced Hurricane Protection Areas (EHPA) Standards. Evacuation risk shelters provide access to essential support services in the form of access to water for basic hydration, minimal meals which could be less than three meals a day, access to basic first aid, and space for clients to sit or lay on personal items brought with them. The DEM has an Interlocal Agreement for Emergency Medical Services staffing with the municipal fire departments that have evacuation risk shelters in their municipalities. The BCC has a contract with the PBC School District to allow usage of their facilities for sheltering activities (see *General Population Shelter Coordinating Procedure*).

**Host Shelters (Non-Risk, All-Hazards):** The ARC will shelter disaster victims who are left homeless due to disaster events. Under these circumstances, a designated shelter (i.e., community center, church, or other public facility) will be selected and opened by the ARC, in cooperation with DEM. The selected shelter will be located in close proximity to the affected area.

These shelters may also be used to provide shelter to residents of risk counties during large-scale disasters or radiological event at the St. Lucie Nuclear Power Plant. The County has numerous facilities to house large numbers of people. Host shelters do not require wind load bearing standards and therefore are not covered under ARC 4496. They are, however, identified using criteria under ARC 3031 Guidelines. Upon request of the Governor of the State of Florida, criteria must be utilized to select an appropriate

facility from the list of potential shelters in order to meet the needs of the evacuating population from nearby counties (see *ARC Disaster Response Plan* and *Palm Beach County General Population Shelter Coordinating Procedure*).

**General Population Shelters:** A facility that provides protection from harm in the event the person must evacuate their homes and who have no other option for sheltering. These shelter provide basics such as food, water, and basic first aid. Persons evacuating to a general population shelter should bring their own supplies such as blankets, toiletries/hygiene items, medications, and clothing. These facilities normally do not accommodate pets or have special resources to accommodate persons who are electric dependent.

**Special Needs Shelters:** Palm Beach County operates a SpNS Program to provide shelter for citizens with medical conditions and/or who require continuous power supply for survival. The SpNS are staffed by numerous agencies and healthcare professionals. The buildings are wind resistant, not located in a high-risk area, and are equipped with back-up generators.

To be eligible for the SpNS Program, applicants must pre-register and meet the following established criteria:

- Persons who are non-ambulatory and/or have a chronic, stable condition, are not suitable for regular shelter placement, and do not require hospitalization.
- Persons with minor health/medical conditions, psychological illness and/or cognitive disorders (developmental disabilities, dementia, etc.) that require professional observation, assessment and maintenance.
- Persons with the need for medication and/or vital sign monitoring and are unable to do so without professional observation.
- Persons who are dependent on electricity for medical devices, such as oxygen dependence.

The application is approved by the DOH-PBC. Transportation assistance may be provided by the Transportation Unit until it is no longer safe to operate due to unsafe roads and conditions. SpNS occupants will not be released until the area from which they came has been determined safe for their return. Special Needs Shelter occupants whose homes have been destroyed or rendered unsafe for occupancy will be provided assistance by the ARC, the PBC Division of Human Services, and/or the Florida Department of Children and Families Services. Activation of the SpNS Program is authorized by the County Administrator and implemented by the PBC EOC through the Special Needs Unit. The DEM maintains a list of all registrants assigned to the Unit in electronic and hard copy format (see *Special Needs Shelter Coordinating Procedure*).

**Pet Friendly Shelters:** A pet friendly shelter for residents living in evacuation zones, mobile homes, manufactured homes, and housing of known substandard construction is coordinated by the PSD, Division of Animal Care and Control (ACC). Pre-registration is required for the hurricane pet-friendly shelter. The registration form for pre-registering animals is available on the ACC website. The ACC website also lists other shelters that will take animals during a disaster (see *Palm Beach County Public Safety Department, ACC, Pet Friendly Shelter Plan*).

**Recovery Shelters:** After the immediate threat and response actions have concluded, residents may still have a need for shelter due to damage to their home or lack of access to their residence. A recovery shelter may be established which is a facility that is safe and provides services, and is located outside of a hazard risk area. Typically, these capacities are determined based on 40 square feet per person. For a Recovery Shelter not to normally exceed two (2) weeks would be considered a Short-Term Shelter. Should the emergency or disaster incident be significant enough for shelter needs longer than two (2) weeks would be considered a Long-Term Shelter.

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## **SHELTER TRIAGE**

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A triage process is in place to be used during shelter registration to determine the client's medical and functional needs. Clients will be informed of what functional needs support services will be available at the shelter. Clients may choose to "self-triage" to an alternate shelter that better meets their medical or functional needs. Shelter staff will assist in arranging transportation for those who wish to seek shelter in the SpNS.

People with special needs who are unregistered, but who arrive at the SpNS during a disaster, will be triaged by the DOH-PBC at the activated SpNS point of intake, for appropriate shelter placement, consistent with pre-registration eligibility criteria.

People whose needs exceed the level of care that can be provided at a SpNS will be referred by the DOH-PBC to a more appropriate facility. Due to the nature of the emergency and prevailing conditions, it may not be possible to move people to an alternate location. In situations regarding people with medical conditions that exceed the level of care that is available, all attempts will be made to move these people to appropriate locations. If conditions become dangerous for travel, people will not be turned away from the SpNS (see *Special Needs Coordinating Procedure, General Population Shelter Coordinating Procedure*).

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## **SPECIAL TRANSPORTATION ASSISTANCE PROGRAM**

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Palm Beach County has established a Special Transportation Assistance Program (STAP) to provide transportation to General Population Shelters for persons with disabilities who live in the evacuation zones, mobile homes, manufactured homes, and housing of known substandard construction.

In order to be eligible for the STAP, residents must pre-register and meet the following criteria: Live in the evacuation zones, mobile homes, manufactured homes, and housing of known substandard construction; be disabled and/or have no other means of transportation.

Transportation services will be assigned based on the information provided on the application form. Brochures, including the application form, are available (see *Palm Tran Connection Guidelines*).

## RE-ENTRY

PBC does not issue an “ALL CLEAR” message after a disaster. Instead, this is accomplished through the re-entry process, which lets the public know when they can re-enter a previously evacuated area. Re-entry orders do not necessarily mean that it is completely safe, but does mean that people are allowed, under specified conditions, to return to those areas (see *Re-Entry ISP*). Re-entry into an evacuated area after a large-scale disaster will be coordinated between County and municipal officials in order to ensure that it is done safely and orderly. Re-entry activities will be coordinated by ESF #16 – Law Enforcement. Each municipality will be responsible for its jurisdiction and will maintain control over its support resources, such as police and fire-rescue departments. In addition, the final decision to allow re-entry to a municipality will rest with municipal officials, however, no such re-entry order shall be implemented prior to communication and coordination with the PBC EOC. The County will provide assistance when requested based upon the availability of resources.



**Re-entry Authority:** The County Administrator, in collaboration with affected municipalities, may establish a countywide curfew or a specific area curfew, to restrict travel and movement within the County (see *Palm Beach County Code Chapter 9, Article II, Section 9-35* and *Palm Beach County Re-Entry ISP*).

## RE-ENTRY PHASES

**Phase I – Closed/Life Safety and Rescue:** Typically, the evacuated/restricted area has received significant damage and contains significant life safety threats (e.g., downed power lines, hazardous materials, flooding, debris, unsafe structures, etc.) making travel into or through the area unsafe for the general public. This phase allows for the re-entry of only those agencies that play key roles in immediate life safety/protection missions occurring immediately after of a disaster. Phase I personnel are typically trained, uniformed, and travel in clearly marked response vehicles with identification and include the following:

- Search and Rescue teams: Those teams specifically tasked to conduct search and rescue operations in impacted areas within the County.
- State, County and municipal public safety personnel (i.e., fire rescue, law enforcement, HAZMAT teams, military, etc.) with a specified or assigned life safety role following a disaster (e.g., search and rescue, fire suppression, stabilization of hazardous conditions, etc.).
- Limited utility personnel (i.e., electric power and natural gas) to eliminate hazardous conditions for rescue personnel (e.g., gas leaks, downed power lines, etc.).
- Other limited personnel at the discretion of the County EOC or applicable municipal EOC (e.g., emergency management, etc.).

**Phase II – Restricted/Damage Assessment and Initial Restoration:** This phase, as its name implies, is focused on preliminary damage assessment and initial restoration. It is not intended to get businesses open and fully operational and residences reoccupied (that is phase III). This phase allows for the re-entry of damage assessment and skilled critical infrastructure teams. These expert teams will assess damage, evaluate buildings for occupancy capability, and initiate protective and mitigated strategies (e.g., secure and board up openings, determine structural integrity of the building, mitigate major deficits, collect/secure sensitive inventory, etc.) so that it is safe enough for ordinary employees and residents to enter at phase III to begin restoration. Entry is based on the determination of EOC and public safety personnel, or the applicable municipality. Since the safety of structures and the surrounding environment is still being evaluated, ordinary employees and residents should not be included in this phase. This phase may include the following:

- Critical infrastructure damage assessment teams (e.g., public works, solid waste, utilities, etc.) and other identified damage assessment personnel responsible for restoring essential services such as water, power, sewer, communications, roadways, bridges, traffic signals, transportation, and debris removal. Municipal utilities and public works personnel are included, as well as select personnel from private organizations active in the assessment of major industrial facilities (e.g., engineers).
- Official damage assessment teams including federal, State and municipal officials with official identification credentials.
- Key businesses may send in damage assessment and business recovery teams only (e.g., structural engineers). These businesses must be essential to the recovery of the community and include but not limited to grocery stores, fuel providers, pharmacies, financial institutions and other “big box” providers (e.g., Costco, Wal-Mart, Home Depot, Lowes, etc.).
- Healthcare agency personnel including only essential personnel for hospitals, nursing homes, assisted living facilities and dialysis centers (i.e., no volunteers, no visitors, no supply deliveries, etc. in this phase). Non-essential personnel (e.g., support staff, medical records, clerical personnel, etc.) should remain at home until phase III.
- Relief workers providing food and other supplies for first responders, and non-evacuees and who play a critical role in assessing the need for shelters and food. (e.g., American Red Cross and Salvation Army).
- Other personnel at the discretion of the County EOC or applicable municipal EOC.

**Phase III – Limited/Restoration:** County and municipal officials will make the decision to permit businesses and residents that live within the impacted area(s), to return to the impacted area(s) based on an overall evaluation of the situation. These entities will be allowed to re-enter communities when the governing jurisdictions, in consultation with the County EOC, agree that the following factors are resolved:

- Rescue: all search and rescue operations have been completed.
- Access: major transportation routes are intact and passable.
- Public health: there is minimal threat (low risk) to public safety.

This phase focuses on getting businesses open and fully operational and residences restored. It includes residents that live within the area and all other services such as power, infrastructure, public works, water and utility repair and restoration. Support services include all healthcare

personnel, relief workers, key businesses, and insurance agents and adjusters. These personnel should travel in marked company vehicles and must possess valid agency credentials. Entry is based on a “need-to-be-present,” and determined by the EOC, or the applicable municipality. This phase may include the following:

- Healthcare agency support personnel including non-essential personnel for hospitals, nursing homes, assisted living facilities and dialysis centers (e.g., clerical personnel, medical records, support staff, deliveries, etc., but visitors and volunteers should be limited).
- Key business operations that are essential to the recovery of the community and include but are not limited to grocery stores, fuel providers, pharmacies, financial institutions and other “big box” providers (e.g., Costco, Wal-Mart, Home Depot, Lowes) may bring in necessary personnel to operate at full capacity who possess proper and valid identification.
- Insurance agents and adjusters that possess proper and valid identification.
- Contractors and workers that possess proper licenses and valid identification.
- This phase allows for the re-entry of residents and business operators that live and/or work within the affected area. Access to impacted areas may still be limited depending on the level of impact a hazard has on a community.

Although the goal is to return communities to a normal condition as soon as possible, this may not be able to occur for an extended period. County and local officials will have to determine the safest and most expedient manner to accomplish this goal. Residents or business operators should be prepared to provide appropriate credentials or proof of residency in order to return.

***Phase IV – Open/General Population Re-entry (Full Access):*** It may be necessary to control access to impacted areas for an extended period until the incident has become “manageable.” Those not previously mentioned in the Re-entry Phases will then be allowed to travel in and through the affected area (i.e., full access). County and municipal officials will have to work together to coordinate the re-entry process in order to ensure that recovery can begin as quickly and safely as possible (see *Re-Entry Plan*).



## INCIDENT STABILIZATION

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Organized teams begin to work when there is an emergency or disaster. Once life safety priorities are addressed, then incident stabilization activities begin. Stabilization activities are aimed at minimizing danger or stopping additional damage from occurring. This group of activities often includes size-up (i.e., damage assessment), salvage, or mitigation activities. Some agencies may be called in and assigned to support the incident stabilization with logistics or crisis communication activities as stabilization efforts may take hours or days.

### **Emergency Provision of Essential Services/Commodities**

All residents are strongly encouraged to maintain a disaster supply kit with essential commodities for a minimum of five (5) to seven (7) days. However, some survivors are ill equipped to provide life sustaining food and water to their families. The Mass Care Unit in partnership with the Food and Water Unit are responsible for coordinating the acquisition, transport, storage, and distribution of food and water.

***Food (Canned Goods, Hot and/or Cold Meals):*** The Mass Care Unit coordinates with other partner agencies to provide hot and/or cold meals to survivors. The Food and Water Unit is responsible for the provision of non-perishable food (see *ARC Disaster Response Plan*).

***Water (Potable Water):*** The Food and Water Unit is responsible for the provision of potable water to survivors.

***Ice (Medical Need Only):*** Ice is not widely distributed to survivors unless it is considered a life-sustaining commodity. The EOC will work in cooperation with the Health and Medical Unit to provide and coordinate the distribution of ice to medical and healthcare facilities as necessary (see *FEMA policy FP203-075-1*).

***Pharmaceuticals:*** The Health and Medical Unit is responsible for the provision of life sustaining pharmaceuticals (see *Communicable Diseases Plan* and the *DOH-PBC EOP*).

***Health Department Points of Dispensing:*** DOH-PBC has pre-identified 42 Points of Dispensing. The Operations Section Health and Medical Unit will activate Points of Dispensing for the dissemination of medical services such as the distribution of Cipro<sup>®</sup> (ciprofloxacin) and KI. The Logistics Section will assist with the set-up and any logistical needs relating to the Points of Dispensing (see *Logistics Section Coordinating Procedure* and the *DOH-PBC guidelines*).

## PROPERTY PROTECTION

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In the post-disaster environment, the secondary priority to life safety is incident stabilization and property protection. Based upon the hazard, various protective measures can be implemented to protect property.

***Temporary Emergency Repairs of Public Buildings:*** The Public Works Unit is responsible for identifying, prioritizing, and implementing temporary emergency repairs for public buildings and infrastructure.

***Historic Preservation:*** Palm Beach County considers historic preservation a top priority when prioritizing emergency and permanent repairs. Reference the following website for an inventory of historic resources in unincorporated Palm Beach County: [www.pbcgov.com/pzb/planning/rhp](http://www.pbcgov.com/pzb/planning/rhp)

## ENVIRONMENTAL PROTECTION

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Assessment and restoration of natural environmental systems is a priority in the post-disaster redevelopment process. The PBC ERM Department in conjunction with State and Federal partners is responsible for the evaluation and restoration of vulnerable water systems, soil, land, and air (see *Hazardous Materials HSP*).

