Comprehensive Emergency Management Plan (CEMP)

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## PART I: THE BASIC PLAN

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PART I: THE BASIC PLAN
COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

I. INTRODUCTION

A. General

Hillsborough County is vulnerable to a wide variety of disasters. This plan considers these disasters and outlines the county's procedures for reacting promptly to save lives and protect property when threatened or hit by a disaster or major emergency.

B. Purpose

The purpose of the Comprehensive Emergency Management Plan (CEMP) is to provide uniform policies and procedures for the effective coordination of actions necessary to prevent (when possible), prepare for, respond to, recover from, and mitigate natural or man-made disasters which might affect the health, safety or general welfare of individuals residing in and visiting Hillsborough County. The CEMP is designed to accomplish the following:

1. Minimize suffering, loss of life, personal injury and damage to property resulting from hazardous or emergency conditions.

2. Provide a framework for a comprehensive emergency management system which addresses all aspects of emergency prevention, preparedness, response, recovery and mitigation.

3. Minimize disaster related material shortages and service system disruptions which would have an adverse impact on the residents of the county.

4. Provide immediate relief and promote short-term and long-term recovery following a disaster.

C. Scope

The Hillsborough County Comprehensive Emergency Management Plan is designed for use in all natural and man-made disasters. The plan:

1. Establishes policies and procedures under which Hillsborough County Government, local governments and disaster organizations will operate in response to disasters and emergencies.

2. Addresses the various types of emergencies and disasters which could occur, and procedures for disseminating warnings and supplementary instructions regarding such events.
3. Establishes direction and control responsibilities for conducting disaster response and recovery operations.

4. Specifies the responsibilities of elected and appointed local government officials, county department directors and other responding agencies.

5. Provides a framework for expeditious, effective and coordinated use of all municipal and county resources.

6. Outlines procedures for requesting state and federal disaster assistance when the magnitude of a disaster has exhausted municipal and county resources.

7. Establishes a framework for short-term and long-term recovery and mitigation efforts.

D. Methodology

1. The emergency response agencies as represented on the Emergency Operations Center Operations Group (Appendices 9 and 10) provides input by participating in the planning, implementation, evaluation and revision of this document as well as the emergency management program based on this document. Many of the issues are worked in the various standing committees chaired by Emergency Management.

2. Records of CEMP planning meetings, promulgation letter by the County Administrator, Departmental acknowledgement/acceptance letters and distribution list are maintained separately. The CEMP is distributed by hard copy, CD and electronically. Emergency Management will ensure any changes are provided to agencies on the distribution list. Agencies will be responsible to actually make the changes to the plans in their custody.

3. The EM Director is responsible for developing and maintaining the CEMP and ensuring that necessary revisions to the plan are prepared, coordinated, published and distributed. The CEMP will be reviewed and updated periodically as required to incorporate new state, federal and regional guidelines or directives and / or to address significant operational changes. At a minimum, the CEMP is significantly updated every four years in accordance with Florida Statute. Any changes not requiring the CEMP to be resubmitted to the BOCC for adoption can be approved and implemented by the Office of Emergency Management as needed.

E. Plan Organization

The CEMP is composed of the following elements:

1. The Basic Plan consists of the Introduction; Situation; Concept of Operations; Responsibilities; Financial and Administrative Management; Training and Exercises; Volunteers; Public Awareness and Education; and References, Authorities and Mutual Aid Agreements.
2. The Emergency Support Function Annexes form the basis of disaster response activities embodied in the plan. There are 19 annexes which are each devoted to a specific emergency support function (ESF).

3. The recovery element outlines the procedures for damage assessment; requests for federal disaster assistance, to include public assistance and individual assistance; and hazard mitigation.


F. Assumptions

1. Resources within the county, as indicated within this plan, will be available.

2. If sufficient resources are not available within the county, assistance can be obtained from the state or other counties.

3. If county and state resources are insufficient to cope with a disaster, the Governor will request federal assistance through a Presidential Emergency or Major Disaster Declaration.

4. Municipalities have developed emergency plans and have the capability to execute them.

II. SITUATION

A. Geographical, Climatological and Topographical Characteristics.

1. Hillsborough County is located on the west central coast of Florida on one of the finest protected natural harbors in the world. The county includes an area of 1,051 square miles and is bounded on the east by Polk County, on the west by Hillsborough Bay, Old Tampa Bay and Pinellas County, on the south by Tampa Bay and Manatee County and on the north by Pasco County and Polk County.

2. Average mean annual temperature in Tampa is 73.4 degrees (F). The normal daily fluctuations in temperature in the winter months are from the low 50's to the low 70's, while during the summer months the temperature ranges from the mid 70's to the low 90's. Average annual rainfall is 46.3 inches.

3. The terrain is generally flat with a shallow water table. The elevation ranges from sea level to 170 feet above sea level. A topography map is contained at Appendix 1. The
county possesses 215 square miles of water area which includes 39 sq. mi. of inland water, 156 sq. mi. of coastal water and 19.8 sq. mi. of territorial water.

4. Notable environmentally sensitive areas include the mangrove swamp and coastal marshes along, and adjacent to, the coastline; riverine wetlands; and inland freshwater wetlands throughout the county. Land use patterns for the county are reflected on Planning Commission maps held under separate cover. Major drainage basins are shown in Appendix 2 and the 100 year flood plain is shown in Appendix 3. These subjects are covered in detail in the County Comprehensive Plan, Future Land Use Element.

5. All coastal areas of the county bordered by Tampa Bay and Hillsborough Bay and areas along the three county rivers are considered hazard areas for hurricane storm surge. Low lying areas along the three county rivers and certain areas in the northwest, north and southeast inland areas are considered fresh water flood prone areas. Heavy development has occurred in many of the flood prone areas in the county.

6. The official Hillsborough County Disaster Planning Guide which is provided annually shows the areas in the county vulnerable to hurricane storm surge. The vulnerable areas are color coded by evacuation level for each hurricane category.

B. Hazard Analysis

1. Hurricanes and Tropical Storms

   a. Because of its unique geographical location and configuration, Florida is the most hurricane prone state. Hurricanes are the greatest natural disaster threat to Hillsborough County. The hurricane of record for the 20th century in Tampa Bay was in October 1921 when a Category 3 hurricane passing within 30 miles of Tampa caused 6 deaths and $1,000,000 in damage. Two other hurricanes of note hit Tampa Bay within 2 1/2 weeks of each other in September-October 1848 causing 15 and 10 feet of storm surge. Altogether, 61 hurricanes and tropical storms passed within 65 nautical miles of Tampa since 1851 which equates to an occurrence every 2.57 years. There have been numerous other storms which have affected the area causing protective actions and damage.

   b. In September 1985, Elena threatened the area and caused the Tampa Bay region to conduct a major evacuation of over 500,000 people. The county sustained substantial flooding from Tropical Storm Josephine in October 1993. Hurricane Georges caused a mandatory evacuation of coastal areas and mobile homes in September 1998, however caused minimal damage. A total of six hurricanes/tropical storms threatened the county from 1995-2001 resulting in voluntary evacuation advisories. None of these storms made direct hits, so minimal, or no, damage resulted. The storms were as follows: Tropical Storm Erin (August 1995), Hurricane Floyd (September 1999), Tropical Storm Harvey
(September 1999), Hurricane Irene (October 1999), Hurricane Gordon (September 2000) and Hurricane Gabrielle (2001).

c. The 2004 hurricane season was unprecedented in modern times in the State of Florida. Hurricanes Charley, Frances, Ivan and Jeanne, as well as Tropical Storm Bonnie, all hit Florida in a 48 day span, the most tropical activity in one state in 120 years. All four hurricanes either threatened or struck Hillsborough County. Two of the storms Frances and Jeanne traversed through the county after making landfall on the East Coast. Both West Coast storms, Charley and Ivan, were projected to directly impact our county as they approached Florida, however, Charley struck south of Tampa and Ivan passed to our west and impacted the northern Gulf Coast. Both these storms made landfall as Category 4 hurricanes. Frances and Jeanne caused substantial damage with flooding, extensive amount of debris and significant power outages, even though no winds were recorded in the hurricane force category.

d. The three major hazards produced by a hurricane are storm surge, high winds and rainfall.

(1) Storm surge is the rise in water level in coastal areas caused by the wind and pressure forces of a hurricane. Generally speaking, the more intense the hurricane, the higher the surge will be. The output of the National Oceanic and Atmospheric Administration (NOAA) storm surge prediction model (SLOSH) shows that storm surge height of 28 feet or more above sea level could impact certain Hillsborough coastal and riverine areas under a worst case Category 5 hurricane. The high winds of a hurricane also present significant dangers to the populace. This hazard especially applies to structures unable to withstand the stress and uplift forces from hurricane force winds (winds from 74 to more than 155 miles per hour). Structures most vulnerable to hurricane force winds are mobile homes and substandard housing.

(2) In addition, hurricane winds can create hazardous conditions from flying glass from high rise buildings as well as debris from homes unprotected by shutters or plywood boarding.

(3) Rainfall varies with hurricane size, forward speed and other meteorological factors. Residents of the county must be aware of flooding that may result from a hurricane. This is especially true for areas along rivers which are major drainage systems and low lying areas. Rainfall may continue to be heavy after a storm loses hurricane status. The rainfall associated with a hurricane is from 6-12 inches on average, with higher amounts common.