## RESTORATION OF ESSENTIAL SERVICES/FUNCTIONS

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***Emergency Debris Clearance, Removal, Processing:*** The Debris Management Unit establishes the most efficient and cost effective methods to resolve disaster debris removal and disposal issues, and expedites debris removal and disposal efforts that provide visible signs of recovery designed to mitigate the threat to the health, safety and welfare of PBC residents. The Debris Management Unit is responsible for the coordination of all debris management activities (see *Palm Beach County Debris Management Plan*).

***Water System (Potable Water Supply):*** The Public Works Unit is responsible for the restoration of the potable water supply while the Health and Medical Unit is responsible for its safety (see *Water Utilities Department Hurricane Response Plan*).

***Waste Water System (Sanitary Sewer System):*** The Public Works Unit is responsible for the restoration of the waste water system. Palm Beach County and the municipal jurisdictions therein, rely upon both centralized sanitary systems as well as privately operated onsite septic systems. The centralized sanitary system relies upon a broad network of pumping stations to regulate the flow of the sewer system. Power outages severely disrupt the operation of the waste water system.

***Power System (Temporary Power Generation, Fuel, and Gas):*** The Energy Unit is responsible for monitoring the status of all power related systems in the County. The primary electrical service provider in PBC is FPL (see *FDO Fleet Management Plan* and the *FDO Hurricane Preparedness Plan*).

## **PARTNER COORDINATION**

### **PLANNING AND REPORTING**

#### **Flash Reports**

The Flash Report is a brief one-page report intended to be distributed to EOC response partners on a need-to-know basis only, providing storm status and/or weather updates, lead time information, and any pre-storm status information or guidance. For non-storm related incidents, the Flash Report provides status and preparatory information on the hazard(s) or incident(s).

#### **Situation Reports**

During each operational period, every EOC operational unit is required to submit a SitRep to provide an overview of their status and the action performed to achieve the current IAP objectives. SitReps are meant to reflect activities from the previous operational period (IAPs look forward, SitReps look back). This document provides a more in-depth description of the incident, an incident map, incident consequences, and a summary of current actions. In view of the size and complexity of the EOC, the SitReps of each operational unit is “rolled up” or consolidated into a branch SitRep, then “rolled up” into a Section SitRep, and ultimately, “rolled up” into a comprehensive EOC SitRep. This process is used to edit out inconsequential items in an effort to keep the comprehensive EOC SitRep concise.

#### **Incident Action Planning**

The IAP is developed for each operational period and based on operational details collected from the SitRep and the new objectives as set by the County Administrator. The data from the SitRep is analyzed by branch directors and sections chiefs and the most significant objectives are summarized and discussed at the develop/update objectives meeting. The section chiefs present the Planning Section with these objectives at which time the Planning Section compiles the SitRep/IAP information submitted by each of the Sections into a consolidated IAP. The plan specifies incident objectives, tactics, resources, organization, Communications Plan, Medical Plan, and other appropriate information. Once the IAP is developed, it is given to the Incident Commander by the Planning Section Chief, for approval.

#### **Planning Cycle**

Incident action planning is essential for a successful response to expanding incidents. The Planning Section will be the lead for implementing a cyclical planning process designed to gather information, discuss and set priorities, and communicate this information to the leadership and agencies responding to the event. The Planning Cycle, for the Planning Section, includes evaluating the situation, developing incident objectives, selecting a strategy, and resource management. Once the initial objectives have been set, the EOC will follow the cyclical portion of the “Planning P” until demobilization is determined appropriate.

All Command and General staff positions play key roles in gathering and distributing information. In addition, all section chiefs are responsible for ensuring that the objectives set forth through the planning process are implemented by the branches and units/ESFs within their Section.



*EOC Operations Room*



# PBCDEM EOC Planning "P"

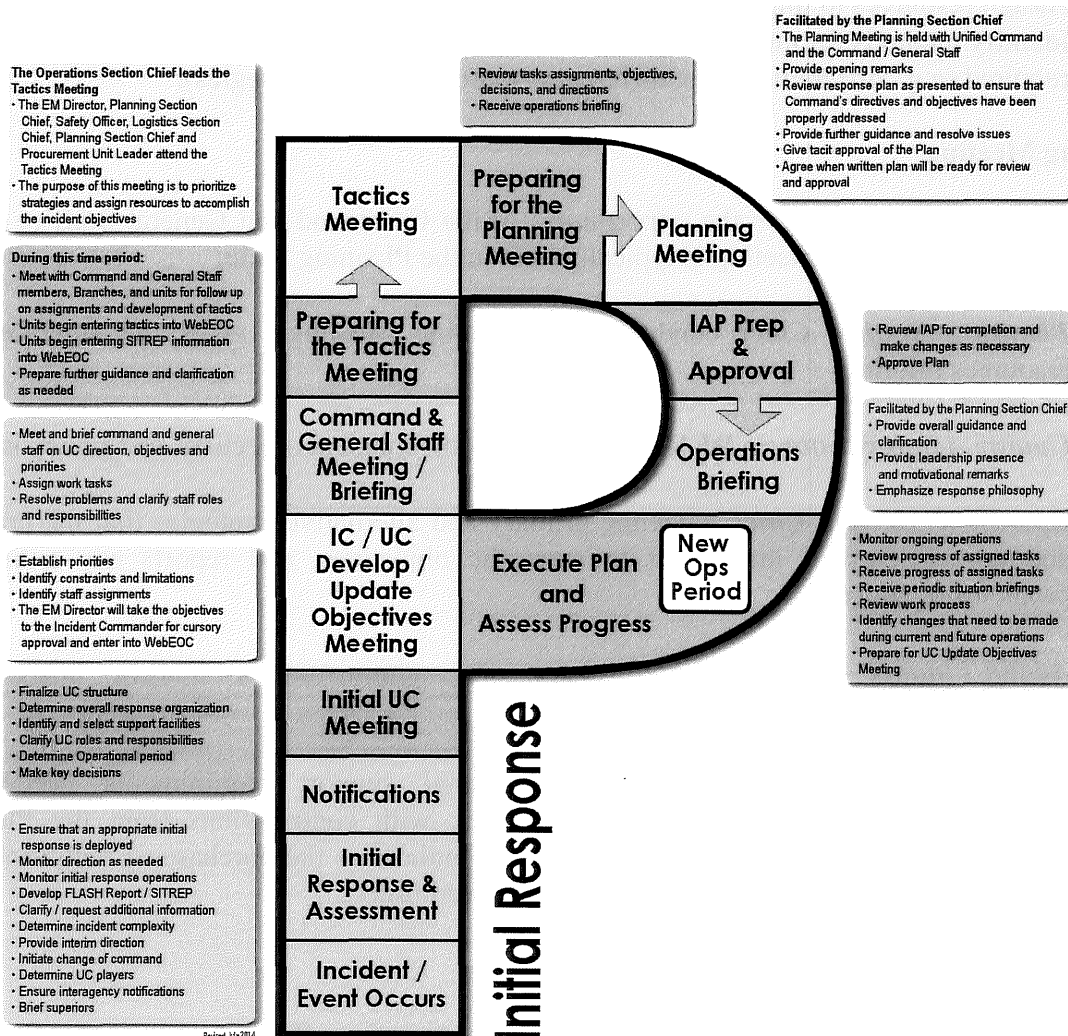


Figure 8: The Planning "P"

## Tactics Meeting

The purpose of the Tactics Meeting is to review the tactics developed by the Operations Section Chief. This meeting is typically held in the Operations Section breakout room, and addresses the following:

- Determine how the selected strategy will be accomplished in order to achieve the incident objectives.
- Assign resources to implement the tactics.
- Identify methods for monitoring tactics and resources to determine if adjustments are required (e.g., different tactics, different resources, or new strategies).

## Planning Meeting

The Planning Meeting provides the opportunity for the Command and General Staff to review and validate the IAP. This meeting is typically held in the Planning Suite.

- ***Planning Section Chief*** conducts the Planning Meetings, gives the situation, and resources briefing.
- ***County Administrator or DEM Director*** states the incident objectives and policy issues.
- ***Operations Section Chief*** states the primary and alternative strategies that the branches and units/ESFs will implement to meet the objectives, and reports any anticipated problems or concerns.
- ***Admin/Finance Section Chief*** states any administrative, budget, and/or cost considerations.
- ***Logistics Section Chief*** considers additional support requirements needed for communications, traffic, safety, medical, etc., with contributions from the Planning Section Chief. The Procurement Unit Leader authorizes the purchase of requests/orders and develops the resources, support, and overhead orders.

## Operational Period Briefing

The Operations Briefing is typically held in the EOC Operations Room and is conducted at the beginning of each operational period, immediately prior to the start of the new operational period. Incident management personnel, agency officials, and cooperating/assisting agencies and organizations should attend the operational period briefing. EOC staff members are briefed on the operational elements of the plan to ensure they are aware of what it is that must be accomplished for that operational period. In addition, EOC staff will have a chance to ask relevant questions regarding the plan, be briefed on any critical safety issues, and be informed regarding specific logistical information.

## RESOURCE MANAGEMENT

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During the response phase, the Administration/Finance Section will coordinate with the Logistics Section to begin implementation of the financial documentation and tracking processes. County related emergency response and recovery actions are paid for with funds from the current County budget. In the event that the County qualifies for a Presidentially Declared Disaster, including Public Assistance Program funding, the County will request post-disaster reimbursement for eligible expenses.

When a critical incident or disaster strikes, the County will declare a Local State of Emergency. Under the authority of Florida Statute 252.31-91 and Local Ordinance 92-37, as amended by Local Ordinance 98-23, emergency purchasing procedures come into effect. The Cost Unit Leader of the Administration/Finance Section will be responsible for the coordination of the documentation of response and recovery costs in compliance with federal reimbursement requirements. The Time Unit Leader will be responsible for coordination of the documentation of all human resource related costs including personnel. The documentation of expenses must include personnel overtime and associated usage of equipment and goods. Emergency personnel deployed out-of-county in support of operations conducted under the provisions of the SMAA must independently document all expenses associated with their deployment.

To effectively manage resources in the post-disaster environment, the following actions must occur:

- Identify resource requirements
- Order and acquire resources
- Mobilize resources
- Track and report resource status
- Recover resources
- Demobilize resources
- Document
- Complete reimbursement requests

### **Resource Identification and Gap Analysis**

An identification of required resources needed to respond to an incident will be conducted. A required resources list will be compiled with input from partner agencies and will be compared to the list of existing resources in the resource inventory catalog. A gap analysis will then be conducted to identify required resources. This analysis will identify and categorize resource requirements based on typing guidelines to assist in determining the priority of need (see *Logistics Section Coordinating Procedure*).

## Resource Acquisitions

**Resource Request Procedure:** The Logistics Section Coordinating Procedure details the resource request procedures for municipal jurisdictions, the Operations Section, EOAs, and taxing districts. All requests must be validated, prioritized, assigned, tracked, and documented from initial acquisition through resource demobilization. The Logistics Section Chief can consult with the warehouse, transportation, human resources, purchasing, SERT Liaison, private vendor and other representatives for resource identification and acquisition (see *Logistics Section Coordinating Procedure*).

**Mission Assignment:** In a field setting such as an incident command post, mission assignments will be determined by the incident objectives set by the on-scene IC. In locations other than the incident command posts, mission assignments evolve from decisions made by the EOC/County Administrator. As the County Administrator formulates protective action decisions prior to an incident, or response decisions following an incident, resources are deployed as required. Missions and resources are tracked by the Planning Section Resource Unit (see *Logistics Section and Planning Section Coordinating Procedure*).

- **Locally Available Resources:** Since all local resources must be exhausted first, a system for timely emergency acquisition has been established. The Logistics Section Coordinating Procedure details the methodology for acquiring local resources from a variety of sources, including, but not limited to:
- **Municipal Resources:** The EOAs are responsible for the coordination of all resources from and for municipal jurisdictions.
- **County Resources:** The EOC will coordinate resources requested within the County and determine which resources are not locally available and need to be requested from alternate sources.
- **Private Sector Resources:** The utilization of private sector resources will be coordinated by the Logistics Section Chief, with assistance from the Business and Industry Unit and the Public-Private Partnership.
- **State and Federal Resources:** When the response to an incident has exceeded local capacity, resources may be requested from FDEM. Once state resources are exhausted, FDEM will request mutual aid and/or federal resources. In addition to equipment and supplies, specialized teams may be sent to support local responders (see *Logistics Section Coordinating Procedure*).
- **Personnel Resources:** Temporary staffing will be coordinated through the Human Resources Unit with the lead agency being the PBC Human Resources Department. Those staffing requests will first be filled by County employees who will be redirected from their everyday jobs and placed on temporary disaster assignment before contracting a vendor.



- **Volunteers:** The United Way, as lead agency of the Volunteers and Donations Unit, coordinates disaster volunteer management, including the Volunteer Reception Centers (VRCs). Volunteer organizations, as well as unsolicited volunteers will be coordinated through the VRCs. This will ensure that proper background checks are conducted, a skills inventory is performed to ensure the most efficient and effective use of volunteers and safety briefings are held to reduce potential injuries and decrease liability. Through local programs and volunteer centers, emergency response agencies recruit and train volunteers to help lessen the effects of disasters and enhance the community's capability to respond (see *United Way's Volunteer Plan*).
- **Donations:** Donated goods, materials, services and financial resources will be coordinated through the Volunteer and Donations Unit. This will ensure efficient and effective distribution of these items and services (see *Logistics Section Coordinating Procedure*).
- **Communications Unit:** The preparation, assessment, and repair of all information technology systems are the responsibility of the Communications Unit. It is made up of PBC Electronic Services staff, PBC ISS staff.

## Resource Storage

***Logistics Staging Areas:*** The State of Florida has a Logistics Staging Area located in PBC. Palm Beach County operates a County Staging Area for County resources. The location can be found in the Logistics Section Coordinating Procedure (see *Logistics Section Coordinating Procedure*).

***Local Staging Warehouse:*** Palm Beach County's Warehouse is operated by the Purchasing Department. (See *Logistic Section Coordinating Procedure* for location information.)

***Pre-Designated Staging Areas:*** Palm Beach County has selected staging areas that may be modified or relocated as conditions warrant in order to address the incident objectives. The Staging Areas are operated by the PBC Department of Parks and Recreation through the Logistics Section's Distribution Branch, and house incoming personnel and supplies. The Logistics Section has a sensitive listing of five (5) pre-designated staging areas that may include rotary and/or fixed wing aircraft services. A general list of 23 heliports may be found in the *Hazardous Materials HSP, Table I: List of FAA Registered Heliports*. In addition to the five (5) pre-designated staging areas, each of the EOAs may also establish a staging area to coordinate the resources assigned to their area of operation (see *Logistics Section Coordinating Procedure*).