2. Tornadoes

a. Florida ranks third in the United States in the number of tornado occurrences, and considering tornadoes per square mile, Florida is first in the nation. During the
period of 1950-2013, 3177 tornadoes caused 159 fatalities and 3276 injuries with $1.75 billion property damage in the State of Florida. During that period, Hillsborough County experienced 137 tornadoes resulting in four fatalities and 192 injuries with $28 million in property damage.

b. Tornadoes in Florida are difficult to predict and appear with little or no warning. Instantaneous destruction may occur when a funnel cloud touches down over land and becomes a tornado. When a funnel cloud touches down over water, it is called a waterspout. Most Florida tornadoes are small and short-lived and only touch the ground for brief periods of time. They cause localized destruction which is difficult to protect against. Downbursts accompanying thunderstorms can also cause damage similar to that of a tornado.

3. Flooding (to include Coastal, Riverine, and Storm Surge)

a. The greatest flood threat comes from hurricane storm surge which can cause widespread damage throughout coastal areas, estuaries and areas adjacent to rivers. Localized flooding from rainfall can adversely affect many coastal and inland sections of the county as well, including low areas along the Alafia, Little Manatee and Hillsborough Rivers. Hillsborough County experienced excessive flooding in September 1988 when I-4 near Plant City was cut off for several days and numerous residences in the county were flooded. Rainfall caused by the El Nino weather system caused extensive flooding throughout the county over an extended period of time during the time frame from late 1997 through the spring of 1998. In addition, substantial flooding was caused by Hurricanes Frances and Jeanne in 2004. Localized flooding from strong thunderstorms is quite common during the summer rainy seasons and occurs on basically an annual basis.

4. Thunderstorms (to include Lightning, Wind and Hail)

a. Florida is one of the most thunderstorm prone states and Tampa has been called the "thunderstorm capital of the nation". Hazardous conditions associated with thunderstorms include tornadoes, lightning, hailstorms, winds, and flooding. Thunderstorms provide rainfall that is generally beneficial; however, there is often the associated damage from lightning, wind, hail, and flooding. High winds from thunderstorms can cause damage to structures and lightning can cause fires and disable electrical power equipment.

b. During the period from 1950 to 2013, Hillsborough County experienced 365 wind events (wind speed 58 mph or greater) with $16.7 million in property damage. There were 266 hail events (3/4 inches or more) with $1.2 million in property damage and $15.3 million in crop damage.

c. Florida is the leading state in the nation in lightning deaths and injuries. Lightning killed 473 people and injured 1,831 people in Florida during the period 1950 - 2013. During the same period, lightning caused 33 deaths and 123 injuries in
Hillsborough County. Lightning has often been called the underrated killer, since during an average year, more people die from lightning nationwide than from all hurricanes and tornadoes combined. Lightning may strike people directly or it can cause death and injury from fires it initiates.

5. Hazardous Materials Releases (to include Fixed Facilities and Transportation Incidents)

a. The threat from hazardous materials exists in two forms. The first is from fixed facilities within the county and the second is the threat from materials that are transported (by air, boat, rail, vehicle, or pipeline) within or through the county.

b. One of the largest potential threat areas is the Tampa Port Authority doing business as Port Tampa Bay which stores and handles large quantities of hazardous materials including anhydrous ammonia, liquefied petroleum gas (LPG), petroleum and industrial chemicals on a daily basis. Port Tampa Bay is the largest port in Florida for area and tonnage. In addition, there are numerous fixed facilities in the county that store and utilize significant amounts of a variety of hazardous materials.

c. Tampa is the major industrial and commercial center on the west coast of Florida. The county sits astride segments of I-4, I-75 and I-275 and is a major rail center. One of the major industries in this area which makes use of those transportation systems is the phosphate industry, a major user of hazardous materials (Hazmat).

d. The movement of Hazmat for commercial and government use by air, boat, rail, vehicle and pipeline occurs on a daily basis within Hillsborough County. Possible emergency situations include: exposure to radioactive materials; port vessel collision, spillage or release of toxic chemicals or gasses; explosives that damage large areas or set off chain reactions of fires or explosions; and fires involving chemicals. In general, hazardous materials could include:

(1) Munitions used by the military

(2) Materials used by medical facilities, industry, universities or produced by the phosphate industry

(3) Highly flammable fuels

(4) Herbicides and pesticides

(5) Petroleum and related products

(6) Natural and propane gas

(7) Chemicals and allied products.

e. Hillsborough County is beyond the ingestion exposure pathway Emergency Planning Zone (50 miles) of the nearest nuclear reactor in Crystal River.
6. Coastal Oil Spill

   a. The Port of Tampa and Port Manatee are major terminuses for petroleum products for west Florida. Accordingly, Tampa Bay is vulnerable to oil spills from shipping accidents. The last major oil spill in August 1993 was caused by a collision of a freighter and two tugs, one pushing a barge carrying 255,000 barrels of Jet A gasoline and one pushing a barge containing 88,000 barrels of diesel fuel. This spill caused significant ecological and economic damage to shoreline and beaches of Pinellas County.

7. Terrorism

   a. The Tampa area contains numerous targets of opportunity for potential terrorist groups. Being one of the top 15 media markets in the country, containing a major seaport and international airport and housing a major military base with a worldwide orientation are all among the many factors which could attract terrorist activity to the area. An incident involving weapons of mass destruction (WMD) by a terrorist organization using chemical, biological or nuclear substances is a distinct possibility in light of the contemporary worldwide terrorist threat.

8. Wildfires, Forest and Brush Fires

   a. During prolonged dry periods, fire hazard is increased in those areas of the county having stands of trees, improved pasture and grasslands. The scenario, especially in concert with below normal water supplies, presents a substantial hazard to the community.

9. Suspect Soils (to include Sinkholes, Muck Soils, and Karst)

   a. Due to the fluctuation of groundwater and various other geologically and meteorologically related conditions, areas of the county are subject to severe ground settlement. These conditions can cause sinkholes and karst with commensurate property destruction and, rarely, loss of life.

10. Extreme Temperatures (Heat and Cold)

    a. The Christmas freeze of 1989 showed the vulnerability of Hillsborough County to extremely cold weather. This freeze caused widespread and prolonged power outages throughout the county as well as the whole State of Florida. Although not as serious a threat as the cold weather scenario, hot weather conditions in the summer, especially when combined with drought conditions, could adversely affect the electrical power generating capacity in the county and the remainder of the state. Such conditions can cause problems with regard to public safety, health and
welfare. The county has a joint county/municipal/Tampa Electric Plan for responding to widespread power outages.

11. Civil Disturbances

a. The City of Tampa, like most large metropolitan areas, is subject to civil disturbances caused by social, ethnic and economic unrest. World events can also be a cause of civil disturbances, especially due to the presence of a large military base in the community. In addition, Tampa has two major universities and a large community college which could possibly be the source of civil disturbances under various circumstances. The most recent civil unrest of any consequence was in February 1987 when tensions in the College Hill area of Tampa erupted into violence over a several day period.

12. Mass Migration

a. A large scale migration, primarily from Caribbean nations could impact the services the county provides, however is not envisioned to be a major impact as would be the case in southeast Florida. The county has a Mass Migration Plan oriented primarily to the provision of human services to a surge of migrants.

13. Drought

a. Lack of rainfall over extended periods of time can cause drought conditions which can adversely affect the county's sizable agricultural sector and can cause wells to go dry thereby affecting potable water supplies to residents with wells.

14. Exotic Pests and Diseases (to include Animal, Insects, and Plants)

a. The agricultural sector of the county is subject to the impacts of exotic pests and diseases such as Mediterranean fruit flies and citrus canker. Both of these affected the county during the decade of the 90’s. Impact is generally limited to the agricultural sector.

15. Disease and Pandemic Outbreaks

a. The United States and all political subdivisions are subject to an incursion of various infectious diseases. Such outbreaks normally involve more than one county and will require close coordination with health officials at local, state and federal levels.

16. Infrastructure disruption

a. The potential exists for disruptions to electrical power (See Extreme Temperatures above), gas pipelines or other segments of the automated monitoring and control infrastructure. Also, disruptions to computer systems can occur through accidental or intentional acts (i.e. cyber terrorism).
17. Utility Failure

   a. Utilities plan and build generating capacity to meet growing population and industrial power demands. However, electrical systems can fail due to damage from an array of sources. Although the great northeast power outage of 2003 proved that these events are hard to predict, utility failures are generally associated with extreme weather events. Because society depends on utilities to serve health and convenience, outages could impact a significant portion of the population.

18. Major Transportation Incidents (to include Ground, Air, and Rail)

   a. Hillsborough County contains three interstates (I-4, I-75 and I-275) and several major state roads. There are two major airports (Tampa International and MacDill Air Force Base) and three intermediate sized airports (Peter O Knight, Plant City and Tampa Executive Airport). Tampa International Airport (TIA) handles approximately 16.9 million passengers and 187 million pounds of cargo a year (2013 data). Over 33 passenger and cargo airlines serve the airport. The possibility exists for the crash of a large commercial aircraft resulting in mass casualties. Military aircraft utilizing MacDill Air Force Base (AFB) are also a potential hazard. Port Tampa Bay also transports cargo and passengers by rail, truck and ship. A major transportation incident is a distinct possibility and could cause significant problems, especially if combined with a terrorist act or Hazmat incident.

19. Erosion (to include Coastal and Riverine)

   a. The gradual wearing away of river and bay shorelines by water and wind are greatest after significant rain and / or surge events. Erosion can impact structures by undermining foundations, pilings and / or piers.