***Points of Distribution:*** DEM has pre-identified PODs throughout the County. The PODs, operated by the Logistics Section, Distribution Branch, PODs Unit, are used to distribute resources (water, food and tarps) and emergency supplies (see *Logistics Section Coordinating Procedure*).

***Points of Dispensing - Health Department:*** DOH-PBC has pre-identified Points of Dispensing. The Operations Section Health and Medical Unit will activate Points of Dispensing for the

dissemination of medical services such as the distribution of Cipro<sup>®</sup> and KI. The Logistics Section will assist with the set-up and any logistical needs relating to the Points of Dispensing (see *Logistics Section Coordinating Procedure* and the *DOH-PBC guidelines*).

***Distribution for Non-Profits:*** Human Service organizations may also be distributing various emergency supplies, food, and water to communities in the post-disaster environment. Information regarding non-profit distribution points will be supplied by the Human Services Branch. The Logistics Section will assist with any distribution needs.

### Resource Tracking/Accounting

In compliance with the resources management procedures outlined in the Logistics Section Coordinating Procedure, resources will be tracked and assigned a mission number that notes the item, deployment location, time out and expected return, and other pertinent information. The Logistics Section Chief will complete the resource request form detailing the following information for resource management purposes:

- requesting entity,
- brief statement of need,
- originating entity,
- method of delivery and location of delivery,
- associated expendable resources,
- anticipated duration, and
- funding.

## DAMAGE ASSESSMENT PROCESS

Following a disaster, the EOC will follow a tiered damage assessment process in order to quantify the scope of damage caused by the disaster event. The process is divided into three (3) distinct tiers or phases to provide reasonable and predictable damage information within the approximate time frames outlined in Table 8 below.

*Table 8: Approximate time frames for the Damage Assessment Process*

Tier or phase	Purpose	Approximate timeframe
Rapid Impact Assessment	Provides a “snapshot” of basic damage and flooding information (e.g., low, moderate, high, and extensive) in a rapid time frame to assist the EOC in determining response priorities.	≤ 6 hours
Initial Damage Assessment	A systematic, countywide appraisal performed by local personnel to determine whether to pursue a disaster declaration.	≤ 10 days
Preliminary Damage Assessment	A focused evaluation performed by local, State, and federal teams to verify eligibility for a disaster declaration.	After completion of Initial Damage Assessment

## Rapid Impact Assessment

The RIA is the first and immediate means of identifying the scope of damages within PBC and its municipalities from an emergency or disaster. The RIA provides a quick “snapshot” of basic damage and flooding information (e.g., low, moderate, high, and extensive) in a rapid time frame (i.e., within six (6) hours of an incident) to assist the EOC in determining immediate response priorities. The RIA does not estimate the dollar value of the damage, nor does it assess information on people, the environment, and community infrastructure impacted by the event. However, some of this information can be inferred. For example, if an entire large area of the County has no information reported, one might infer that the communication network within that area has been severely damaged until proven otherwise. As such, the EOC may dedicate sufficient, appropriate resources to that area until it has a better grasp of the damage to the area.

## Damage Reporting Tools

***“Windshield” Damage Assessments:*** The RIAs are completed by Code Enforcement Officers, Building Inspectors, PBC Fire Rescue Department staff, and municipal fire & law enforcement personnel who have been properly trained to assess damages from a disaster.

***Individual Damage Reporting Tool (iDART):*** Citizens can report information via a no-cost downloadable application providing basic damage and flooding information (e.g., low, moderate, high, and extensive). This information is collected on EOC servers, plotted at intervals on GIS maps, and used as an adjunct to the RIA data received from the first responder “windshield” damage assessments (above).

***Business Damage Reporting Tool (bDART):*** Local businesses can report information via no-cost downloadable telephone application providing basic damage and flooding information (e.g., low, moderate, high, and extensive). This information is collected on EOC servers, plotted at intervals on GIS maps, and used as an adjunct to the RIA data received from the first responder “windshield” damage assessments (above).

***Palm Beach County Damage Assessment Reporting Tool (PBCDART):*** This is the overall technological application (app) that the public uses to report damages on their phone through either iDART or bDART databases (above).

The reports and data collected from the RIAs will guide the Damage Assessment Teams on where to focus their attention for the Initial Damage Assessment (IDA).

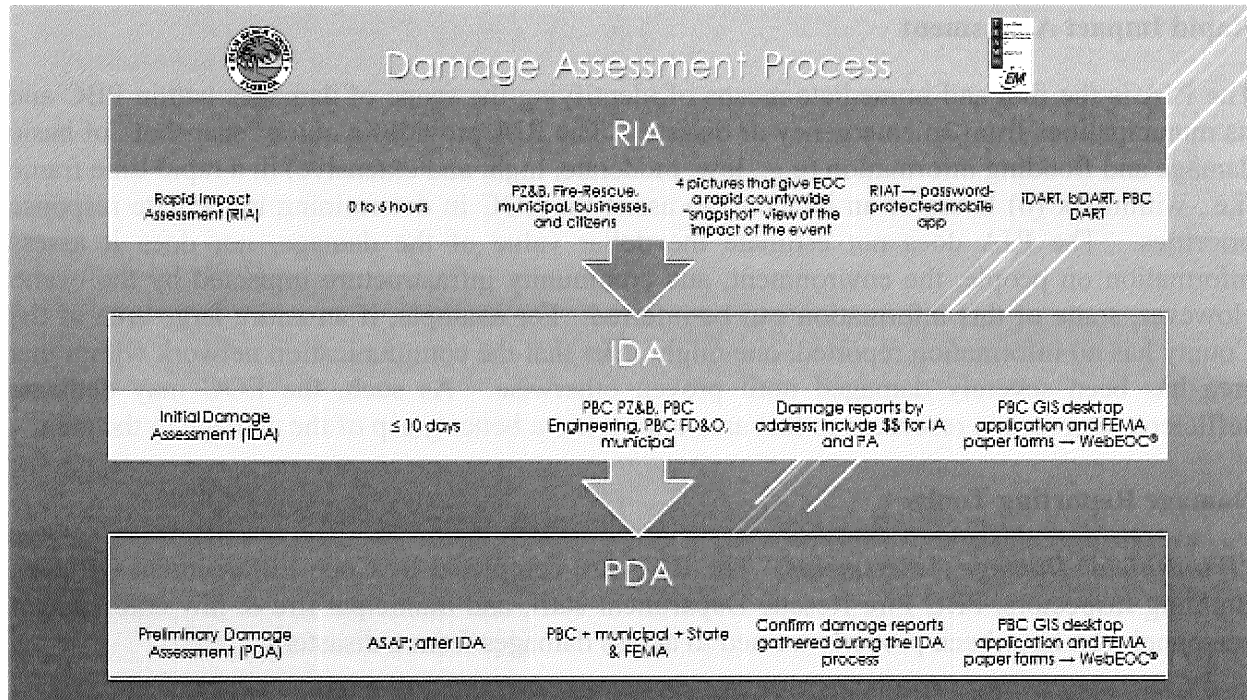


Figure 9: The Damage Assessment Process

### Initial Damage Assessment

The IDA is the basic situation appraisal performed on the local level to determine the need for immediate aid, estimate the magnitude of damage and severity of the incident or disaster, and prioritize relief efforts. The IDA “builds” on the RIA data; the RIA identifies the hardest hit areas, which the IDA then appraises. The PZ&B is responsible for the implementation of the FEMA-compliant damage assessment of public structures, businesses, and private homes, countywide. The IDA process is performed by county staff for the unincorporated areas (led by PZ&B), and each municipal jurisdiction is responsible for the damage assessment of homes and businesses within their jurisdiction. All IDA information must be entered on a FEMA-compliant damage assessment form and forwarded to the EOC, Recovery Branch/Damage Assessment Unit. The IDA makes “ballpark” estimates of the dollar value of the damage, assesses information on people, residential property, environment, and community infrastructure affected by the event so that decision makers can assign the appropriate priorities to their response and request outside resources that are needed. This assessment will also assist local decision makers to determine whether the level of damage is beyond the local capability, and therefore severe enough to seek a Presidential Disaster Declaration. The IDA should be completed within ten days of an incident, which provides a basis and substantiation for requesting state and federal assistance, including any request for a Joint Preliminary Damage Assessment. The PBC DEM Recovery Manager is responsible for coordinating Joint Preliminary Damage Assessment teams within the County (see *SOG RC-002 - Initial and Preliminary Damage Assessment*, the *Operations Section Coordinating Procedure*, and the following website: <http://floridadisaster.org/Recovery/IndividualAssistance/IAPDamageAssessment/Index.htm>).

**Preliminary Damage Assessment**

A Preliminary Damage Assessment (PDA) is performed after the IDA and it is determined that the level of damage is beyond the local capability to return to the pre-disaster state. The PDA will be requested if it is determined that the County may be eligible for State and Federal disaster assistance. The PDA process is performed by PZ&B, FDEM, FEMA, SBA, and other supporting agencies, all of whom may provide a local representative on each Joint Preliminary Damage Assessment Team. The PDA should be completed after the initial damage assessment in order to obtain the County's threshold (see *SOG RC-002 - Initial and Preliminary Damage Assessment and Operations Section Coordinating Procedure*).

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## RECOVERY ACTIVITIES

The implementation of recovery begins almost simultaneously with the response phase. As the life safety issues of response are resolved, short-term recovery begins the process of re-establishing essential services and providing community information through the PIU.

### SHORT TERM RECOVERY PHASE

The short-term recovery phase immediately follows the disaster event and entails the immediate, even if temporary, efforts to allow a return to normal life. The community may still be under emergency conditions if essential services have not been restored. Conditions for extending the emergency period during the short-term recovery phase include:

- Residents are still in shelters,
- Water or sewer systems are inoperative,
- Electricity is not available,
- There is a shortage of food, water, and other basic goods,
- Curfew is in effect,
- Re-entry is not possible because of debris or severe damage, or
- Other dangerous conditions or threats exist.

The recovery process begins with the Rapid Impact Assessment. The size and type of incident and its overall impact on the community will determine in the scope of the damage assessment process. Minor emergencies or incidents may only require participation of agencies and organizations in the affected area only, whereas major disasters will require the participation of numerous agencies including state and federal partners.

### HABITABILITY ASSESSMENT

PZ&B conducts the post-disaster habitability inspections in accordance with their operational guidelines. The purpose of these inspections is to ensure that all structures are safe for re-entry and that water, electrical, and gas services may be reconnected to the structure. These inspections are not conducted until the FEMA-required damage assessment process has been completed.

### DISASTER/INTERIM HOUSING

Disaster/Interim Housing (risk and host) for victims will be established in accordance with the PBC Disaster Housing Strategy. The goal of the Disaster Housing Strategy is to provide safe, sanitary, and timely housing solutions for displaced victims utilizing all available resource options including vacant hotels/motels/apartments, mobile homes, recreational vehicles, big box structures, floating options, tents, etc. Potential disaster housing sites have been evaluated for suitability in the *Disaster Housing Strategy*, which is maintained by the Director, PBC Department of Economic Sustainability (DES) and the Disaster Housing Coordinator (see *Palm Beach County Disaster Housing Strategy*).

## TYPES OF STATE OR FEDERAL ASSISTANCE

During periods of an emergency, every department is responsible for keeping complete and accurate accounts of all disaster-related expenditures and obligations including personnel, material, equipment and contractual costs to document and facilitate Federal reimbursement requests under emergency or major disaster project applications.

The Administration/Finance Section Liaison will fill the role of the County Coordinating Officer and will be responsible for coordinating with State and Federal representatives to begin the process of Public Assistance (PA) Program project development, which includes notifying eligible applicants, scheduling and overseeing the Recovery Scoping Meeting, working with the designated Public Assistance Coordinator (PAC), and maintaining contact with municipal liaisons to provide information and direction.

FEMA's Public Assistance program is made available to communities upon request through a formal "Request for Public Assistance" which is submitted into the FloridaPA website (<http://floridapa.org/>) which manages the PA grant in Florida. Following a presidential disaster declaration. The objective of the PA Grant Program is to provide assistance to State, Tribal and local governments, and certain types of private nonprofit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President.

Through the PA Program, FEMA provides supplemental Federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit organizations. The PA Program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process.

Public Assistance is disaster assistance available for public entities including state, county and municipal governments, and certain non-profit organizations that provide essential services and have sustained damages, or have incurred expenses related to the disaster that fall into one of the following categories.

Assistance categories include:

- Category A: Debris Removal: Clearance of trees and woody debris; certain building wreckage; damaged/destroyed building contents; sand, mud, silt and gravel; vehicles; and other disaster-related materials deposited on public and, in very limited cases, private property.
- Category B: Emergency Protective Measures: Measures taken before, during and after a disaster to eliminate/reduce an immediate threat to life, public health or safety or to eliminate/reduce an immediate threat of significant damage to improved public and private property through cost-effective measures.
- Category C: Roads and Bridges: Repair of roads, bridges, and associated features, such as shoulders, ditches, culverts, lighting, and signs.

- Category D: Water Control Facilities: Repair of drainage channels, pumping facilities, and some irrigation facilities. Repair of levees, dams, and flood control channels fall under Category D, but the eligibility of these facilities is restricted.
- Category E: Buildings and Equipment: Repair or replacement of buildings, including their contents and systems; heavy equipment; and vehicles.
- Category F: Utilities: Repair of water treatment and delivery systems; power generation facilities and distribution facilities; sewage collection and treatment facilities; and communications
- Category G: Parks & Recreation and Others: Repair and restoration of parks, playgrounds, pools, cemeteries, mass transit facilities and beaches. This category also is used for any work facility that cannot be characterized adequately by Category A.

Following a presidential disaster declaration and the determination that a community is eligible for the Public Assistance Program, an Applicant Briefing should be scheduled and held. The Applicants' Briefing is a meeting conducted by the State to inform prospective applicants of available assistance and eligibility requirements for obtaining Federal assistance under the declared event. The meeting is held as soon as practicable following the President's declaration.

During the briefing, the State will present the incident period and a description of the declared event. Applicant, work, and cost eligibility will be reviewed and the project formulation process will be introduced. The State will also discuss funding options, record keeping and documentation requirements, and "Special Considerations" issues.

Typically, applicants will prepare and submit their "Requests for Public Assistance" form during the briefing.

Following the Applicant Briefing a Recovery Scoping Meeting is held with each applicant to assess the applicant's individual needs, discuss disaster related damage, and set forth a plan of action for repair of the applicant's facilities. The State Liaison will provide State specific details on documentation and reporting requirements. A FEMA PAC is assigned to each applicant. Both the PAC and Liaison help in identifying Special Considerations.

The FEMA PAC will assist the applicant(s) with the project process including project formulation and cost estimating, project review and validation, federal obligations, and project appeals and closeouts. FEMA uses the Grants Manager and Grants Portal tool, which is a web-based, project tracking system for use by FEMA and our stakeholders. This is where all projects and documentation are downloaded to form a Project Worksheet. This site will allow each Contact person that is granted access to download their project and related documentation.



## TYPES OF STATE OR FEDERAL ASSISTANCE

### Request for Public Assistance

Public Assistance (PA) provides supplemental Federal disaster grant assistance for debris removal and emergency protective measures, as well as the repair, replacement, or restoration of disaster-damaged, publically owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The Federal share of this grant assistance is not less the 75% of the eligible cost for emergency and permanent restoration. The State determines how the non-Federal share (up to 25%) is split with the applicants (customarily split 12.5% from the state and 12.5% from the impacted public facility owner). The State of Florida manages this program as the grantee from FEMA (grantor) for all sub-grants awarded to local eligible jurisdictions and agencies within the State of Florida.

The objective of PA is to provide disaster assistance to public entities including State, county and municipal governments, Indian Tribes, and certain PNPs that provide an essential governmental type service. Applicants must complete Request for Public Assistance form (FEMA Form 90-49) through the State of Florida Public Assistance Web Portal ([www.FloridaPA.org](http://www.FloridaPA.org)) within 30 days following the designation of the area in which the damage is located. In addition, a List of Projects is required describing the disaster damage, locations and estimated repair costs. There are thresholds for this public assistance that may be found in the Public Assistance portion of the Recovery section of the FDEM website: <http://www.floridadisaster.org/Recovery?>

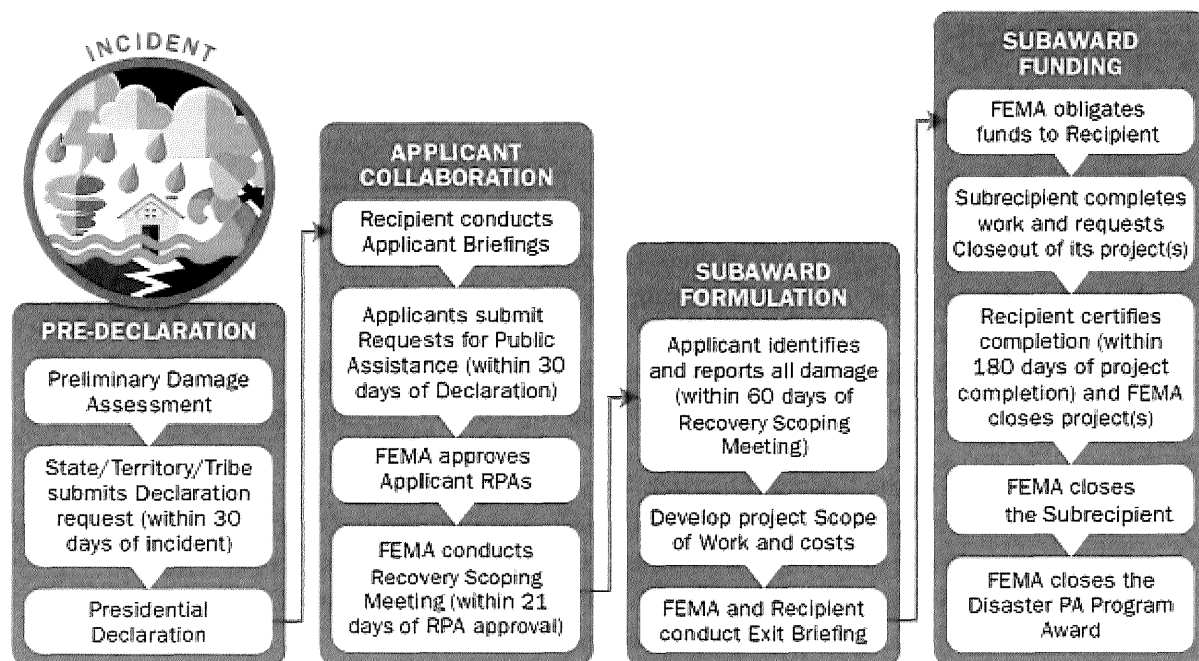


Figure 10: Public Assistance Process Overview

The DEM's Administrative/Finance Section is the designated Public Assistance Coordinator (PAC) for the BCC. Each of the 39 municipal jurisdictions, the 32 taxing districts, and other eligible entities within PBC file as independent applicants. A PAC must be designated for each independent applicant and is responsible for filing the request for public assistance.

Through the PA program, FEMA provides supplemental Federal Disaster Grant Assistance in the following seven (7) categories:

- Category A: Debris Removal
- Category B: Emergency Protective Measures
- Category C: Roads and Bridges
- Category D: Water Control Facilities
- Category E: Buildings and Equipment
- Category F: Utilities
- Category G: Parks, Recreational Facilities, and other Facilities
- Category Z: Direct Administrative Costs

*Reference: FEMA Public Assistance Digest FEMA 321.*

## PROJECT WORKSHEET DEVELOPMENT

DEM has the responsibility for coordination with all departments under the BCC to compile project worksheets with FEMA, and conduct ongoing coordination to ensure full reimbursement.

County departments and subordinate divisions are responsible for the following steps:

- Completing the damage assessment in order to identify recovery needs;
- Preparing a list of damaged sites and emergency work performed;
- Preparing project worksheets to be used for restoring each site/facility to pre-disaster conditions;
- Providing required information to DEM and FEMA project officials;
- Coordinating the necessary documentation for project worksheets with project officers;
- Coordinating field inspections of recovery work;
- Providing a point of contact to accompany the PAC and/or Project Officers for site damage surveys;
- Providing cost breakdowns and documentation for all completed work; and
- Coordinating with the PBC County Coordinating Officer on any appeal processes.

DEM's responsibilities in the Federal Disaster Assistance process:

- Coordinating technical assistance, notification, and training to County, municipal, partner agency, appropriate not-for-profit entities, and special taxing district personnel;
- Coordinating the applicant briefing with state and federal personnel;
- Notifying the Applicant Briefing to appropriate agencies;
- Supplying interested parties with technical assistance as necessary;
- Coordinating recovery reimbursement training when appropriate and assisting in the resolution problems that arise; and

- Notifying the LMS Steering Committee of available mitigation funds and implementing LMS program requirements.
- During activations follow up with Unit Leaders to ensure documentation is recorded, for use during coordination of project worksheets.
- Coordination with all departments under the BCC to compile project worksheets with FEMA, and conduct ongoing coordination to ensure full reimbursement.

## RECONSTRUCTION AND TEMPORARY PERMITTING SERVICES

Palm Beach County *Ordinance 2003-050* provides for the temporary suspension of building and development permits in the unincorporated area of the County after declaration of the County as a disaster area, or declaration of a Local State of Emergency. The temporary suspension includes suspension of development orders and permits, variance and zoning requests, and construction or re-construction permits. Emergency repairs and minor damage repairs are allowed and no building inspections shall be conducted. Municipal jurisdictions are responsible for the implementation of local independent jurisdictional reconstruction and temporary permitting services (see *PZ&B Procedures* and Chapter 7, Article XII, Sections 7-404 & 7-405 of the *Palm Beach County Ordinances*).

## REQUEST FOR INDIVIDUAL ASSISTANCE

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Individual Assistance (IA) is assistance provided to private citizens who sustained damage from a declared disaster event and are uninsured or have insufficient insurance to cover their losses. The purpose of the IA program is not to make all the disaster survivors whole again, but to assist them in their pursuit of a basic safe living environment. The IA program provides aid to survivors in a timely manner, becomes available upon declaration of a major disaster, is supplemental in nature, and meets disaster-related survivor needs. Only U.S. citizens, non-citizen nationals, or qualified aliens may be eligible for IHP Assistance. IA programs include, but may not be limited to the following (see *FEMA's Individual Assistance Program and Policy Guide*):

***Emergency Assistance:*** This program is coordinated by the ARC and Voluntary Agencies Active in Disasters and provides emergency food, clothing, shelter, and medical assistance. These funds are available to individuals and families with disaster related emergency needs.

***Insurance Information:*** This program is coordinated through the State Insurance Commissioner with coordination of information from the American Insurance Association, FEMA, and the National Flood Insurance Program. The State Insurance Commissioner representative provides assistance and /or counseling regarding ways to obtain copies of lost policies, file claims, or expedite settlements. This information is available to individuals and families with disaster related losses.

***Individuals & Households Program: Housing Assistance:*** This program is administered and funded by FEMA and has six parts including:

Lodging Reimbursement: Provides funds to assist with short-term lodging incurred in the immediate aftermath of a disaster. These funds are available to homeowners and renters whose permanent homes are uninhabitable because of the disaster.

Repair Assistance: Provides grants for temporary housing or for emergency repairs. Grants are made to homeowners who can return to their homes by making minimal repairs. There is a cap of \$5,000 per disaster, adjusted annually based upon Consumer Price Index (CPI). Homeowners with more substantial property damage may qualify for short-term rental assistance grants.

Rental Assistance: Provides funds for the household to rent another place to live for a limited time not exceeding 18 months. Eligibility is restricted to those with damage to a dwelling and the applicant needs to relocate. Short-term rental assistance is available, with extensions that may be granted on a case-to-case basis to a maximum of 18 months.

Direct Assistance: Provides directly to applicants purchased or leased temporary housing units (mobile homes) and there are instances where applicants receive repair/replacement and direct housing. In this program, the applicant needs to relocate and there are limited housing resources available, or they lost a housing option, and there is damage to the pre-disaster dwelling, or the pre-disaster primary dwelling of the owner is destroyed.

Replacement Assistance: Provides funds that may be awarded to owner-occupants toward replacement of their disaster-related destroyed primary residence. The statutory maximum is \$10,000, which is adjusted annually by the CPI.

Permanent Housing Construction: Although this program provides assistance in the form of financial or direct assistance for areas outside the Continental United States, it does not apply to PBC and is mentioned merely in the spirit of completeness of program enumeration.

***Individuals & Households Program: Other Needs Assistance:*** This program is administered and funded by FEMA. It provides grants to meet serious disaster-related needs and necessary expenses not covered by insurance or other Federal, State, or voluntary agency assistance. It is available to individuals and households with serious unmet needs (some items are SBA dependent.) There is a cap of \$25,000, depending on family composition and needs. However, the program cap changes each fiscal year to accommodate the CPI.

***Home/Personal Property Disaster Loans:*** This program is administered by the SBA and provides low-interest loans for restoring or replacing uninsured or underinsured disaster-damaged real and personal property. It is available to individuals located in counties included in a Presidential Disaster Declaration. The loans are limited to the amount of uninsured SBA-verified losses with a maximum loan amount of \$200,000 for real property and \$40,000 for personal property.

***Business Disaster Loans:*** This program is administered by the SBA and provides for loans for the repair or replacement of destroyed or damaged business facilities, inventory, machinery, or equipment not covered by insurance. It is available to businesses located in counties declared disaster areas by the president. In addition, assistance is provided for Economic Injury Disaster

Loans that may be made available for working capital to assist small businesses during the disaster recovery period. These loans are available to small businesses in declared and contiguous counties. There is a \$1,500,000 statutory loan limit in this program.

***Crisis Counseling:*** This program provides immediate and regular services to meet the mental health needs of those affected by a major disaster, and is participated in by several state mental health agencies. Services include screening, diagnostic and counseling techniques, outreach, educational services, and public information. This program is available to provide supplemental funding to State programs to meet the mental health needs of affected individuals located in the disaster areas. Regular services are provided for up to nine (9) months after the disaster declaration.

***Tax Assistance:*** The Internal Revenue Service (IRS) provides this program of expedited federal tax deductions for casualty losses to homes, personal property, or household goods. The program is available to individuals and families with disaster related losses totaling more than 10 percent of adjusted gross income. Under certain circumstances, a taxpayer may file an amended return during the year of the disaster or for previous years and obtain a tax refund in a matter of weeks.

***Disaster Unemployment Assistance:*** The program is funded by FEMA, and administered by the State Employment Security Agency. Contact is made through the Local State Employment or Job Services Office. The program provides weekly benefits to individuals out of work as a direct result of the disaster. It is available to all individuals out of work as a direct result of the disaster. It includes the self-employed, farm owners, and others not covered under regular unemployment insurance. Program assistance is available from unemployment due to the disaster up to 26 weeks after the disaster declaration; however, proof of income is required.

***Farm Service Agency:*** This program is provided by the Rural Economic and Community Development Services and Consolidated Farm Service Agency, and contact may be made through the county extension office. The program provides emergency loans for physical or production losses in addition to grants for certain agricultural damages. It is available to farmers who were operating and managing a farm at the time of the disaster. Loans are limited to the amount necessary to compensate for actual losses to essential property and/or production capacity.

***Legal Assistance:*** This program is coordinated by FEMA and the Young Lawyers Division of the American Bar Association. The program provides for limited free legal services for low-income disaster survivors, and is available to individuals and families with disaster related legal issues. The program addresses such issues as replacing legal documents, transferring titles, contracting problems, and certain landlord-related problems.

***Social Security Benefits:*** Administered by the Social Security Administration (SSA) this program provides assistance expediting delivery of checks delayed by the disaster and provides assistance in applying for Social Security disability and survivor benefits. It is available to individuals eligible for Social Security.

**Veterans Benefits:** A program administrated by the Department of Veteran Affairs (VA) providing assistance with information about benefits, pensions, insurance settlements, and VA mortgages. It is also available to help in applying for VA death benefits, pensions, and adjustments to VA-insured home mortgages.

**Consumer Services:** This program is provided through the Florida Department of Consumer Affairs and provides counseling on such consumer problems as product shortages, price gouging, and disreputable business practices.

**Aging Services:** The Florida Department of Elder Affairs is the lead agency for this program that provides services to the elderly such as meals, home care, and transportation. The program is limited to those individuals who are age 60 and older.

**Other Individual Assistance: The Cora Brown Fund:** Although qualification for this fund is rare, the Cora Brown Fund is used when it is shown that a case warrants additional assistance that cannot be met in another way.

## SBA LOANS

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The U.S. SBA provides low-interest loans to businesses of all sizes, private non-profit organizations, homeowners, and renters. SBA disaster loans can be used to repair or replace the following items damaged or destroyed in a declared disaster: real estate, personal property, machinery and equipment, and inventory and business assets. The SBA's network of district offices and resource partners also help businesses to prepare and recover from disasters through a wide range of business related training and counseling.

- A business of any size may be eligible for a loan up to \$2 million for physical damage. A small business, small agricultural cooperative, small business engaged in aquaculture, and most private non-profit organization may be eligible for a loan up to \$2 million for Economic Injury. A small business may apply for the maximum business loan (physical and EIDL) of \$2 million.
- A homeowner may be eligible for up to \$200,000 to repair/replace disaster-damaged primary residence. A homeowner or renter may be eligible for up to \$40,000 to repair/replace damaged personal property.
  - SBA reviews the applicant's credit before conducting an onsite inspection to verify the disaster-damaged losses:
  - An SBA verifier inspects the applicant's disaster damaged property to estimate the total physical losses.
  - SBA's goal is to arrive at a decision on the application within two (2) to three (3) weeks.