20. Dam / Levee Failure

   a. Dams and levees are used in Hillsborough County to impound drinking water, control flooding, and in support of mining activities. Reservoirs include the C. W. Bill Young Reservoir, Edward Medard Reservoir, and the Hillsborough River Reservoir. The Tampa Bypass Canal was built to mitigate Hillsborough River flooding. Although it is possible, it is not probable that the failure of a clay settling pond or phosphogypsum stack would adversely impact county residents.

21. Port Vessel Collision

   a. See Coastal Oil Spill (see II.B.7 above).

22. Tsunami

   a. The Florida Department of Environmental Protection considers the possibility of tsunami impacting the Atlantic or Gulf Coasts of Florida to be remote, and impact to be unlikely but not impossible. Due to a lack of historical data, the probability,
23. Volcanic Activity
   a. Due to a lack of historical data, the probability, frequency, impact and location of these hazards cannot be quantified. However, volcanic debris can reach high enough into the atmosphere to be blown for great distances, adversely impacting air travel and, by extension, tourism.

24. Winter storm
   a. Although the Hillsborough County is not affected by snow, significant freezes have occurred impacting the agricultural and commercial sectors. Winter storms may be accompanied by other hazards such as coastal flooding, strong winds or tornadoes, wind chill and power outages.

25. Nuclear Power Plant Incidents
   a. Hillsborough County is beyond the ingestion exposure pathway Emergency Planning Zone (50 miles) of the nearest nuclear reactor in Crystal River. The Crystal River Nuclear Plant is a closed nuclear power plant located in Crystal River, Florida. The power plant was part of the 4,700-acre Crystal River Energy Complex which contains a single pressurized water reactor, while sharing the site with four fossil fuel power plants. The Crystal River reactor has been offline since September 2009 and in February 2013 Duke Energy announced that the Crystal River Nuclear Plant would be permanently shut down.

26. Earthquake
   a. Due to a lack of historical data, the probability, frequency, impact and location of these hazards cannot be quantified. Although Florida is not usually considered to be a state subject to earthquakes, several minor shocks have occurred here with the last possible shock occurring in 1940.

27. Landslide
   a. Due to a lack of historical data, the probability, frequency, impact and location of these hazards cannot be quantified. Landslides are very rare in Florida, a state generally known to be fairly flat. The only documented landslide in Florida occurred in the northern Florida panhandle, on April 1, 1948.

28. Cyber Event
   a. Unlike physical threats that prompt immediate action, cyber incidents are often difficult to identify and comprehend. Among these dangers are viruses erasing entire systems, intruders breaking into systems and altering files, intruders using
someone else’s computer or device to attack others, or intruders stealing confidential information. The spectrum of cyber risks is limitless; threats, some more serious and sophisticated than others, can have wide-ranging effects on the individual, community, organizational, and national level. These risks include:

(1) Organized cybercrime, state-sponsored hackers, and cyber espionage can pose national security risks to our country.

(2) Transportation, power, and other services may be disrupted by large scale cyber incidents. The extent of the disruption is highly uncertain as it will be determined by many unknown factors such as the target and size of the incident.

(3) Vulnerability to data breach and loss increases if an organization’s network is compromised. Information about a company, its employees, and its customers can be at risk.

(4) Individually-owned devices such as computers, tablets, mobile phones, and gaming systems that connect to the Internet are vulnerable to intrusion. Personal information may be at risk without proper security.

b. Cybersecurity involves protecting that infrastructure by preventing, detecting, and responding to cyber incidents.

See Appendix 4 for a Hazard Vulnerability Matrix.
C. Demographics

1. Population Data

<table>
<thead>
<tr>
<th></th>
<th>2013 Estimated Population</th>
<th>2030 Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unincorporated County</td>
<td>869,181</td>
<td>1,075,680</td>
</tr>
<tr>
<td>Tampa</td>
<td>346,609</td>
<td>433,103</td>
</tr>
<tr>
<td>Plant City</td>
<td>35,313</td>
<td>64,555</td>
</tr>
<tr>
<td>Temple Terrace</td>
<td>25,351</td>
<td>40,579</td>
</tr>
<tr>
<td>Total</td>
<td>1,276,410</td>
<td>1,613,917</td>
</tr>
</tbody>
</table>

2. Hillsborough County is the 4th most populous county in the state. The county has the 8th largest school system in the United States with approximately 202,855 students and 25,657 employees (2013 data). The University of South Florida (USF) has a total enrollment of 47,646 students at its Tampa campus (Fall 2012).

3. According to the 2012 American Community Survey, the demographic makeup of the county is white 73%, black 17%, Asians 4%, other race 5%.

4. According to the Planning Commission, seasonal residents add approximately 37,326 to the population according to the 2008-2012 average. Migrant laborers located mostly in the eastern and southern parts of the county add about 500 people according to these figures, but this number is greatly under estimated for harvest season. Hillsborough County has 175 hotel properties with 21,953 rooms with an occupancy rate of 75.7% (2014 data courtesy of Visit Tampa Bay, Hillsborough County’s Convention and Visitors Bureau). Tourists and visitors to the county are concentrated in the downtown Tampa / Airport area, the University / Busch Gardens area and along the I-75 corridor. The county’s homeless population was estimated to be 2,243 in 2014 by the Tampa Hillsborough Homeless Initiative. There are homeless people throughout the county, but most are concentrated within the City of Tampa.

5. Hillsborough County hosts several professional sports teams, the most notable being the Tampa Bay Buccaneers and the Tampa Bay Lightning, and several annual special events such as the Florida State Fair, Gasparilla Festival, and the Strawberry Festival. On occasion, because of the location of Tampa, the city also hosts large scale national events, such as the Super Bowl and the Republican National Convention (RNC). In addition, Hillsborough County is home to Busch Gardens, a significant tourist attraction. These events and activities all increase the population for the duration of the events within a geographical area. These activities of themselves do not pose any threat
to the county. However, special events and large gatherings of people do lend themselves to be at greater risks of terrorist activity or civil disturbances.

6. About 400,000 people would be considered at risk under a worst case Category 5 hurricane, (Tampa Bay Regional Planning Council Statewide Regional Evacuation Study, 2010).

7. Homes in the county are, by and large, one or two stories, constructed of cement block or wood and without basements. There are numerous mobile homes which are located throughout the county with an estimated population of 65,318 (2010 Tampa Bay Regional Planning Council estimate) which are vulnerable to hurricane winds and tornadoes.


9. The county has 15 hospitals with an approximate 4,300 bed capacity and 29 nursing homes with an approximate 4,300 bed capacity. Four hospitals with an estimated 1,500 bed capacity and four nursing homes with an estimated 475 bed capacity are located in hurricane evacuation zones.

10. With approximately 12% of the county’s population over 65 years of age, assumptions can be made that there are approximately 12,000 elderly people with special medical needs. Allowing for another 10,000 people less than 65 years of age with special needs, there would be an estimated 22,000 people in the county who would be in the special needs category. According to the Deaf Services Center, there are over 200,000 people deaf or hard of hearing, with over 53,000 profoundly deaf, in the Tampa Bay area.

11. According to the Hillsborough County Sheriff’s Office, the average daily census of the county jail system as of May 2014 was 2,728. The two county jails are located at 1201 Orient Road and 520 Falkenburg Road.

12. The county has a relatively large Hispanic population. US Census data (2012) shows that approximately 25.5% of the population is of Hispanic origin. Many of these people speak Spanish as their native tongue. Also, relatively small percentages of the population speak languages such as Creole, Korean, Vietnamese and other various languages.

D. Economic Profile

1. The 2012 annual average labor force was 629,444 with 576,055 actually employed. According to Hillsborough County Planning Commission 2012 data, the following is employment by industry:
a. Construction 4.7%
b. Education Services 8.1%
c. Financial & Insurance 7.8%
d. Wholesale Trade 4.7%
e. Retail Trade 11.7%
f. Manufacturing 4.1%
g. Real Estate, Rental & Leasing 2.1%
h. Professional & Technical Services 8.6%
i. Management of Companies & Enterprises 1.5%
j. Administrative & Waste Services 8.5%
k. Health Care & Social Assistance 12.8%
l. Accommodation & Food Services 4.4%

2. The average unemployment during 2012 was 8.5%.

3. The average residential sales price for 2009 was $170,932. The ad valorem tax base for 2014 was $63,844,481,659.

4. In the private sector, the largest employers (2013 Convention and Visitor Center data) were BayCare Health System, Publix Super Market, HCA West Florida, Verizon Communications, and Tampa General Hospital.

The largest public employers (20011 Tampa Hillsborough Economic Development Corporation data) were School District of Hillsborough County, MacDill Air Force Base, Hillsborough County Government, University of South Florida, and Tampa International Airport.

5. Median income for households was $57,400 (2014 US Housing and Urban Development data).

III. CONCEPT OF OPERATIONS

A. General

1. The emergency management program addresses prevention, preparedness, response,
recovery and mitigation. This CEMP addresses these components in detail. In an overall pictorial, the diagram at Appendix 5 summarizes the emergency management system.