## DISASTER RECOVERY CENTERS

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A DRC is a readily accessible facility or mobile office where applicants may go for information about FEMA or other disaster assistance programs, or for questions related to the disaster. The Unmet Needs Unit Leader is the point of contact responsible for connecting disaster survivors into the unmet needs process for both declared and undeclared events. Several local and federal agencies will be co-located under one roof, so applicants will be able to get information on

grants for temporary housing, rental assistance and home repairs along with information on unemployment and legal services. Additionally, residents and businesses will have the opportunity to learn about low-interest loans from the U.S. SBA. Some of the services that a DRC may provide include:

- Access to FEMA disaster assistance programs
- Access to SBA loan programs
- Access to information about rebuilding and repairing property
- Access to Federal, State, and county government programs (e.g., tax assistance, unemployment information, social/human services, etc.)
- As warranted, access to non-governmental or not-for-profit services (e.g., legal and financial counseling)
- As warranted, access to private sector entities that can offer recovery services (e.g., insurance, telephone service, adjusters, etc.)



Palm Beach County EOC, municipal officials, the DEM Director, Operations Section Chief, and the Recovery Branch Director are all responsible for determining if unmet needs of the community warrant the establishment of one or more DRCs. Officials will be encouraged to meet with residents and businesses within their jurisdictions to gauge the initial level of assistance needed. At the request of either the DEM Director, the Recovery Branch Director, the Director of the Department of Housing and Economic Sustainability, County or municipal officials in impacted areas will be asked to identify and suggest locations and facilities (within or near their jurisdiction) that are suitable, usable, and accessible as DRC sites. First preference will be given to public and community buildings. The final list of proposed suitable DRC sites will be determined by the DEM Director in consultation with the Director, Facilities Development and Operations, and recovery considerations.

The County and/or municipalities will be responsible for coordinating the participation of local government, volunteers, NGOs, Community Based organizations, and PNPs. Local resources and programs within the County that may be utilized as information/referral services to support DRC Operations may be found in SOG RC-001 – *Disaster Recovery Centers*. It is the responsibility of Recovery Branch Director and impacted municipalities to provide qualified personnel necessary to staff a Recovery Center Team. The Recovery Branch Director can utilize the EDRP through the Human Resources Unit. DRC teams will support FDEM, FEMA and conduct DRC activities in accordance with PBC, State, and federal requirements.

The Unmet Needs Unit of the Operations Section will coordinate recovery resources and is responsible for assessing, referring, and advocating for those individuals and families that are seeking disaster related assistance not available through insurance, FEMA, or other sources. The Palm Beach County Long-Term Recovery Coalition (LTRC), as Lead Agency and point of contact is responsible for unit oversight and coordination of all unmet needs operations (see SOG RC-001 – *Disaster Recovery Centers*).

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## DISASTER SURVIVOR ASSISTANCE TEAMS

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Disaster Survivor Assistance Teams are an essential part of the outreach program for FEMA. These teams walk the grounds of damaged areas affected by the disaster or incident to visit residences, churches, community organizations, and emergency managers in PBC to provide information about the IA program and possible eligibility for the program during the period of the incident. Other techniques used to reach out to affected residents about the IA program is through FEMA DRCs, contacts with the news media, communication with congressional, state, local officials, and elected representatives, and contact with other disaster recovery organizations operating in the disaster area.

The **Recovery Branch Director** collaborates with FEMA in coordinating these teams and is responsible for:

- Based on needs assessment and damage-assessment surveys, should determine areas that will be targeted for community relations activities. The needs assessment will be used to determine priority neighborhoods for community relations activities.
- Developing lists of key community personnel that should be contacted to assist in information distribution to disaster victims.
- Developing lists of outlets that can be used to distribute disaster-related information, such as civic associations, churches, business associations, public-safety organizations (police and fire), post offices, businesses (e.g., convenience stores, restaurants, malls, grocery stores, banks, etc.), housing facilities (apartments, mobile home parks, etc.) social service organizations, etc.

Disaster Survivor Relations Teams should consider any special factors relating to areas targeted for community relations activities. For example, materials to be distributed may need to be multi-lingual. In addition, when senior citizens are involved, it may be advisable to assign personnel from organizations that provide services to elders, such as ‘Meals On Wheels,’ home healthcare service providers, paratransit service providers, and elder-affairs organizations (see *Palm Beach County Recovery Plan*).

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## MITIGATION FUNDING

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Mitigation funds generally become available through two FEMA grant programs: the 404 Hazard Mitigation Grant Program, and the 406 Mitigation Program.

FEMA’s 404 Program is a post-disaster Hazard Mitigation Grant Program (HMGP) that funds the implementation of mitigation measures that are developed in conformance with the State priorities identified in the “409” plan. The goal of the HMGP is to develop a long-term comprehensive mitigation program. This program is available upon State request and FEMA approval of the State Plan. FEMA staff completes required analyses and coordination. The HMGP funds mitigation projects after a disaster declaration and is the major source for FEMA’s mitigation funding. The HMGP objectives include the identification and implementation of cost-effective mitigation measures that will reduce future losses, the coordination of mitigation needs with existing State and Federal efforts, and the utilization of previous mitigation planning efforts



to maximize the financial opportunities available under the HMGP. The HMGP provides funding for mitigation measures that substantially reduce the risk of future damages.

FEMA's 406 Program is the Public Assistance program that funds the repair of damaged facilities and infrastructure. Under this program, all repairs must conform to applicable codes and standards, and damaged facilities can be improved for mitigation purposes if these proposed measures are technically feasible, cost effective, and environmentally sound. FEMA retains the right to prescribe codes and standards where they are lacking. Each repair must generate a Project Worksheet (PW). This program seeks to ensure that mitigation opportunities are incorporated into infrastructure projects to the greatest extent possible.

## HAZARD MITIGATION

Hazard mitigation under sections 404 and 406 of the Stafford Act is any action taken to reduce or eliminate the long-term risk to human life and property from natural or man-made hazards. While the County is performing repair or restorative work, it should consider mitigation methods that will prevent similar damage in a future event, thereby reducing future damage costs.

Hazard Mitigation is pursued on a project-by-project basis. A positive benefit/cost ratio must exist to ensure that the additional work will be cost effective. Mitigation is accomplished by completing additional work that is beyond the scope of normal repairs and beyond code requirements in order to reduce the vulnerability to future disaster related damages.

Mitigation planning is provided through the PBC LMS and carried out by the LMS Working Group that consists of representatives from all phases of the community including County departments, municipalities, public and private schools and universities, non-profit organizations, and members of the private sector. Day-to-day supervision of the LMS is accomplished through a steering committee appointed by the Working Group and is staffed by the PBC DEM Special Projects Coordinator who is also responsible for working with all local Floodplain Managers to identify damaged structures in Special Flood Hazard Areas (SFHAs).

The LMS contains a full hazard mitigation plan covering virtually any hazard that might occur in South Florida. It also includes numerous recommended mitigation projects and a summary of possible funding sources. Please refer to the *LMS* for more detailed mitigation information.

### Mitigation Assessment

Should PBC be impacted by a disaster deemed to be of national significance, FEMA in conjunction with State and local officials may mobilize a Mitigation Assessment Team (MAT). This team's mission is to conduct on-site qualitative engineering analyses to assess damage to government offices, homes, hospitals, schools, businesses, critical facilities, and other structures and infrastructure. The intent of this assessment would be to determine the causes of structural failures (or successes), and to evaluate the adequacy of local building codes, practices, and construction materials to improve future performance. They also might use the opportunity to review the effectiveness of previous mitigation projects.

The technical make-up of MATs will depend largely on the nature and extent of damage incurred. At the county level, during activations, the Recovery Branch Director will be responsible for coordinating with the Logistics Section to arrange for local personnel, equipment, vehicles, data, and other resources necessary to support MAT assessments. Once staffed and equipped, MAT activities will be closely supported by the Damage Assessment Unit of the Recovery Section under the direction of the Recovery Branch Director. Mitigation assessment activity beyond the activation period will be supported by the DEM staff, Planning, Zoning, and Building officials, and the LMS Steering Committee.

The County Building Official, who is also the County's Floodplain Manager, is a member and active participant within all LMS and CRS Committees, including the LMS Steering Committee, CRS Users Group, Program for Public Information, Flood Mitigation Technical Advisory Committee, and LMS Working Group. This allows the County's floodplain manager to have direct contact with both the day-to-day workings of the LMS and CRS programs, as well as the ability to advise and make recommendations to these committees during and after all-hazards that may affect the County. This person also has the ability to request that the County's CRS Coordinator convene a meeting of the Flood Mitigation Technical Advisory Committee, in which floodplain managers throughout both unincorporated PBC and its 39 municipalities, along with technical experts from both the private and public sectors, can meet to assess risks and vulnerabilities without regard to jurisdictional boundaries, and recommend strategies, plans, and projects for the greater benefit of the whole community. This person, as the County's Building Official, identifies substantially damaged structures post-disaster within the Special Flood Hazard Area (SFHA) and shares information routinely with building officials and floodplain managers countywide within their respective jurisdictions. They also make recommendations to the Program for Public Information in regards to messaging to the owners of those substantially damaged structures within the SFHA and how those residents can rebuild using proven mitigation strategies, as well as enforcement of the PBC Building Code which addresses substantially damaged properties within the SFHA.

## TRANSITION FROM RESPONSE TO RECOVERY

While there is no clear line of differentiation between the Response Phase and the Recovery Phase, there are general activities that begin to occur in recovery that signify a gradual de-escalation of the response phase. When life-saving response operations are concluding, community recovery and redevelopment decisions begin to dominate the focus of all organizations, agencies, and community stakeholders. Command, control, and resource coordination must transition to serve extended disaster survivor needs, to engage in redevelopment and reconstruction activities, and to coordinate with Federal and State governments to manage disaster assistance. A transition of leadership to the recovery organizational framework is necessary to facilitate interdisciplinary coordination of redevelopment issues, the expanded engagement of stakeholders, and public participation in the redevelopment decision-making environment.

The organization chart in Figure 11 details the operational components at the EOC that will begin to demobilize, while recovery components take on a heightened role of importance. The response units that will deactivate at the end of the response phase are shown in a gray-shaded box. The units that will remain active and/or will transform to a broader post-disaster recovery role remain fully colored.

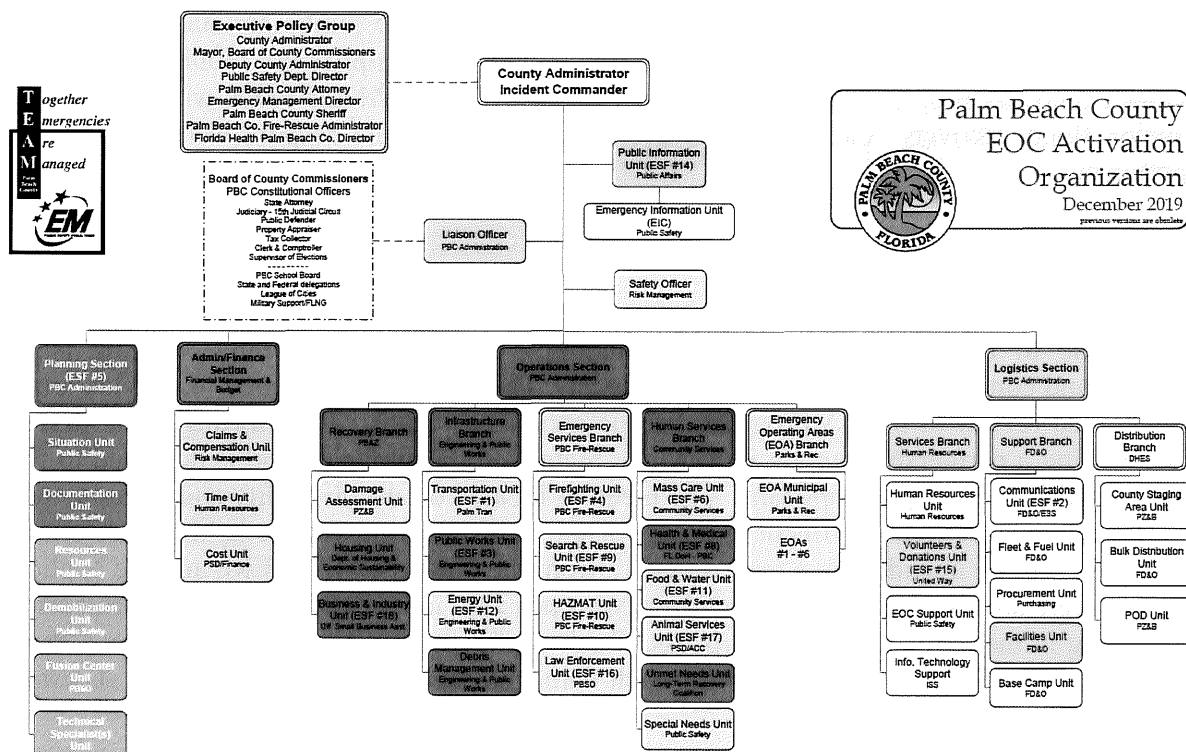


Figure 11: Phased EOC Demobilization

The EOC's Emergency Services Branch, Human Services Branch, and EOAs deactivate immediate, life-saving response units, while simultaneously refocusing the activities of other units to support long-term, community recovery efforts.

### **Applicants' Briefing**

The first step in the recovery process following a declared disaster is to schedule an Applicants' Briefing; the Applicants' Briefing marks the transition from response to recovery. The Applicants' Briefing is conducted by a representative of the State for all potential applicants for public assistance grants. At the Applicants' Briefing, all parties are informed of the eligibility requirements, application procedures, administrative requirements, funding, and program eligibility criteria to receive federal and State assistance. PBC DEM will endeavor to notify as many potential applicants as possible including advertising the applicant briefing in local newspapers. Potential applicants include State and County departments, municipalities, Indian tribes, and certain PNP organizations. A list of most potential applicants is included in the appendix of the LMS. All applicants who believe they may be eligible will be asked to prepare a Request for Public Assistance (FEMA Form 90-49).

Following the Applicants' Briefing, the PBC DEM assumes the primary responsibility for coordinating the County's activities required by the Public Assistance Program, including oversight of Project Worksheets and grants management. The FEMA Liaison Officer at FEMA Coordinating Office is responsible for the implementation of the public assistance process and oversees all administrative procedures. All contract and work-in-progress monitoring of public assistance recovery projects is the responsibility of the PSD's DEM and FDO, with the exception of major flood recovery and mitigation projects, which are the responsibility of the ERM Department.

### **Recovery Scoping Meeting**

The State of Florida and/or FEMA then issues a determination as to whether an applicant is, in fact, eligible to receive public assistance funding. A Recovery Scoping Meeting is then scheduled and conducted by the PAC Crew Leader. The meeting is designed to provide a much more detailed review of the PA Program and the applicant's needs. The meeting is the first step in establishing a partnership among FEMA, the State, and the applicant and is designed to focus on the specific needs of that applicant. The meeting focuses on the eligibility and documentation requirements that are most pertinent to an applicant. This meeting will be held at a determined location and will be attended by a representative from the State, FEMA, DEM, and the applicant. Potential applicants are responsible for identifying possible infrastructure recovery projects and participating in the public assistance process. Each applicant deemed eligible prepares a Project Worksheet (PW) (FEMA form 90-91) for each damaged facility (see *FEMA Public Assistance Digest FEMA 321*).