2. The basic concept for emergency operations in Hillsborough County calls for a coordinated effort and graduated response by personnel and equipment from municipal, county and other disaster support agencies in preparation for, and in response to and recovery from, local disasters. The municipal governments of the cities of Tampa, Plant City and Temple Terrace bear the initial responsibility for disaster response and recovery operations within their jurisdiction. When a municipality’s resources are inadequate, assistance will be requested from the county. If the requested assistance is beyond the county’s capability, the county will request state and federal assistance from the State Emergency Operations Center (SEOC). To ensure an adequate and timely response by emergency personnel and the maximum protection and relief to citizens of Hillsborough County prior to, during and after a disaster, the concept also provides for:

a. Preparation for, and prevention and mitigation of, natural and manmade disasters.

b. Early warning and alert of citizens and officials.

c. Reporting of all natural disasters between levels of government.

d. Establishment of the Emergency Operations Center (EOC) and the organization for command and control of emergency response forces.

e. Movement of citizens from natural disaster danger areas to shelters or safe areas.

f. Use of increased readiness conditions and response checklists for hurricanes.

g. Shelter and care of evacuees.

h. Damage assessment reports and procedures.

i. Return of evacuees when authorized by the appropriate authorities after the disaster danger has passed.

j. Recovery operations.

3. The EOC will be activated for all incidents requiring a significant dedication of resources and/or extraordinary inter-agency coordination outside the realm of normal, day to day emergency situations responded to by law enforcement, fire and Emergency Medical Services (EMS) agencies.

4. The EOC Operations Group, under the leadership of the County Administrator, will manage the county’s response to emergencies or disasters.

of Domestic Incidents, the county follows the National Incident Management System (NIMS) for disaster management. The Director of the Office of Emergency Management will serve as coordinator for the implementation of the incident management system. NIMS provides a consistent approach to prepare for, prevent, mitigate, respond to and recover from disaster occurrences regardless of cause, size or complexity. This system integrates effective practices in emergency preparedness and response into a comprehensive framework for incidental management. Use of the Incident Command System (ICS) is integral to NIMS and will be the management framework used for incident response within the county. The Incident Command systems functions on the concepts of a modular organization, unified command, multi-agency coordination, span of control, common terminology, action planning process, comprehensive resource management, integrated communications and pre-designated facilities.

6. There will be instances when incident management operations depend on the involvement of multiple jurisdictions, functional agencies and emergency responder disciplines. These instances require effective and efficient coordination across a broad spectrum of organizations and activities. NIMS provides the framework for such instances by using a systems approach to integrate the best of existing process and methods into a unified framework for incident management. This framework forms the basis for interoperability and compatibility that will, in turn, enable a diverse set of public and private organizations to conduct well integrated and effective incident management operations. It does this through a core set of concepts, principles, procedures, organizational processes, terminology and standards requirements applicable to a broad community of NIMS users.

The benefits of NIMS include the following:

- Standardized organizational structures, process and procedures.
- Standards for planning, training and exercising, and personal qualification standards.
- Equipment acquisition and certification standards.
- Interoperable communications process, procedures and systems.
- Information management systems.

7. The county and all three municipalities are signatories to the Statewide Mutual Aid Agreement. If resources within the county are insufficient for disaster response and recovery operations, mutual aid will be requested from the SEOC, or other local jurisdictions in the state.

8. During disaster operations, numerous private sector and private nonprofit organizations provide resources. Included among these are the American Red Cross (RC), Salvation
Army, various non-government organizations (NGOs), United Way, Chambers of Commerce, etc. Many of these groups will participate in relief supply activities conducted at the State Fairgrounds or Points of Distributions as described in the Emergency Support Function Annexes 11 and 15.

B. Levels of Disaster

Florida Statute 252 defines a disaster as any natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of emergency by a county, the Governor, or the President of the United States. F.S. 252 also identifies disasters by the severity of resulting damage, as follows:

1. Catastrophic disaster – one that requires massive state and federal assistance, including immediate military involvement.

2. Major disaster – one that will likely exceed local capabilities and require a broad range of state and federal assistance.

3. Minor disaster – one that is likely to be within the response capabilities of local government and to result in only a minimal need for state or federal assistance.

4. Emergency – Any occurrence, or threat thereof, whether natural, technological, or manmade, 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.

C. Organization

1. Normal

Hillsborough County is administered by a Board of County Commissioners (BOCC) consisting of seven elected officials, with one acting as chairman. The County Administrator is appointed by, and reports to, the Board of County Commissioners. (See Appendix 6 to Basic Plan for a county organizational chart).

2. Emergency

a. Under emergency conditions, the county transforms to a specialized disaster response organization as explained below (See Appendix 5 & 7 diagrams).

b. The Board of County Commissioners, as the governing body of Hillsborough County, a political subdivision of the state of Florida, is vested with certain authority with regard to emergency management pursuant to Chapter 252, Florida Statutes. One aspect of such authority is the power to declare a “State of Local Emergency”. In recognition of the necessity for cooperation and coordination with the other local government and law enforcement authorities within the county in the
event of such a local emergency, the BOCC has chosen to delegate its powers under Chapter 252 in two respects. With regard to the powers to declare a State of Emergency, to order an evacuation, to order re-entry, and to declare a termination of the State of Emergency, that authority is delegated to an Emergency Policy Group (EPG), which is comprised of the following officials:

<table>
<thead>
<tr>
<th>Emergency Policy Group</th>
<th>Alternate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chairman of the BOCC</td>
<td>Vice Chairman of the BOCC</td>
</tr>
<tr>
<td>(Group Chief)</td>
<td></td>
</tr>
<tr>
<td>Vice Chairman of the BOCC</td>
<td>BOCC Member</td>
</tr>
<tr>
<td>County Commissioner</td>
<td>BOCC Member</td>
</tr>
<tr>
<td>(Appointed by the BOCC)</td>
<td></td>
</tr>
<tr>
<td>Mayor, City of Tampa</td>
<td>Chairman, City Council</td>
</tr>
<tr>
<td>Mayor, City of Temple Terrace</td>
<td>Vice Mayor</td>
</tr>
<tr>
<td>Mayor, City of Plant City</td>
<td>Vice Mayor</td>
</tr>
<tr>
<td>Sheriff, Hillsborough County</td>
<td>Chief Deputy</td>
</tr>
<tr>
<td>Sheriff</td>
<td>Sheriff</td>
</tr>
</tbody>
</table>

Note: A representative from the Clerk of Circuit Court will attend all EPG meetings to formally record procedures and decisions.

In the absence of the Chairman of the BOCC, the ranking county commissioner, either by title or seniority, shall serve as Group Chief. No quorum is needed to exercise the authority delegated, but action shall be taken by majority vote of those members present.

c. During a State of Local Emergency, the EPG will implement appropriate portions of Hillsborough County Ordinance 06-13 (emergency management ordinance) (e.g. price gouging, curfew, restrictions on sale of certain items, etc.).

d. The EPG formulates general policy during declared disasters. A diagram depicting the policy making process is reflected in Appendix 7.

e. With regard to the other powers conferred by Chapter 252, once an emergency has been declared, all remaining authority under paragraph 252.38 (6) (e) is delegated to the County Administrator.

(1) This authority pertains to:
(a) Performance of public work and taking whatever prudent action is necessary to ensure the health, safety, and welfare of the community.

(b) Entering into contracts.

(c) Incurring obligations.

(d) Employment of permanent and temporary workers.

(e) Utilization of volunteer workers.

(f) Rental of equipment.

(g) Acquisition and distribution, with or without compensation, of supplies, materials, and facilities.

(h) Appropriation and expenditure of public funds.

(2) The County Administrator will be responsible for full activation of this plan and for directing prevention, preparedness, response, recovery and mitigation operations.

(3) In pursuit of emergency duties, the County Administrator shall utilize all available resources of county government as reasonably necessary to cope with the situation. This authorization includes the authority to make immediate expenditures to cope with the emergency.

f. The Emergency Support Group is comprised of executive officers with expertise vital to the successful execution of disaster operations. They will assist the County Administrator and the Emergency Policy Group as required and will ensure the cooperation and coordination of personnel and agencies under their jurisdiction (See Appendix 8).

g. The EOC Operations Group is comprised of representatives of the various governmental and non-governmental agencies necessary to ensure a complete and functional operations staff to support the County Administrator and the Director of Emergency Management. They will provide liaison between the EOC and their respective agencies. They will provide expert advice and services to the Emergency Policy Group as required. (See Appendix 9 for EOC Operations Group staffing requirements).

h. The EM Director is responsible for maintaining the operational readiness of the EOC. He will ensure all appropriate operating instructions and checklists, which will be implemented during disasters, are developed and available to support this plan. Each agency designated as a member of the EOC Operations Group will also ensure that appropriate operating instructions are developed and available to guide their activity during disaster response and recovery operations. The EM Director is
also responsible for overseeing the mutual aid process for disaster operations.

**i. Emergency Support Functions (ESF)**

(1) Coordination of disaster response and recovery activities will be facilitated by using emergency support functions. Hillsborough County will use 19 ESFs to align county response and recovery activities with those of the state.

Each ESF will have a primary agency or agencies designated based on their orientation, capabilities and resources. Numerous other agencies will be designated as support agencies within each ESF. (See Appendix 10 for a matrix identifying primary and support agencies for each ESF).

(2) A brief description of each of the 19 ESFs follows. The Emergency Support Function Annexes 1 through 19, address each of the ESFs in more detail.

- **ESF #1 – Transportation**
  Provides coordination of transportation support to the public, county departments and other government and private agencies and voluntary organizations requiring transportation to accomplish disaster evacuation, response and recovery missions.

- **ESF #2 – Communications**
  Provides coordination of telecommunications support necessary to conduct disaster response and recovery operations including the restoration of downed communications systems.

- **ESF #3 – Public Works and Engineering**
  Provides public works and engineering support necessary to restore the community’s infrastructure. Includes the areas of debris clearance and disposal, temporary construction of emergency access routes, restoration of critical public services, restoration of water and waste water systems, construction management and inspection, and emergency demolition or stabilization of damaged structures.

- **ESF #4 – Firefighting**
  Detects and suppresses fires resulting from, or occurring coincidentally with, a disaster.

- **ESF #5 – Information and Planning**
  Collects, analyzes and disseminates appropriate information on emergency operations which facilitates decision making in response and recovery operations.

- **ESF #6 – Mass Care and Human Services**
Coordinates efforts to provide sheltering, feeding and emergency first aid.

- **ESF #7 – Resource Support**  
  Locates, procures and provides required resources in support of emergency operations.

- **ESF #8 – Health and Medical Services**  
  Provides a coordinated response to public health and medical needs following a disaster.

- **ESF #9 – Search and Rescue**  
  Locates, rescues and provides immediate medical treatment to survivors who are lost, isolated or trapped as a result of a disaster.

- **ESF #10 – Hazardous Materials**  
  Responds to an actual or potential release of hazardous materials.

- **ESF #11 – Food and Water**  
  Identifies, secures and arranges for the transportation and distribution of food and water to disaster survivors.

- **ESF #12 – Energy**  
  Coordinates the restoration of energy systems and availability of petroleum products for response and recovery operations.

- **ESF #13 – Military Support**  
  Coordinates the use of military assets, including National Guard and active duty forces, in support of emergency operations.

- **ESF #14 – Public Information**  
  Coordinates and disseminates appropriate information to the public during emergency operations.

- **ESF #15 – Volunteers and Donations**  
  Coordinates the effective utilization of disaster volunteers and donated goods during response and recovery operations. Manages the county’s relief supplies reception and distribution system.

- **ESF #16 – Law Enforcement**  
  Coordinates law enforcement activities during evacuation, response and recovery operations to include law and order, traffic control, security and reentry operations.

- **ESF #17 – Animal Protection**
Coordinates animal protection activities for both small and large animals to include emergency medical care, evacuation, rescue, temporary confinement, shelter, food and water, identification for return to owners and disposal of dead animals.

- **ESF #18 – Business Continuity**
  Coordinates evacuation, response and recovery operations with the business community.

- **ESF #19 – Damage Assessment**
  Coordinates collection, analysis, and distribution of damage assessment information for public and private buildings, businesses, private homes, and municipal jurisdictions in the event of a disaster and/or emergency.

**j. Internal EOC Operations**

1. The EOC is a unique environment. Members of the EOC Operations Group represent many organizations which have numerous and varied responsibilities in response and recovery operations. EOC Operations Group representatives can commit resources of their respective organizations and also act as a conduit for tasks to be passed from the EOC to their organizations. Accordingly, EOC Operations Group representatives are directly responsible only to their organization and to the EM Director.

2. Many organizations in the EOC are included as part of one or more ESFs. For each ESF, primary and support organizations are identified. These ESF groupings are designated to coordinate resources and mutual support within and between various functional areas. The agency designated as primary is responsible for coordinating resources and supporting agencies will assist as needed.

3. To facilitate span of control and to ease the flow of communication and coordination, the EOC will also use a modified Incident Command System combined with ESFs during activations. Similar functions will be grouped together with an EOC staff member appointed to oversee activities within each grouping. The groupings will be Operations, Planning, Logistics, and Administration / Finance. EOC staff members will provide assistance to the areas in these groupings and facilitate transmission of requests and information to the EM Director. (See Appendix 5 for a diagram depicting this organizational concept).

**k. Response and recovery periods tend to overlap.** Organizationally, the EOC will operate in similar fashion for both response and recovery operations. As additional agencies are needed on the EOC Operations Group, they will be phased into this Group in the EOC. The EOC will coordinate recovery operations with federal and state representatives (see Recovery Section).
1. Mitigation Activities. On a day to day basis, mitigation activities are coordinated by the Hazard Mitigation Section of the Public Works Department. Disaster related mitigation activities will be carried out through the same emergency management system as structured for response and recovery. See the mitigation section at the back of the plan for further information on mitigation.

D. Direction and Control

1. The EOC serves as the centralized direction and control point for all major disasters. The County Administrator provides direction for county disaster operations. The EM Director manages EOC emergency operations with the assistance of the EOC staff and the EOC Operations Group. Members of the EOC Operations Group maintain continual contact with their department or agency command centers to ensure proper coordination of all disaster response and recovery operations.

2. The EM Director will coordinate any required operational, logistical and administrative support needs of EOC Operations Group personnel. EOC Operations Group personnel will coordinate support needs for their personnel in the field as assisted by the EM Director, if required.

3. The EOC is activated and managed by the EM Director or his representative. When activated for response and recovery operations, designated members of the EOC Operations Group will provide representation at the EOC. Representation in the EOC will include only those agencies needed to work the disaster at hand. Under activation status, departments and agencies will ensure designated EOC Operations Group positions are staffed on a 24 hour basis. Twelve hour shifts, with shift changes at 7 am and 7 p.m. will be followed. Deviations to this schedule must be cleared with the EM Director or his representative.

4. The EOC may be activated at different levels depending on the status of the emergency or disaster situation:
   a. Level 3 – Monitoring phase. Notifications made to selected EOC Operations Group members as deemed appropriate.
   b. Level 2 – Partial EOC activation. Core Group and others as required in the EOC. The total EOC Operations Group is alerted. The EOC is under extended hours of operations (possible 24 hours).
   c. Level 1 – Full EOC activation. The total EOC Operations Group is in the EOC at 24 hour operations.

5. Messages and Information Flow
   a. The automated messaging system used in the EOC is E-Team. The system is
installed on lap top computers set up in the Operations Room and the Information Service Center (ISC). Requests for assistance or information are entered into the system. Requests from citizens are transmitted to applicable action agencies in the Operations Room by ISC members. The system is also used for coordination between various ESFs in the Operations Room. Action agencies will indicate on E-Team the actions taken to resolve issues presented. All messages will be monitored at a Message Control Desk staffed by a representative from Emergency Dispatch Communications (EDC). Periodically, an EOC operations officer will monitor E-Team to ensure actions are being addressed and completed satisfactorily. (Also see Emergency Support Function Annex 5 and the EOC Operations Guide).

b. The EM Director is responsible to ensure EOC Operations Group members are provided necessary information through individual contact or by announcements over the EOC public access system.

6. Communications systems used during emergency operations to support the direction and control system include land line and cellular telephone, internet and radio systems (i.e., Statewide Satellite Communications System, 800 MHZ, Radio Amateur Civil Emergency Services (RACES) systems, etc.). (See Emergency Support Function Annex 2 for further discussion of communications systems).

7. Municipalities will establish their own EOCs for emergency operations. Municipality representatives serve on the EOC Operations Group to coordinate activities between county and municipal response and recovery elements.

8. During an actual or imminent major disaster, the County Administrator will call together the Emergency Policy Group and recommend such actions as a Declaration of a State of Local Emergency and an Evacuation Order. All executive orders or proclamations issued by the EPG shall indicate the nature of the disaster, the area or areas threatened, and the conditions creating the disaster or threat. The contents of such orders shall be promptly disseminated through the media.

9. Local Disasters
As a result of a localized disaster such as a tornado, flooding, fire or Hazmat, the EM Director, or his representative, will activate portions of this plan as required to meet the emergency situation. The principle of graduated response will be used in dealing with a localized disaster. The initial response will come from emergency personnel and equipment located within the jurisdiction where the disaster occurs. In the unincorporated areas of the county, this initial response will come from the Sheriff’s Office or County Fire Rescue Department. Additional resources can be brought to bear by the EOC if the situation warrants.

10. Major Disaster (Hurricanes, etc.)

a. Normally, hurricanes are a relatively slowly developing threat and preparation time is available. Preparation activities by emergency management personnel and other
emergency response agencies will be governed by conditions presented by the impending situation. The EOC staff will monitor weather conditions as received from the National Weather Service (NWS) and other sources. The EM Director will establish and announce increased alert conditions as necessary.

b. While a local disaster may occur in a specific section of the county or a municipality, a major disaster like a hurricane most likely will affect the entire county. The destructive nature of the disaster will require coordinated response between each level of government and other response agencies in the county. Portions of this plan may be activated in preparation for a major disaster by the County Administrator or representative. The full scope of the plan will be activated by the Emergency Policy Group.

c. The hurricane is a regional phenomenon. The evacuation of one county will critically affect, and be affected by, the concurrent evacuation of adjacent counties. Continuous communications and coordination between the counties of the Tampa Bay Region are imperative to ensure an efficient, effective evacuation of the vulnerable areas. Of primary importance is the exchange of information between county decision makers, through their Emergency Operations Centers, concerning scenario identification and timing for issuance of evacuation orders.

d. The primary means of ensuring a coordinated effort in response to a major disaster will be through the EOC Operations Group. The Group, which has representatives of all the political entities and other disaster preparedness oriented agencies within the county, will meet whenever a hurricane, or other major disaster, presents a direct threat to Hillsborough County. The County Administrator, assisted by the EM Director, will make recommendations concerning evacuation to the Emergency Policy Group (EPG) which will make the final decision regarding proposed evacuation. The EPG will issue the Evacuation Order and appropriate law enforcement authorities will execute the Order in accordance with this plan. The EOC will act as the focal point for coordinating all response, recovery and re-entry activities.