### **Recovery Operations Center**

Palm Beach County will establish a ROC after a major disaster event that coordinates long-term recovery and redevelopment activities and serves as the long-term coordination point for the variety of stakeholders involved. The ROC is activated by the County Administrator and is

managed by the Recovery Executive Policy Group. The ROC will be activated at a site determined available and appropriate by the Director of the Facilities Development and Operations Department. The ROC represents the central point of coordination for all long-term recovery operations and implementation of the PDRP including coordination with the Disaster Field Office (DFO). Activation of this center allows the EOC to maintain operational readiness for future disasters. The details of the ROC are outlined in the *Palm Beach County Recovery Plan*.

The ROC provides the ability for recovery organizations to engage in uninterrupted, integrated planning, and long-term coordination of resources and personnel, while maintaining centralized control of post-disaster redevelopment operations. The ROC will augment and decrease the personnel required to support recovery operations. A catastrophic-level disaster will require the coordination of all local, State, and Federal stakeholders, while a lesser disaster may require only specific recovery components to address community recovery needs.

The PBC *Recovery Plan* details an organizational framework that transitions the PBC EOC personnel into a recovery function-focused organizational framework assigned to the ROC. The primary position responsible for providing and coordinating recovery activities for the County is the Deputy County Administrator. The ROC Organizational Structure is depicted in the *Recovery Operations Center Organizational Structure* in Figure 12 below.

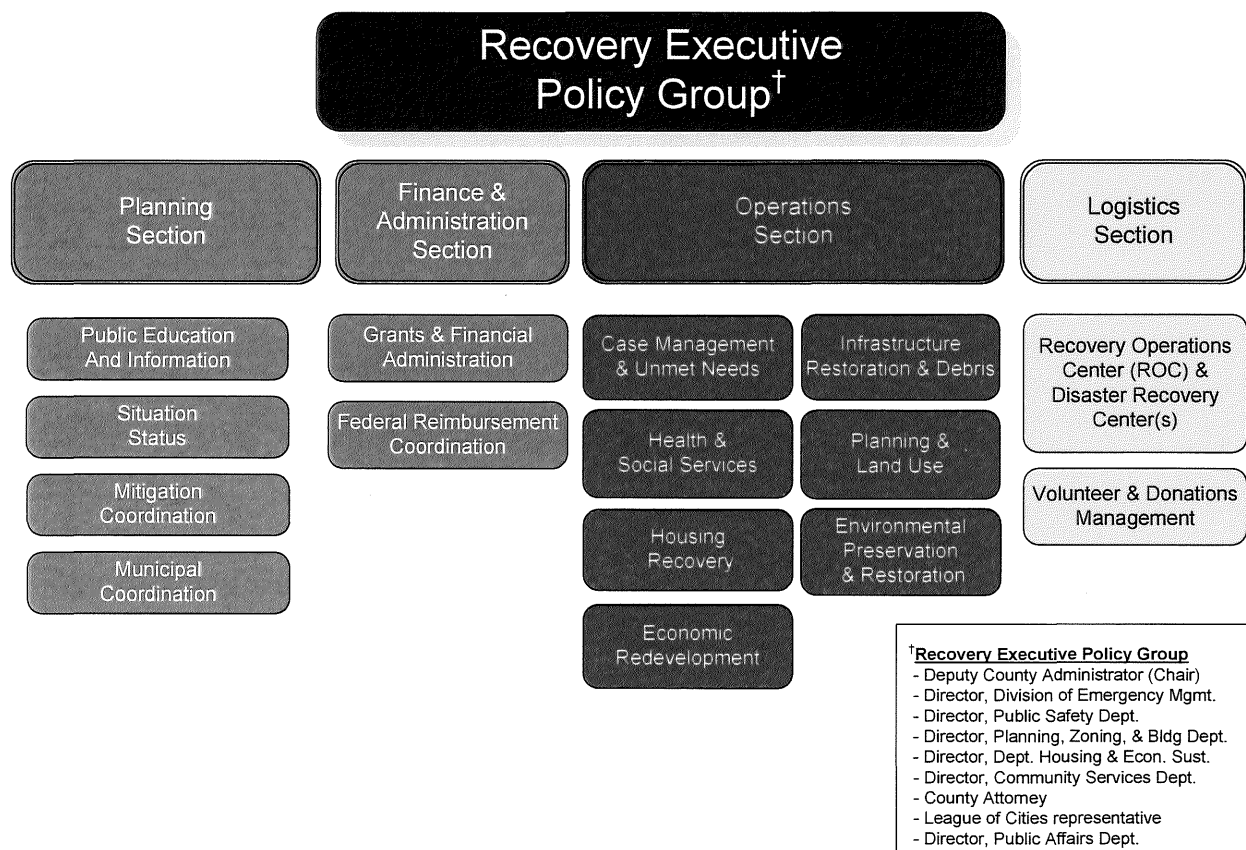


Figure 12: Recovery Operations Center Organizational Chart

The Recovery Executive Policy Group is chaired by the PBC Deputy County Administrator, who activates this Committee. The Chair has the ultimate authority on recovery-operations decisions. In addition, the Chair is responsible for coordinating all recovery activities, providing liaison activities with the BCC, municipal jurisdictions, and special districts within the County, the Disaster/Joint Field Office, and State Recovery Staff. All Recovery Executive Policy Group members, personnel within the ROC, and personnel within the field supporting recovery operations, are under the authority of the Chair and will receive policy guidance through the Recovery Executive Policy Group until the *Post-Disaster Redevelopment Plan* is deactivated.

## PROJECT WORKSHEET

The PW consists of a scope of work necessary to return the facility to its pre-disaster condition and, an estimate of the cost to do so (see *44 CFR 206*). Each PW submitted is then validated by a representative from FEMA and/or from the State.

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## LONG TERM RECOVERY PHASE

Long-term recovery is defined as the point at which repairs are permanent rather than temporary. After the basic essentials are restored and victims have returned to their homes or other permanent housing, the neighborhood must rebuild the infrastructure and economy to at least a pre-event level. Activities include demolition of dangerously damaged structures, debris removal, repair or reconstruction of water and sewer systems, roads, bridges, and other public facilities, as well as the repair or reconstruction of private property.

Long-term recovery is extensively addressed in the Post Disaster Redevelopment and the Recovery plans (see *Post Disaster Redevelopment Plan* and *Recovery Plan*).

## ACRONYMS

ARC	American Red Cross
AAR	After Action Report
ACC	Animal Care and Control, Palm Beach County
ARC	American Red Cross
BCC	Board of County Commissioners
bDART	Business Damage Reporting Tool
CEMP	Comprehensive Emergency Management Plan
COOP	Continuity of Operations Plan
CPI	Consumer Price Index
CRS	Community Rating System
CSA	County Staging Area
CWP	County Warning Point, Division of Emergency Management
DEM	Division of Emergency Management
DFO	Disaster Field Office
DISC	Digital Information Support Center
DOH	Department of Health
DOH-PBC	[Florida] Department of Health in Palm Beach County
DRC	Disaster Recovery Center
EM	Emergency Management
EMS	Emergency Medical Services
EOA	Emergency Operating Areas
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPG	Executive Policy Group
ERM	Environmental Resources Management, Palm Beach County
FAC	Florida Administrative Code
FDEM	Florida Division of Emergency Management
FDOH	Florida Department of Health
FEPA	Florida Emergency Preparedness Association
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Material(s)
HSP	Hazard Specific Plan
IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IDA	Initial Damage Assessment
iDART	Individual Damage Reporting Tool
IP	Improvement Plan
ISP	Incident Support Plan
ISS	Information Systems Services Department, Palm Beach County
KI	Potassium Iodide
LEPC	Local Emergency Planning Committee or Law Enforcement Planning Council



LMS	Local Mitigation Strategy
LTRC	Long-Term Recovery Coalition
MAT	Mitigation Assessment Team
MHz	Megahertz
MYTEP	Multi-Year Training and Exercise Plan
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
PA	Public Assistance
PAC	Public Assistance Coordinator
PBC	Palm Beach County
PBCFC	Palm Beach County Fusion Center (PBSO)
PDA	Preliminary Damage Assessment
PDRP	Post Disaster Redevelopment Plan
PIO	Public Information Officer
PIU	Public Information Unit
PNP	Private Non-Profit or Private Not-for-Profit
POD	Point of Distribution
PSD	Public Safety Department, Palm Beach County
PZ&B	Planning, Zoning and Building Department, Palm Beach County
REP	Radiological Emergency Preparedness
RIA	Rapid Impact Assessment
ROC	Recovery Operations Center
SBA	Small Business Administration, U.S.
SEOC	State Emergency Operations Center
SitRep	Situation Report
SOG	Standard Operating Guide
SpNS	Special Needs Shelter
UASI	Urban Area Security Initiative
UC	Unified Command
VA	Veteran's Affairs, U.S.

## GLOSSARY

<b>Activation</b>	When the CEMP has been implemented whether in whole or in part. Also, applies to activating the Emergency Operations Center.
<b>After-Action Report (AAR)</b>	A method of identifying and tracking correction of important problems and carrying out best work practices in an operation or exercise after it has been completed. An AAR may be structured to contain statements of Lessons Learned and recommended changes in plans, training, and resources.
<b>Applicant</b>	A State agency, local government, Indian Tribe, Alaskan Native tribal government, or eligible Private Nonprofit Organization who submits a request for disaster assistance under the State's disaster declaration.
<b>Blue Skies</b>	A colloquialism used to describe normal day-to-day operations for the DEM and EOC stakeholders. Blue sky conditions are when the Emergency Operations Center is not activated, and there are no declarations and no disasters being monitored. Blue skies can also describe normal operational activities that are carried on that are not emergency specific or related to a particular event
<b>Catastrophic Disaster</b>	An event that results in large numbers of deaths and injuries; causes extensive damage or destruction of facilities that provide and sustain human needs; produces an overwhelming demand on State and local response resources and mechanisms; causes a severe long-term effect on general economic activity; and severely affects State, local, and private sector capabilities to begin and sustain response activities.
<b>CBRNE</b>	Mnemonic. There are five classes of Weapons of Mass Destruction (WMD) defined by the Interagency Board (IAB) for Equipment Standardization and Interoperability: Chemical, Biological, Radiological, Nuclear, and high yield or enhanced Explosives.
<b>CEMP</b>	A CEMP contains policies, authorities, concept of operations, legal constraints, responsibilities, and emergency functions to be performed. Agency and departmental response plans, responder Standard Operating Procedures (SOPs), and specific incident action plans are developed from this strategic document.
<b>Checklist</b>	Written (or computerized) enumeration of actions to be taken by an individual or department, meant to aid memory rather than provide detailed instruction.
<b>Community Rating System (CRS)</b>	A FEMA initiative, established under the NFIP, to recognize and reward communities that have implemented floodplain management measures beyond the minimum required by NFIP regulations. Under the CRS, those communities that choose to participate voluntarily may reduce the flood insurance premium rates for property owners in the community by taking these additional actions.
<b>Consequence Management</b>	Measures to protect public health and safety, restore essential services and provide emergency relief to business and individuals affected by the consequences of a crisis, such as an act of terrorism.
<b>COOP</b>	Continuity of Operations Planning. The internal efforts of an agency or other entity, public or private, to assure continuance of its minimum essential functions across a wide range of potential emergencies, to include localized acts of nature, accidents, technological and/or attack-related emergencies.

<b>Crisis Management</b>	Measures to identify, acquire, and plan the use of resources needed to anticipate, prevent, and/or resolve a crisis or an act of terrorism.
<b>Damage Assessment</b>	The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and the status of key facilities and services such as hospitals and other health care facilities, fire and police stations, communications networks, water and sanitation systems, utilities, and transportation networks resulting from a human-generated or natural disaster.
<b>Debris</b>	Scattered items and materials either broken, destroyed, or displaced by a natural or human-generated disaster. Examples include trees and other vegetative material, construction and demolition material, and personal property.
<b>Debris Clearance</b>	Clearing the major road arteries by pushing debris to the roadside to accommodate emergency traffic.
<b>Debris Removal</b>	Picking up debris and taking it to a temporary storage site or permanent landfill.
<b>Declaration</b>	The formal action by the President to make a State eligible for major disaster or emergency assistance under the Robert T. Stafford Relief and Emergency Assistance Act, Public Law 93-288, as amended.
<b>Department of Homeland Security (DHS)</b>	A Federal agency, of which FEMA is a part that is charged with ensuring the safety of the United States and its population. DHS is a cabinet level agency of the U.S. Government. The Secretary of DHS is in the top tier of the several members of the President's cabinet, along with the Secretary of State, the Secretary of the Treasury, the Secretary of Defense, and the Attorney General.
<b>Destroyed</b>	A classification for an item or building that is a total loss or is damaged to the extent that it is not usable and not economically repairable. Used by FEMA in damage assessments.
<b>Disaster</b>	Any occurrence of widespread or severe damage, injury, or loss of life or property resulting from a natural, technological, or manmade incident, including but not limited to explosion, fire, flood, high water, hostile actions, hurricanes, mudslide, storms, tidal wave, tornado, wind-driven water, or other disasters. An event in which a community or organization undergoes severe danger and incurs, or is threatened to incur, such losses to persons and/or property that the resources available are exceeded.
<b>Disaster Field Office</b>	The office established in or near the designated area of a Presidentially declared major disaster to support Federal and State response and recovery operations. The DFO houses the FCO and ERT, and where possible, the SCO and support staff.

**Disaster Medical Assistance Team (DMAT)**

A DMAT consists of professional and paraprofessional medical personnel, supported by logistical and administrative staff, to provide emergency medical care. DMATs are assigned, on request of state and local authorities, to supplement local medical capacity in major disasters and mass casualty incidents. DMAT duties include triage, austere medical care, and preparing patients for evacuation. DMATs operate under the U.S. Public Health Service (USPHS), which is a part of the Department of Health and Human Services (HHS). Specialized teams handle burns, pediatrics, crush injuries, surgery, mental health and incidents involving weapons of mass destruction. DMAT members are compensated as part-time federal employees. Relates to National Disaster Medical System (NDMS, q.v.) and Disaster Mortuary Team (DMORT, q.v.).

**Disaster Recovery Center**

Places established in the area of a Presidentially declared major disaster, as soon as practicable, to provide victims the opportunity to apply in person for assistance and/or obtain information relating to that assistance. DRCs are staffed by local, State, and Federal agency representatives, as well as staff from volunteer organizations (e.g., the ARC).

**EMAC**

Emergency Management Assistance Compact. A legally binding mutual aid agreement and partnership between states that allows them to assist one another during emergencies and disasters.

**Emergency**

The term "emergency" shall mean any occurrence, or threat thereof, whether accidental, natural, or caused by man, in war or in peace, which results or may result in substantial injury or harm to the population or substantial damage to or loss of property. It is an unexpected situation or event, which places life and/or property in danger and requires an immediate response to protect life and property. Examples of an emergency may include fires; explosions; chemical, biological, environmental, and radiation incidents; bomb threats; civil disturbances; medical emergencies; natural disasters; structural failures; and accidental or human-generated disasters. Any aircraft crash, hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, mudslide, drought, fire, explosion, or other catastrophe, which requires emergency assistance to save lives and protect public health and safety or to avert or lessen the threat of a major disaster.