e. Areas in Hillsborough County that will be most vulnerable from a direct hit or near miss of a hurricane include low-lying coastal areas, low-lying riverine areas, mobile homes and substandard housing. All mobile homes will be evacuated during any hurricane. The evacuation of low-lying areas will be determined and ordered based on the projected severity of the hurricane and its associated storm surge.

f. In most cases, initial recommendations will be for early voluntary evacuation of citizens away from threatened areas. The recommendation for a voluntary evacuation will normally be followed in sequence by the Emergency Policy Group issuing a Declaration of a State of Local Emergency and an Evacuation Order for designated threatened areas. In accordance with Florida Law, such evacuation orders are mandatory. The evacuation will be made under the control of municipal, county and state law enforcement officers.
g. Emergency transportation will be provided to assist during evacuation. Buses and vans will transport evacuees unable to drive or without transportation. Buses, ambulances and special vehicles will be needed to evacuate hospitals in vulnerable areas. (See Emergency Support Function Annex 1, Transportation).

h. Plans will include procedures to assist the elderly and disabled during any mass evacuation.

i. Public shelters, operated by the American Red Cross, will be made available to citizens desiring to use them. Shelters will be staffed by American Red Cross, law enforcement, RACES, School Board and EMS personnel and will contain pre-stocked food supplies. Certain shelters under the supervision of the Florida Department of Health – Hillsborough County (formerly the Hillsborough County Health Department) will be dedicated to those people with special medical needs.

j. After landfall, re-entry into damaged areas will be strictly controlled. Response and recovery operations will be coordinated by the representatives of the various emergency response agencies from the EOC. As the recovery process continues, coordination of longer term recovery activities may be assumed by the various response agencies at their normal operating locations.

11. All county departments, constitutional authorities, municipalities and other public/private entities mentioned in this plan will operate in accordance with their authorized standard operating procedures. All applicable agencies will develop plans and procedures to support concepts and activities reflected in this plan.

12. On-Scene Incident Command System

a. Effective and efficient command of an incident is essential to prevent loss of life, decrease the extent of injuries and to limit the amount of property damage. A structured Incident Command System, well understood by responding agencies in advance, will ensure smoother operations at a disaster scene.

b. The Incident Command System is a multi-discipline, multi-jurisdictional system in which responsibilities and duties of those persons holding key positions have been pre-designated. The system is capable of expanding or shrinking as the situation warrants.

c. All responder agencies must adopt and follow the incident command concept in order for it to be effective. Further, each agency is responsible to plan and train for their assigned areas of response or support. A listing of these responsibilities by agency is provided at Appendix 11.

d. The agency to assume Incident Command will be determined by the type of incident encountered. For example, the incident commander for a fire or hazardous materials incident will be the fire department in the jurisdiction involved; the
incident commander for a terrorism incident will be law enforcement, etc. An incident command matrix depicting incident command responsibilities for the various kinds of incidents is provided at Appendix 12.

e. Command of an incident will be assumed by the first officer on the scene and passed to another officer upon arrival, if deemed necessary. Command should never be changed for sake of change. The incident commander should be the most knowledgeable of that type of incident, not necessarily the most senior.

f. The incident commander must assign officers to assist with the various functions necessary to deal with an incident. A traditional chain of command structure must be implemented. A chart depicting a model structure is included at Appendix 13.

g. Under events when the EOC is activated, the Incident Commander will coordinate as required with appropriate emergency support functions.

E. Notification and Warning

1. Warning for an emergency requires action on two levels: warning officials and organizations and warning the general public. The extent and method of warnings issued will be determined by the EM Director and County Administrator. The scope of a warning can range from countywide for an event like a hurricane to a limited area of the county for a hazardous materials incident.

2. The EM Director has the overall responsibility for maintaining the county warning points. There are two designated warning points for Hillsborough County, both located at the EOC building at 2711 East Hanna Avenue:

   a. Primary – Emergency Dispatch Communications (EDC), which is also responsible for fire and ambulance dispatch within the unincorporated county, serves as the county’s 24 hour warning point.

   b. Secondary – Hillsborough County Emergency Management activates the EOC under emergency conditions, which then assumes some of the County Warning Point responsibilities.

   c. The EOC possesses the capability to operate on a self-sufficient basis for an extended period of time. It has a 300KVA generator with a fuel tank and a county refueling station on site. It has an emergency potable water system served by a domestic well and a wastewater holding tank. It also has adequate cooking and sleeping capabilities on site.

3. In the event of a disaster which would render the EOC unusable, an alternate EOC would be established at the Hillsborough County Extension Office.

4. Warning of potential or actual disasters can be received at both the primary and
secondary warning points from the following sources:

a. National Weather Service (NWS) – The NWS forecasts weather conditions and originates severe weather watches and warnings. Severe weather information concerning the Tampa Bay area is provided by NWS offices in Ruskin and Miami. This information is received at the County Warning Points over the state satellite system by telephone and weather teletype.

b. State Satellite Communications System – This system provides capability to transmit voice, high-speed data, facsimile and video communications throughout the state’s emergency management network. Besides the 67 terminals located in every county EOC, the system serves all National Weather Service forecast offices in the state, the National Hurricane Center (NHC) and the primary Emergency Alert System (EAS) radio stations.

c. Telephone and Local Radio Systems – Warnings of emergencies within the county can be received by telephone or radio, including the 9-1-1 system (See Emergency Support Function Annex 2, Communications).

5. Government at all levels bears the responsibility of providing warning of impending emergencies or disasters. The federal government provides warning to states on threats that are national in scope while states provide warnings to local governments on statewide threats. County and municipal governments have the primary responsibilities of providing any warnings to the general public. The EM Director has the authority to activate the public warning system.

6. Warning will be made by County Warning Point personnel utilizing all available means of communications to inform and warn county officials, local governments, emergency responders, disaster organizations, other concerned agencies and the public. Notification lists and phone numbers of key emergency personnel are maintained by both EDC and EOC staffs. The EM Director normally decides which personnel are notified depending on the emergency scenario. The systems available for warning are:

a. Normal Telephone System (Including Fax): The Warning Points keep comprehensive listings of telephone numbers to be called for various emergency situations. Faxes can also be used for this purpose.

b. E-mail: Advisories can be sent electronically to multiple addresses by e-mail.

c. Two-Way Radio – The Warning Points have access to existing radio systems, e.g., police, fire, etc. to warn specific agencies.

d. Emergency Alert System (EAS) (formerly the Emergency Broadcast System (EBS)) – County Warning Points can request activation of the EAS by contacting the State Watch Office (SWO). The SWO will activate the system through the primary EAS station in the area. Upon appropriate authentication, participating
broadcast stations (radio and television) as well as cable television companies, tuned to the primary EAS station will activate their alert tone transmitters and interrupt their broadcasts to pass the warning message. This system can only alert those individuals who are monitoring the radio/television broadcast at the time of the warning.

e. Media – In addition to using the EAS, Warning Point/Watch Office will provide warning information through a Public Information Officer to television, radio and print media. The broadcast media provide a major part of the county’s capability to warn the public in a timely manner. Hispanic radio stations are available to provide warning to the Spanish speaking populace. With regard to the hearing impaired, television stations provide the key method of warning this sector.

f. NOAA Weather Radio – Ruskin Weather will broadcast warning messages for Hillsborough County over their NOAA Weather Radio network. This system will be activated by a phone call from the EOC to Ruskin Weather. Emergency Management encourages county departments, agencies and all public and private facilities to obtain an inexpensive weather radio receiver in order to have the capability of receiving warning messages. Ruskin Weather is also designated as an alternate to activate the EAS.

g. Computer Controlled Telephone Out Dial Systems – The EOC, Sheriff’s Office and Tampa Police possess telephone out dial systems which can be used to provide residents and businesses in designated areas with public safety or emergency management advisories. HCFL Alert is Hillsborough County’s official mass notification.

h. Mobile Public Address Systems (PA) – An effective means of alerting the populace is law enforcement and fire personnel broadcasting the warning via mobile public address systems.

i. Personal Contact – The least efficient method of alerting the populace is door-to-door by law enforcement and fire personnel. However, personal contact is a highly effective way of alerting the affected populace, especially for localized disasters.

j. Port Siren Alert System – this radio based system is activated when a hazardous materials release occurs in the Port area. The alert system can be activated at the EOC or at the Port.

7. The County Warning Point will notify the State Watch Office of applicable incidents over the Satellite Communications System. (See Emergency Support Function Annex 5, Information and Planning).

8. The two County Warning Points are capable of coordinating any warning with adjacent jurisdictions by Satellite Communications System, telephone and two way radio.
F. Response Operations

1. The Emergency Policy Group is responsible for declaring a State of Local Emergency and issuing evacuation orders. These actions will be considered by the EPG based on recommendations from the County Administrator or representative. Section III.C. delineates the composition and authorities of the EPG.

2. The EOC will be the central direction and control facility for county disaster response operations. Under the direction of the EM Director, the EOC Operations Group will control all aspects of response activities. The EOC Operations Group consists of all county emergency response agencies, representatives from each municipality and all other pertinent government (i.e. state and federal) and non-government agencies involved in the response. Hillsborough County will actively pursue full regional coordination during hurricane response activities.