**Emergency Management**

The preparation for and carrying out of all emergency functions, other than military functions, to minimize injury and to repair damage resulting from disasters caused by fire, flood, storm, or other natural causes, or by technological events, or by enemy attack, sabotage, or other hostile action, and to provide support for rescue operations for persons and property in distress and for humanitarian aid. Emergency management includes mitigation against, preparedness for, response to, and recovery from disasters or emergencies.

**Emergency Management Performance Grants (EMPG)**

EMPG helps state and local emergency managers develop, maintain and improve emergency management capabilities and key components of a comprehensive national emergency management system for all hazards. Through this grants program, FEMA provides states a flexibility to allocate funds according to risk and to address the most urgent state and local needs in disaster mitigation, preparedness, response, and recovery. Working within standard federal government grant administration, EMPG provides support for state and local governments to achieve measurable results in key functional areas of emergency management.

<b>Emergency Operations Center (EOC)</b>	A pre-defined physical location from which management officials exercise direction and control in an emergency or disaster. It is equipped and staffed to provide support in coordinating and guiding emergency/disaster operations. EOCs are activated on an as-needed basis. Can be internal or external to a facility, with a secondary site defined in case the primary site is rendered unusable.
<b>Emergency Support Function (ESF)</b>	A functional area of response activity established to facilitate the delivery of disaster assistance required during the immediate response phase of an incident in order to save lives, protect property and public health, and to maintain public safety. ESFs represent those types of disaster assistance which will most likely be needed because of the impact of a catastrophic or significant disaster and response capabilities, or because of the specialized or unique nature of the assistance required. ESF missions are designed to mirror State and federal response efforts.
<b>Emergency Work</b>	That work which must be done immediately to save lives and to protect improved property, public health and safety, or to avert or lessen the threat of a major disaster. Emergency work frequently includes clearance and removal of debris and temporary restoration of essential public facilities and services, (Category A-B).
<b>Emergency, State of</b>	A condition during which special precautions/actions will be necessary in order to adequately safeguard property and the health and lives of people within a community or organization.
<b>Evacuation</b>	Organized, phased, and supervised dispersal of people from dangerous or potentially dangerous areas.
<b>Evacuees</b>	All persons removed or moving from areas threatened or struck by a disaster.
<b>Exercise</b>	A simulated emergency condition involving planning, preparation, and execution; carried out for the purpose of testing, evaluating, planning, developing, training, and/or demonstrating emergency management systems and individual components and capabilities, to identify areas of strength and weakness for improvement of the CEMP.
<b>Facility</b>	Any publicly or privately owned building, works, system, or equipment, built or manufactured, or an improved and maintained natural feature. Land used for agricultural purposes is not a facility.
<b>Federal Coordinating Officer (FCO)</b>	To coordinate federal efforts, the Federal Emergency Management Agency (FEMA, q.v.) recommends and the President appoints a Federal Coordinating Officer (FCO) for each state that is affected by a disaster. The FCO and the state response team set up a DFO near the disaster scene.

<b>Federal Emergency Management Agency (FEMA)</b>	FEMA plays a multi-faceted central role in the national disaster program in terms of preparedness, response, recovery and mitigation by federal, state and local governments, commerce and industry, individuals and families, and non-governmental organizations. FEMA leads the effort to prepare the nation for all hazards and effectively manage federal response and recovery efforts following any national incident. FEMA also initiates proactive mitigation activities, trains first responders, and manages the Citizen Corps, the National Flood Insurance Program and the U.S. Fire Administration. FEMA is a part of the Directorate of Emergency Preparedness and Response (EPR, q.v.) which, in turn, is a major component of the DHS.
<b>Final Debris Disposal</b>	Placing mixed debris and/or residue from volume reduction operations into an approved landfill.
<b>Flood</b>	A general and temporary condition of partial or complete inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.
<b>Flood Insurance Rate Map (FIRM)</b>	The insurance and floodplain management map produced by FEMA that identifies, based on detailed or approximate analyses, the areas subject to flooding during a 1-percent-annual-chance flood event in a community. Flood insurance risk zones, which are used to compute actuarial flood insurance rates, also are shown. In areas studied by detailed analyses, the FIRM shows BFEs to reflect the elevations of the 1-percent-annual-chance flood. For many communities, when detailed analyses are performed, the FIRM also may show areas inundated by 0.2-percent-annual-chance flood and regulatory floodway areas.
<b>Floodplain</b>	A land area that is susceptible to being inundated by water from any source.
<b>Floodplain Management</b>	The operation of a program of corrective and preventative measures for reducing flood damage, including, but not limited to, emergency preparedness plans, flood control works, and floodplain management regulations.
<b>Geographic Information System (GIS)</b>	GIS hardware and software provide the ability to analyze and present data in the form of maps and data reports. Specifically, GIS products support situation reporting, damage prediction, estimation and assessment, resource management, information exchange, situation analyses and operating center displays.
<b>Grantee</b>	The state or tribal agency that is eligible to receive federal dollars in a Presidential Disaster.
<b>Gray Skies</b>	A colloquialism used to describe operations that are not normal or day-to-day operations for the DEM or the EOC. Gray sky conditions are when the Emergency Operations Center is partially or fully activated, and there may be an active declaration or State of Emergency.

<b>Hazard</b>	A situation or condition that presents the potential for causing damage to life, property, and/or the environment an event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural loss, damage to the environment, interruption of business, or other types of harm or loss. May be biological, chemical, or physical agents capable of causing adverse health effects or property damage given a particular environment or location.
<b>Hazard Mitigation</b>	Any action taken to reduce or eliminate the long-term risk to human life and property from hazards. The term is sometimes used in a stricter sense to mean cost-effective measures to reduce the potential for damage to a facility or facilities from a disaster event.
<b>Hazard Mitigation Grant Program (HMGP)</b>	The program, authorized under Section 404 of the Stafford Act, under which FEMA provides grants to state and local governments to implement long-term hazard mitigation measures after a presidential disaster declaration. The purpose of the HMGP is to reduce the loss of life and property due to natural disasters and to enable implementation of mitigation measures during the immediate recovery from a presidentially declared disaster. Federal government may contribute up to 75 percent of the cost of hazard mitigation measures which the President has determined are cost-effective and which substantially reduce the risk of future damage, hardship, loss, or suffering in any area affected by major disaster.
<b>Hazard Specific Plan (HSP)</b>	Plans that serve as the basis for effective response to any specific threatening hazard and facilitating integration of mitigation into response and recovery activities. It also outlines the responsibilities unique to the specific hazard.
<b>Hazard Vulnerability Analysis (HVA)</b>	A structured approach to assist in evaluating potential adverse events or conditions that could disrupt an organization's operation. Identify, evaluate, and prioritize events that could significantly affect the need for the facility's services or its ability to provide those services. Each potential event is evaluated in each of three categories: probability (of occurrence), risk (severity/impact), and preparedness and assigned a numerical score that rank orders events needing organization focus and resources for emergency planning.
<b>Hazardous Material</b>	Material and products from institutional, commercial, recreational, industrial and agricultural sources that contain certain chemicals with one or more of the following characteristics, as defined by the Environmental Protection Agency: 1) toxic, 2) flammable, 3) corrosive; and/or 4) reactive, and requires special care in handling because of the hazards posed to public health, safety, and/or the environment.
<b>Homeland Security</b>	The prevention of terrorist acts, the reduction in the consequences of those events on people and property, and the response and recovery from those terrorist events.
<b>Homeland Security Advisory System</b>	HSAS is a five-level, color-coded alert warning system based on classified intelligence indicators for national use to announce the risk of terrorist attack. Local, state and federal authorities take preplanned actions, at some expense, for each threat alert condition with a major focus on critical infrastructure protection.

<b>Hurricane</b>	A tropical cyclone in which the maximum sustained surface wind (using the U.S. 1-minute average) is 64 kt (74 mph) or more. The term “hurricane” is used for Northern Hemisphere tropical cyclones east of the International Dateline to the Greenwich Meridian. The term “typhoon” is used for Pacific tropical cyclones north of the Equator west of the International Dateline.
<b>Hurricane Advisory</b>	Official information issued by tropical cyclone warning centers describing all tropical cyclone watches and warnings in effect along with details concerning tropical cyclone locations, intensity and movement, and precautions that should be taken. Advisories are also issued to describe: (a) tropical cyclones prior to issuance of watches and warnings and (b) subtropical cyclones.
<b>Hurricane Warning</b>	A warning that sustained winds of 64 kts (i.e., 74 mph) or higher associated with a hurricane are expected in a specified coastal area in 36 hours or less. A hurricane warning can remain in effect when dangerously high water or a combination of dangerously high water and exceptionally high waves continue, even though winds may be less than hurricane force.
<b>Hurricane Watch</b>	An announcement for specific coastal areas that hurricane conditions are possible within 48 hours.
<b>Incident</b>	A definite and separate occurrence. Usually a minor event or condition that is a result of a human error, technical failure, or environmental condition. An incident or event typically interrupts normal activities. Note incidents may or may not lead to accidents, events, or disasters.
<b>Incident Action Plan (IAP)</b>	An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It should generally include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.
<b>Incident Command System (ICS)</b>	A standardized organizational structure used to command, control, and coordinate the use of resources and personnel that have responded to the scene of an emergency. The concepts and principles for ICS include common terminology, modular organization, integrated communication, unified command structure, consolidated action plan, manageable span of control, designated incident facilities, plain English, and comprehensive resource management.
<b>Incident Commander (IC)</b>	Under the ICS, the person assigned to have overall charge of the response to an incident.
<b>Incident Objectives</b>	Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.
<b>Individual Assistance (IA)</b>	Financial or other aid provided to private citizens to help alleviate hardship and suffering, and intended to facilitate resumption of their normal way of life prior to disaster.



<b>Initial Damage Assessment (IDA)</b>	A rapid survey performed immediately post-impact, usually by first-responders, in order to determine the impact and magnitude of damage caused by the disaster and the resulting <i>initial</i> needs of the community. The IDA is typically a mere estimate – it's purpose is to quickly identify needed resources and mobilize them, as well as to assess the magnitude of the disaster in order to <u>consider</u> pursuit of a declaration. A more comprehensive assessment, the Preliminary Damage Assessment, will follow.
<b>Interoperability</b>	The ability of systems, units, or agencies to provide services to and accept services from other systems, units or agencies and to use the services so exchanged to enable them to work effectively together.
<b>Job Aids</b>	Store and make accessible information, processes or perspective so each position can complete specific tasks. They specify how to get the job done and act as memory joggers. Job Aids help people manage vast quantities of information. They often consist of steps, worksheets, lists, decision tables, maps and illustrations that help people accomplish their work.
<b>Kickoff Meeting</b>	The initial meeting between an applicant and the Public Assistance Coordinator. At this working session, the applicant turns in a list of damages and receives comprehensive information about the Public Assistance program and detailed guidance for their specific circumstances.
<b>Lead Agency</b>	The PBC CEMP assigns lead responsibilities to agencies and personnel to coordinate sections, branches, units or emergency support functions (ESFs). Lead agencies are designated because either they have a statutory responsibility to perform such function, or through its programmatic or regulatory responsibilities, the agency may have developed the necessary expertise to lead the group or function. In some cases, a portion of the agency's day-to-day mission is very similar to the mission of the group/function; therefore, the skills required to respond in a disaster can be immediately translated from the daily business of that agency. A lead agency is an agency or organization with significant authorities, roles, resources, or capabilities for a particular incident management function. The lead agency is the entity with management oversight for that particular Branch/Unit/ESF. The lead agency has ongoing responsibilities throughout the preparedness, response, and short-term recovery phases of incident management.
<b>Liaison/ Liaison Officer</b>	An agent or representative. Typically an agency official sent to another agency to facilitate interagency communications and coordination. Liaison and Liaison Officer are sometimes used interchangeably. Under NIMS the term for the person on the Command Staff is Liaison Officer. For emergency exercises and in disasters, a number of liaisons from other agencies, commerce and industry, various non-governmental organizations, jurisdictions, and other parties should be assigned to (or seated or present) and in direct communication with EOCs to meet the need for linkages for effective strategy and use of resources in an incident.
<b>Logistics</b>	The procurement, maintenance, distribution, and transportation of material, facilities, services and personnel.

<b>Multiagency Coordination (MACS) System</b>	A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. Multiagency Coordination Systems assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.
<b>Major Damage</b>	This term is used by the Federal Emergency Management Agency (FEMA) to categorize an item or a building that has been damaged to the extent that it is no longer usable and may be returned to service only with extensive repairs.
<b>Major Disaster</b>	As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122): “Major disaster means any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami...mudslide, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby”.
<b>Mass Care</b>	The actions that are taken to protect evacuees and other disaster victims from the effects of the disaster. Activities include providing temporary shelter, food, medical care, clothing, and other essential life support needs to those people that have been displaced from their homes because of a disaster or threatened disaster.
<b>Mutual Aid</b>	As between two or more entities, public and/or private, the pre-arranged rendering of services in terms of human and materiel resources when essential resources of one party are not adequate to meet the needs of a disaster or other emergency.
<b>Mutual Aid Agreement (MAA)</b>	A written understanding between two or more entities obligating assistance during a disaster.
<b>National Incident Management System (NIMS)</b>	As the operational arm of the National Response Plan, NIMS provides a consistent nationwide approach for governments at all levels, commerce and industry, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity. To provide for interoperability and compatibility among governmental and private sector capabilities, NIMS includes: a core set of concepts, principles, terminology, and technologies covering the ICS; multi-agency coordination systems (MACS); unified command; training; identification and management of resources (including systems for classifying types of resources); personnel qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.
<b>National Response Framework (NRF)</b>	The NRF is a guide to how the Nation responds to all types of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in NIMS to align key roles and responsibilities across the Nation.
<b>Organization Chart</b>	A diagram representative of the hierarchy of an organization's personnel; also known as a Table of Organization (“TO”).