3. Evacuation operations in Hillsborough County call for a coordinated effort by county, municipal and the various emergency response agencies in the preparation and movement of evacuees from threatened areas into safe areas. Many evacuations will be localized and require only selected assistance from county resources. However, during a hurricane evacuation, not only Hillsborough County, but the entire Tampa Bay Region will be involved and will require the use of all pertinent municipal and county resources as well as the coordinated efforts of surrounding counties and state agencies.

4. Evacuation for a Localized Disaster

   a. The principle of graduated response applies to actions taken if a localized disaster causes evacuations from threatened areas. Any evacuation during a localized disaster will be dictated by the situation and by the decision of the incident commander based upon the threat to the areas adjacent to the disaster site. The decision and order to evacuate will be made within the jurisdiction by the appropriate authority. In this event, coordination will be established with the EOC or EDC and the American Red Cross.

   b. During localized evacuation situations, requests for outside assistance will be made through EOC or EDC (after duty hours). This assistance may include, but is not limited to, the opening of selected American Red Cross shelters, emergency transportation, and activation of search and rescue units and requests for specialized personnel or equipment.

5. Large Scale Evacuation

   a. When, in the judgment of the County Administrator, or representative, an approaching hurricane or other emergency presents a threat to Hillsborough County, the Emergency Policy Group (EPG) will be convened. If deemed appropriate, the EPG will issue a Declaration of a State of Local Emergency. The EPG may issue an Evacuation Order concurrently with this Declaration or may
defer the Evacuation Order to a later time.

b. If necessary during an impending disaster, the Hillsborough County School Board, or if designated by the Board, the Superintendent of Schools, will order the closing of public schools. Public schools will be closed based on consultation with the County Administrator or representative.

c. Responsibility for closing of businesses during actual or impending disasters rests with individual business management. However, businesses located within an area ordered to be evacuated by the EPG or an incident commander for a localized disaster, must be evacuated.

d. Evacuation Areas

(1) Those in areas directed to evacuate should depart to a safe location at homes of friends or relatives, hotels/motels, out of the county entirely or to a designated public shelter.

(2) For hurricane evacuation purposes, the county is divided into five evacuation levels (Level A to E) corresponding to the five categories of hurricanes. (e.g. Evacuation Level A = Category 1 hurricane). The Hillsborough County Disaster Planning Guide which is published annually provides color coded representation of the five evacuation levels.

(3) Residents of all mobile homes must evacuate for any level hurricane. The Tampa Bay Regional Planning Council (TBRPC) Hurricane Evacuation Study (2010) estimated 33,166 mobile home spaces within Hillsborough County. However, the exact number of mobile homes is difficult to ascertain, as a Hillsborough County Code Enforcement Study has shown that there are as many as 20,000 unlicensed and unreported mobile homes in the unincorporated county. The TBRPC Study reflected 65,318 mobile home residents. A list of mobile home parks is maintained under separate cover.

e. Evacuation of Hospitals and Nursing Homes for Hurricanes

(1) Of the 15 hospitals in Hillsborough County, storm surge data developed from the NOAA computer hurricane simulations indicate that four are in evacuation zones. Those hospitals which may have to evacuate will coordinate with Emergency Management and the Medical Director for Mass Casualty Planning (MDMCP). Additional information on hospital evacuations is in Appendix 14.

(2) Of the 29 free standing nursing homes, four are in evacuation zones. (Note: five hospitals also have nursing home units). Nursing homes which may have to evacuate will coordinate with Emergency Management and the MDMCP. These nursing homes will make prior arrangements with other nursing homes to accommodate evacuating patients. Provisions must be made for equipment,
f. Evacuation Routes

(1) Evacuation routes are as coordinated between Emergency Management, Sheriff’s Office, Public Works and Florida Department of Transportation (FDOT) District 7. The main evacuation routes are the major highways in the county. These include the interstate systems (I-4, I-275 and I-75), U.S. highways (U.S. 41, U.S. 92 and U.S. 301), state roads (S.R. 60, S.R. 580, S.R. 581, S.R. 582, S.R. 597, S.R. 640, S.R. 672, S.R. 674 and S.R. 676) and the Crosstown and Veterans Expressways and may include other routes. Evacuation routes are shown on a DOT District 7 map and on the County Disaster Planning Guide.

(2) Individuals evacuating out of the area will use these routes as their primary means of egress. Individuals evacuating to shelters will use the most direct route from their area to their shelters.

(3) In the event of closure of any evacuation route, law enforcement personnel will redirect traffic to alternate routes as appropriate.

(4) To ease traffic congestion, residents in low lying areas will be advised through the media to consider leaving as early as possible before a mandatory evacuation order begins.

g. Traffic Control

(1) To maintain a continuous flow of traffic, both internally and on the evacuation routes leading out of the county, a traffic control plan has been established by the various law enforcement agencies and the county traffic engineers. Traffic Control Points are designated at critical intersections through Hillsborough County. A specific law enforcement agency is assigned to provide the necessary personnel at each Traffic Control Point. Locations of Traffic Control Points are maintained by the applicable law enforcement agencies.

(2) County, municipal and state law enforcement personnel will provide security along traffic routes. FDOT will coordinate emergency vehicles (e.g. tow trucks) on the Interstate System to assist evacuees with vehicle problems or, if necessary, to move them to a safe area. County and municipal law enforcement will perform this function on all other roads.

(3) Intersections or points along evacuation routes that may flood will be identified and plans made for the re-routing of traffic.

h. Hurricane evacuation times are computed using the following elements:
(1) Clearance Time is the time necessary for the relocation of all vulnerable evacuees to their respective shelter destinations once the official evacuation order is issued. The clearance time consists of three major subcomponent time considerations:

(a) Mobilization time – the time period between the issuance of the evacuation order and the time taken for the last vehicle to leave any vulnerable zone under the specified evacuation conditions.

(b) Queuing time – the period of time caused by the duration of lines of congested vehicles resulting when the capacities of the evacuation routes are exceeded by the number of vehicles entering those routes.

(c) Travel time – the period of time necessary for the vehicles to move the specified evacuation distance at an anticipated operating speed assuming no queuing delays.

(2) Pre-landfall time is the longer period of time, before the eye of the hurricane reaches the coast, of either:

(a) Evacuation routes become inundated and impassable by storm surge.

(b) Sustained gale force winds arrive from approaching hurricane.

i. All hurricane evacuations must be complete before the arrival of tropical storm force winds. A comprehensive decision making process is involved with regard to hurricane evacuations. The major aid to hurricane evacuation decision making is the Hurrevac computer model provided by the Federal Emergency Management Agency (FEMA) and the US Corps of Engineers. This model takes inputs of National Hurricane Center hurricane advisory information and provides pictorial and tabular information to assist in making evacuation decisions.

j. The current Tampa Bay Region Hurricane Evacuation Study update provides estimates for county clearance times derived through a transportation modeling process including accepted traffic engineering and transportation planning techniques. The Study’s 2010 data are shown at Appendix 16. Actual clearance times used for decision making will be based on the latest TBRPC planning data available at the time.

k. Emergency Transportation

(1) Evacuees who require transportation assistance may use public transportation coordinated by the EOC. Public transportation will assist evacuees who cannot drive or have no other means of transportation. All evacuees using emergency bus service will be taken to designated shelters. Buses will also be made available to return to the evacuated areas when conditions are safe.
(2) Evacuation of bedridden/handicapped persons will be coordinated between the EOC Operations Group, to include the Medical Director for Mass Casualty Planning, and the appropriate agencies in Hillsborough County that provide services to the bedridden and handicapped. Transportation and medical requirements will be considered in establishing procedures to move these citizens to places of safety. Citizens who require medical attention while living at home will be moved to special needs shelters or to the home of a relative or friend by prior arrangement by the individuals concerned.

(3) Emergency Support Function Annex 1 provides more comprehensive information on emergency transportation.

l. Drawbridges

(1) Hillsborough County has seven drawbridges all of which are located along the Hillsborough River. Five of the bridges are controlled by the City of Tampa (Platt Street, Brorein Street, Cass Street, Laurel Street and Columbus Drive) and two are controlled by the State of Florida (Kennedy Boulevard and Hillsborough Avenue).

(2) Under a hurricane evacuation it may become necessary to close all drawbridges in the county to facilitate evacuation. According to 33 Code of Federal Regulations (33 CFR), the primary jurisdiction to regulate drawbridges over navigable waters is the federal government. This authority rests with the U.S. Coast Guard. The cognizant agency in Hillsborough County is the Seventh Coast Guard District, Miami, Florida.

(3) Prior to a disaster, the closure of drawbridges must be authorized by the Coast Guard. If the Hillsborough County EOC desires to mandate closure of drawbridges during evacuation, the EOC shall coordinate this action with the Seventh Coast Guard District. CFR 117.33 allows drawbridges to remain closed during a natural disaster unless the Coast Guard specifically directs otherwise.