<b>POD</b>	Point of Dispensing, or Point of Distribution. Under a disaster response plan, POD identifies a location, facility or agency assigned to dispense/distribute disaster response resources such as water, ice, food supplies, prophylaxis, etc.
<b>Post-Disaster Redevelopment Plan</b>	A plan that is required for coastal communities under Section 9J-5.012(3)(b)(8) of the Florida Administrative Code, and encouraged for inland communities by Section 163.3177(7)(I), Florida Statutes. The purpose of the plan is to act as a single source reference for guiding decision-making and action during the difficult post-disaster recovery period, as well as detailing actions that can be taken before a disaster strikes to speed the recovery process. It focuses heavily on major disasters, addressing issues having long-term implications such as long-term recovery, reconstruction and economic redevelopment.
<b>Preliminary Damage Assessment (PDA)</b>	A mechanism used to determine the impact and magnitude of damage and the resulting unmet needs of individuals, businesses, the public sector, and the community as a whole. Information collected is used by the State as a basis for the Governor's request for a Presidential declaration, and by FEMA to document the recommendation made to the President in response to the Governor's request. PDAs are made by at least one State and one Federal representative. A local Tribal representative familiar with the extent and location of damage in the community often participates; other State and Federal agencies and voluntary relief organizations also may be asked to participate, as needed.
<b>Primary Agency</b>	The County Administrator may designate an entity to serve as the primary agency for each specific incident to provide guidance to the EPG, based on the hazard, circumstances, magnitude, location, and/or specifics of an incident. A primary agency may be designated because it either has a statutory responsibility to respond to such hazard, or through its programmatic or regulatory responsibilities, the agency may have developed the necessary expertise to guide the EOC throughout the response and recovery. The primary agency may provide a spokesperson(s) for press briefings, technical specialists, other trained personnel, resources, or capabilities to advise the EPG, in order to facilitate effective operational priorities and response activities. The designation of a primary agency does not in any way abrogate the statutory authority, function, and responsibilities of the EOC, County Administrator, and DEM outlined in §252, F.S. or County ordinance. A primary agency differs from a "lead agency," as the primary agency designation is relative to the incident at hand. Lead agencies have long-term roles and responsibilities.
<b>Private Nonprofit Organization (PNP)</b>	Any non-governmental agency or entity that currently has either an effective ruling letter from the U.S. Internal Revenue Service granting tax exemption or satisfactory evidence from the state that the non-revenue producing organization or entity is a nonprofit one organized or operating under state law.
<b>Project Worksheet (PW)</b>	Form used to document the damage and develop the scope of work for repair of a damage site.
<b>Public Assistance (PA)</b>	Supplementary federal assistance provided under the Stafford Act to State and local governments or certain private, nonprofit organizations other than assistance for the direct benefit of individuals and families.
<b>Public Assistance Coordinator (PAC)</b>	An emergency management employee who is responsible for providing continuity of service to an applicant in the Public Assistance program.

<b>Public Information Officer (PIO)</b>	A Federal, State, local government, or Tribal official responsible for preparing and coordinating the dissemination of emergency public information.
<b>Public Information Unit (PIU)</b>	A central point of contact for all news media near the scene of a large-scale disaster. News media representatives are kept informed of activities and events by public information officials who represent all participating Federal, State, and local agencies that are collocated at the PIU.
<b>Radiological Emergency Preparedness (REP)</b>	REP is a program of the Federal Emergency Management Agency (FEMA) for public health and safety around nuclear power plants in the event of a nuclear power plant incident, and for public information and education about radiological emergency preparedness. The REP program covers only "off-site" activities, that is State and local government emergency preparedness that takes place outside the nuclear power plant boundaries. On-site activities are the duty of the Nuclear Regulatory Commission (NRC). The Office of National Preparedness (ONP, q.v.) is FEMA's administrative entity.
<b>Recovery</b>	The long-term activities beyond the initial crisis period and emergency response phase of disaster operations that focus on returning all systems in the community to a normal status or to reconstitute these systems to a new condition that is less vulnerable.
<b>Resource Management</b>	Those actions taken by a Tribe to: identify sources and obtain resources needed to support disaster response activities; coordinate the supply, allocation, distribution, and delivery of resources so that they arrive where and when most needed; and maintain accountability for the resources used.
<b>Resources</b>	Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.
<b>Response</b>	Emergency response activities are conducted during the time period that begins with the detection of the event and ends with the stabilization of the situation following impact. These efforts work to minimize the risks created in an emergency by protecting the people, the environment, and property, and also work to return the scene to normal pre-emergency conditions. Activities typically also include the reaction to an incident or emergency to assess the damage or impact and to ascertain the level of containment and control activity required. In addition to addressing matters of life safety, response also addresses the policies, procedures, and actions to be followed in the event of an emergency.
<b>Saffir-Simpson Hurricane Damage Potential Scale</b>	A scale that measures hurricane intensity, developed by Herbert Saffir and Robert Simpson. The Scale is a 1-5 rating based on the hurricane's present intensity. This is used to give an estimate of the potential property damage and flooding expected along the coast from a hurricane landfall. Wind speed is the determining factor in the scale, as storm surge values are highly dependent on the slope of the continental shelf and the shape of the coastline, in the landfall region. Note that all winds are using the U.S. 1-minute average.

<b>Section</b>	The organizational level having responsibility for a major functional area of incident management, (e.g., Operations, Planning, Logistics, and Finance/Administration). The section is organizationally situated between the branch and the Incident Command.
<b>Section Coordinating Procedure</b>	Details by Section, the lead, participating, and coordinating entities and their roles and responsibilities during the four phases of emergency management. These procedures outline specific tasks that are standard to all County departments/divisions, municipalities, and partner agencies despite the hazard. The Section Coordinating Procedure includes job aids for each position within the Section and detail the specific tasks each position must complete during each operational period at the EOC.
<b>Significant Event</b>	An event that is important for Emergency Management and/or partnering agencies to have knowledge of that may have an impact on agency tactics and/or operations.
<b>Shadow Evacuation</b>	The voluntary evacuation of people from areas outside a declared evacuation area. Shadow evacuees can congest roadways and inhibit the egress of those evacuating from an area at risk..
<b>Stafford Act</b>	The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended.
<b>Staging Area</b>	A temporary site, often outside of but proximate to a disaster area, for the gathering, assembly and subsequent dispatch and movement of essential human and/or material resources to specific operational functions and arenas. In a particular disaster there may be many staging areas, each serving special needs. Preferred sites have well-functioning transportation and communication facilities as well as nearby accommodations for site staffs. Sometimes known as Logistical Staging Area.
<b>Standard Operating Guide (SOGs)</b>	Guidelines that are agency-specific and utilized by that agency to accomplish the functions, missions, or activities outlined by corresponding HSPs or Coordinating Procedures.
<b>Statewide Mutual Aid Agreement</b>	A document, that when executed, provides political subdivisions of the State of Florida who become a party to the agreement are authorized under Chapter 252, Florida Statutes, to request, offer or provide assistance to any other signatory to the agreement if authorized by the State Emergency Response Commission (SERC).
<b>Storm Surge</b>	The high and forceful dome of wind-driven rising tidal waters sweeping along the coastline accompanying a hurricane or other intense storm, and whose height is the difference between the observed level of the sea surface and the level that would have occurred in the absence of the cyclone. Storm surge is usually estimated by subtracting the normal or astronomic high tide from the observed storm tide, and in South Florida, can be as much as 25 feet.
<b>Support Agency</b>	Those entities with specific capabilities or resources that are designated to assist a specific lead agency in executing the mission of the Unit/ESF. Support agencies have applicable resources, capabilities, and/or expertise that are beneficial in augmenting emergency support response operations, as coordinated by the function's lead agency.

<b>Terrorism</b>	The use of – or threatened use of – criminal violence against civilians or civilian infrastructure to achieve political ends through fear and intimidation, rather than direct confrontation. Emergency management is typically concerned with the consequences of terrorist acts directed against large numbers of people (as opposed to political assassination or hijacking, which may also be considered "terrorism").
<b>Tornado</b>	A local atmospheric storm, generally of short duration, formed by winds rotating at very high speeds, usually in a counter-clockwise direction. The vortex, up to several hundred yards wide, is visible to the observer as a whirlpool-like column of winds rotating about a hollow cavity or funnel. Winds may reach 300 miles per hour or higher.
<b>Tropical Cyclone</b>	A warm-core non-frontal synoptic-scale cyclone, originating over tropical or subtropical waters, with organized deep convection and a closed surface wind circulation about a well-defined center. Once formed, a tropical cyclone is maintained by the extraction of heat energy from the ocean at high temperature and heat export at the low temperatures of the upper troposphere. In this, they differ from extra-tropical cyclones, which derive their energy from horizontal temperature contrasts in the atmosphere (baroclinic effects).
<b>Tropical Depression</b>	A tropical cyclone in which the maximum sustained surface wind speed (using the U.S. 1-minute average) is 33 kt (38 mph) or less.
<b>Tropical Storm</b>	A tropical cyclone in which the maximum sustained surface wind speed (using the U.S. 1-minute average) ranges from 34 kt (39 mph) to 63 kt (73 mph).
<b>Tropical Wave</b>	A trough or cyclonic curvature maximum in the trade-wind easterlies. The wave may reach maximum amplitude in the lower middle troposphere. It tends to organize low-level circulation and may travel thousands of miles with little change in shape, sometimes producing significant shower and thundershower activity along its path.
<b>Unified Command</b>	An application of the ICS used when there is more than one agency with incident jurisdiction. Agencies work together through their designated ICs at a single Incident Command Post to establish a common set of objectives and strategies, and a single Incident Action Plan.
<b>Urban Area Security Initiative (UASI)</b>	UASI is a grant program administered by the Office for Domestic Preparedness (ODP) in the DHS. UASI funding enhances the effectiveness of first responders to emergencies and public-safety officials in eight focal areas from terrorism prevention and decision-making to infrastructure and communication. A key factor is regional cooperation through forming partnerships at the local level.
<b>Volunteer</b>	For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed (see <i>16 U.S.C. 742f(c)</i> and <i>29 CFR 553.101</i> ).

**Vulnerability Analysis**

A determination of possible hazards that may cause harm. Should be a systematic approach used to analyze the effectiveness of the overall (current or proposed) emergency management, security, and safety systems at a particular facility.

## **APPROVAL DOCUMENTS BCC AGENDA ITEM**

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STATE OF FLORIDA  
**DIVISION OF EMERGENCY MANAGEMENT**

Ron DeSantis  
Governor

Jared Moskowitz  
Director

April 10, 2020

Director Bill Johnson  
Palm Beach County Department of Emergency Management  
20 S. Military Trail,  
West Palm Beach, FL 33415

**CERTIFIED MAIL – RETURN RECEIPT REQUESTED**

Dear Director Johnson:

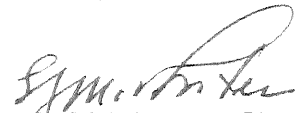
In accordance with the provisions of Rule Chapter 27P-6 Florida Administrative Code (FAC), the Florida Division of Emergency Management (FDEM) has completed its review of the Palm Beach County Comprehensive Emergency Management Plan (CEMP). The review team has determined that your plan meets the CEMP compliance criteria. We hope that the comments and discussions the review team had with you and your staff during the review will assist you in future planning efforts and enhance the update of your CEMP.

**The approved plan must now be adopted by resolution by the governing body of the jurisdiction within 90 business days in accordance with Rule 27P-6.006(11) FAC. You must forward a copy of the adoption resolution and an electronic copy of the adopted plan to FDEM to complete compliance. Failure to adopt the plan by resolution within 90 days will result in a letter of non-compliance unless an adoption extension is requested in accordance with Rule 27P-6.006(11) FAC.**

Dir. Bill Johnson  
April 10, 2020  
Page Two

If you have any questions or need additional information regarding the plan's approval, please contact your review team leader, Glen Hammers, at (850) 591-9947 or by email: [Glen.Hammers@em.myflorida.com](mailto:Glen.Hammers@em.myflorida.com).

Sincerely,



Linda McWhorter, Chief  
Bureau of Preparedness

LM/RL/gh/

cc: Dave Kerner, Chairperson of BOCC, Palm Beach County  
Jim Roberts, DEM – Regional Coordination Team Manager  
Willie Bouie, DEM – Regional Coordinator  
Jessie Seymour, RPC Representative  
Amanda Campen, DEM - Recovery  
Miles Anderson, DEM - Mitigation  
Ryan Lock, DEM – Plans Manager  
Glen Hammers, DEM – CEMP Planner

## **2020 Comprehensive Emergency Management Plan Revision Highlights**

### **Structure –**

- Modified the composition of the Executive Policy Group (EPG) (Combined “EPG” with “Unified Command”) eliminating the term Unified Command. Since 2011, the EPG has been considered the whole of the “EPG” plus “Unified Command.” The two separate sections created confusion which has been eliminated by combining the two sections. The EPG contains the Incident Commanders (County Administrator). Clarified the role of EPG, an advisory committee to the Incident Commander.
- Clearly stated that the Comprehensive Emergency Management Plan (CEMP) is always in effect in the Introduction after the Executive Summary.
- Added clarifying language regarding primary agencies by hazard type (Table 3).
- State of Emergency (SOE) written in more detail. Municipality SOG coordination shall be consistent with the County’s and in line with Article 9.
- Clarified and simplified language about Evacuation Authority.
- Changes all references for the “Disaster Recovery Plan” to the “Recovery Plan” to make it uniform and avoid any confusion. Revised the information regarding Recovery and the management of recovery. Changes from Recovery Steering Committee to the Recovery Executive Policy Group.
- Emphasized that Palm Beach County does not issue an “ALL CLEAR” message. Added a sentence under “Re-Entry” which says that an all-clear message is not issued, that it is accomplished through the re-entry process and references the Re-Entry Incident Support Plan.
- Added the concept of “blue skies” and “gray skies” to the plan throughout and added definitions to the glossary.
- Revised several areas to reflect the fact that the Division of Emergency Management Admin/Finance has taken over the FEMA Public Assistance/Project Worksheet coordination.
- Discussed the issue of County staff being activated during “regular” business hours and the need for support of the Emergency Operations Center (EOC) in a partial activation.

### **Unit Description with Lead/Support Agencies –**

- In the 2016 CEMP the American Red Cross was a lead agency in shelter operations, the revisions to the sheltering section discuss the leadership role of the County in sheltering.
- Added a more comprehensive description of our damage assessment process (Rapid Impact Assessment (RIA), Individual Damage Assessment (IDA), and Preliminary Damage Assessment (PDA)); added Damage Assessment Process image.
- Replaced references to “Disaster Recovery Coalition” with the new “Long Term Recovery Coalition.”
- Emphasized the importance of social media, through the creation of the Digital Information Support Center (DISC).

- Revised language throughout to ensure we use the proper terminology for all “sheltering” concepts to include agreements for staffing evacuation/risk shelters.
- Moved the Information Support Services Department into the IT Support Unit in the Logistics Section.
- Changed lead agencies for County Staging Area (CSA) Unit, EOC Support Unit, and Points of Distribution (POD) Unit.
- Added the Water Control function under the Public Works Unit.

#### **Sections Added in the 2020 CEMP –**

- The Tourist Development Council/Discover the Palm Beaches was added to the Business & Industry Unit.
- Incorporated the Employee Disaster Response Program (EDRP) into the Human Resources Unit.
- Addressed “just-in-time” training for EOC position replacement/new people in the Training/Exercise Section. Added a definition of “just-in-time learning/training” and how we would accomplish such.
- Added clarifying language on the role and responsibilities of municipalities and coordination of special districts.

#### **Sections Removed from the 2020 CEMP –**

- Changed the lead agency for Mass Care Unit from American Red Cross (ARC) to the Community Services Department. The ARC is now listed as a support agency under the Mass Care Unit.
- Removed all references pertaining to Refuges of Last Resort as there is no definitive policy regarding them.

#### **Technology –**

- Replaced references to “Dialogic/Communicator NXT” and “GeoCast Notification System” with “alert/notification system” to avoid using brand names of products which may change over time.
- Replaced references to the State EOC’s EM Constellation to “state mission resources request process” to avoid using brand names of products which may change over time.
- Defined and described new applications” iDART, bDART, and PBC DART.