(4) FDOT policy as reflected in their Bridge Tender Manual is that drawbridges may be closed no earlier than eight hours prior to arrival of winds of 34 knots (39 mph) or more, if DOT has determined that closure is required to prevent damage to the bridge. Whenever such closure is ordered, it should be reported to the Coast Guard.

m. Public Shelters

(1) In the event of a hurricane or other countywide emergency, the decision to open shelters will be made by the County Administrator, or representative. This decision will be coordinated with the Superintendent of Schools. In most cases, the decision to open shelters will be made subsequent to a Declaration of a State of Local Emergency by the Emergency Policy Group. The decision can be
made no later than the time an Evacuation Order is issued by the EPG. This decision will be immediately provided to the American Red Cross, which has the responsibility to open the shelters. For a localized disaster, a request to open shelter facilities will be made by the appropriate agency (i.e. emergency management, law enforcement or fire department) to the American Red Cross. Emergency Management will assist the American Red Cross in coordinating shelter openings for major evacuations.

(2) With the exception of special needs shelters (paragraph n below), all public shelters will be staffed and operated by the American Red Cross who will ensure potential shelter staffs are trained in accordance with American Red Cross procedures. Minimum American Red Cross staffing requires a shelter manager, assistant manager, nursing coverage and registrar. Law enforcement agencies (Sheriff’s Office, municipal police departments and University of South Florida Police) will provide 24 hours security personnel at each shelter within their jurisdiction. RACES will provide communications support at each shelter.

(3) Most public shelter facilities for countywide emergencies will be located at public schools. Selected churches which have agreements with the American Red Cross may also serve as public shelters. The designated public schools to be used as public shelters will be reviewed annually by Emergency Management, Hillsborough County School Board Administration and American Red Cross. The best available public school facilities will be chosen to meet shelter requirements primarily based on safety criteria (i.e. out of potential hurricane storm surge zones and structurally sound) and American Red Cross shelter selection criteria. Certain shelter(s) will be designated as capable of housing pets (dogs and cats). Pet Resources will be responsible for coordinating reception and sheltering of the pets.

(4) Logistical requirements for shelters are a joint responsibility of the American Red Cross and School Board. The School Board will ensure a minimum of a three day supply of food, in addition to sufficient water and sanitation facilities are available for designated public school shelters. The School Board will also ensure that food service and janitorial personnel support are available. Replenishment of food, water and other supplies is an American Red Cross responsibility in coordination with the School Board.

(5) There is a continual goal to meet projected public shelter demand for the worst case hurricane scenario in accordance with TBRPC planning estimates. (See Appendix 17). Through the continuing shelter capacity refinement process, available shelter spaces vary. Projected shelter capacities, and any potential shortages, are calculated annually. In the event that a region wide evacuation causes the capacity of shelters to be exceeded, refuges of last resort will be identified by the EOC to download evacuees from the highways. (paragraph o. below).
(6) An updated list of official county public shelters is published annually in the Disaster Planning Guide (formerly known as the Hurricane Guide) and posted on the County web site. The shelters are designated with a unique symbol on the hurricane evacuation map.

(7) Shelters used for a localized disaster will depend on the number of individuals needing shelter and the timing of the event. For a small scale sheltering requirement, shelters will be established at local churches, Parks, Recreation and Conservation facilities, or local service organizations. If there is a significant sheltering requirement, public schools may be used for sheltering during localized emergencies.

n. Special Needs Shelters

(1) Hillsborough County opens designated shelters, the number depending on the severity of the hurricane, which are solely dedicated for those with special medical needs. The Florida Department of Health – Hillsborough County manages these shelters.

(2) Those who qualify for special needs shelters are encouraged through the Disaster Planning Guide, as well as by human service agencies and home health agencies to pre-register. The Florida Department of Health – Hillsborough County maintains a list and updates it on a continual basis. The Information Service Center works with the Florida Department of Health – Hillsborough County and Emergency Management to serve as a central contact point for special needs registrations.

(3) Generators, medical supplies and cots are available for special needs shelters. Food will be provided by the School Board and USF to shelterees. Food costs will be reimbursed by the county.

(4) More detailed information on evacuation and sheltering of people with special needs can be found in Emergency Support Function Annex 6 and the Special Needs Evacuation & Shelter Plan.

o. Refuges of Last Resort

The possibility exists in a large scale hurricane evacuation, especially one which involves several west central Florida counties that evacuation routes will become gridlocked and will need to be downloaded as a hurricane approaches the area. In this event, some form of refuge of last resort will be needed to protect stranded motorists’ lives. Refuges of last resort would include such locations as government buildings, churches, additional schools, and commercial buildings. (A list of such potential facilities is maintained separately from the CEMP). These refuges are not designated as official American Red Cross public shelters and will have minimal, if any, support available; they will merely serve stranded motorists who would be safer in the designated facility than in a car.
p. Sheltering for Longer Periods of Time

Arrangements for longer term sheltering will be made between the American Red Cross and churches which have entered into agreements for such services. There are also several other humanitarian organizations, such as the Salvation Army and Metropolitan Ministries, which could be requested to provide necessary shelters. For long term temporary housing, see the Recovery Section and the Disaster Temporary Housing Plan.

q. Host County Sheltering

Hillsborough County is a potential destination for large numbers of evacuees from disaster situations in other parts of Florida. Under such a scenario, Information Centers for incoming evacuees may be set up along, or near to, highways at the approach ends of the county. FDOT lighted message boards, if available and requested by the EOC, would be placed at key places on the inbound highways to provide shelter information. Public shelters sufficient to meet the demand, will be opened as needed as close as possible to the main ingress routes to the County. See the Host County Shelter Plan for further information. When requested by the EOC, FDOT may post shelter information on their dynamic message signs during evacuations, depending on the relative priority of other messages.

6. Reentry

a. The Emergency Policy Group is vested with the authority to allow reentry to evacuated areas and to declare a termination of a state of emergency. In all likelihood, reentry will be a gradual process depending on extent of damage in various areas of the county. This is especially true with regards to road damage.

b. In all damaged areas, reentry will not be allowed until the area has been deemed safe. In those damaged areas, the County Administrator will make recommendations to the EPG on when the areas are safe as determined by county and municipal agencies. Teams comprised of representatives from the appropriate agencies (i.e. law enforcement, fire, building, utilities and health) will advise the County Administrator when an area is considered safe for reentry. These teams will be headed by the applicable law enforcement agency (i.e. Sheriff’s Office in the unincorporated County and municipal police departments in the cities). Each jurisdiction will control reentry into their jurisdiction.

7. State Assistance

a. When a disaster is beyond the capabilities of county resources to respond, the county EOC will request assistance from the state. The state EOC will coordinate assistance provided to the county. The state has organized various capabilities to assist counties impacted by a disaster.

(1) State Emergency Response Team (SERT). The SERT is comprised of all or a partial group of State Emergency Coordinating Officers (ECO), representing
the Emergency Support Functions. These ECOs are empowered to carry out the missions that are assigned by their ESF. Assistance requests from counties are forwarded to the State EOC to the various ESF groups. A SERT Liaison Officer, typically a DEM area coordinator or non-impacted local emergency management coordinator, will be dispatched to a county threatened by, or experiencing, a large-scale emergency or disaster. The SERT Liaison Officer will provide ongoing assessments and relay local recommendations or resource requests to the SEOC. As the emergency situation develops, additional SERT representatives may be deployed to the impacted county to provide additional support and assistance. When organized, this group may be designated as the Area Command. This team will operate from the county EOC or a separate operating location where it can coordinate local or regional response activities.

(2) Rapid Response Teams (RRT). State and county personnel and volunteers, organized into RRTs may be deployed into an impacted area to augment the Area Command. The type of functions these teams can be assigned includes: management of donated goods and services at the County/Regional Relief Center, organizing and providing logistical support for volunteer groups, operating staging areas, providing relief for EOC personnel, etc. The EM Director will coordinate the effective assignment of the teams through the SEOC. A county Standard Operating Procedure (SOP) further amplifies this concept.

(3) Mutual Aid Support. Mutual aid support sent into the county by the state (either state agencies or county/municipal units) will report to the EOC and may be assembled at a Mutual Aid Staging Area (MASA). The MASA would be located at the Tampa General Hospital-Health Park, 5906 N. 30th Street, or other alternate site. The MASA may be staffed by a state RRT or with county personnel. The main functions of the MASA will be to receive process, assign and coordinate support of mutual aid responders (e.g. fire, law enforcement, EMS, public works, utilities, etc.).

(4) Recon Teams. After the impact of a major or catastrophic emergency, State Recon Teams will be deployed to assess immediate human needs and damage to the infrastructure. This assessment is used to identify those immediate actions that are necessary to preserve life and property. Various state and regional organizations will provide support to Recon Teams in fulfilling their mission. County representatives will join up with state teams upon their arrival in county and will coordinate their activities during the assessment process. Local agencies responsible for working with counterpart state representatives are as follows:

<table>
<thead>
<tr>
<th>Team Leader</th>
<th>Sheriff’s Office</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health &amp; Medical</td>
<td>State Dept. of Health/Medical Director for Mass Casualty Planning</td>
</tr>
</tbody>
</table>
8. Federal Assistance

a. If a disaster is of such magnitude and severity that the resources within the state are inadequate to successfully respond, the Governor will request federal assistance through FEMA to the President of the United States. Once authorized by the president, the federal government provides assistance through the National Response Framework.

b. In actuality, FEMA may pre-deploy a FEMA Liaison Officer to the State EOC, and deploy an Emergency Response Team (ERT) Advanced Element when a Presidential declaration appears imminent.

c. Under a presidential declaration, the federal government provides assistance through counterpart federal ESFs and the Emergency Response Team. The federal/state one-on-one liaison will remain in effect in the State EOC throughout the entire federal response operation.

9. In the event of a disaster, one or more Joint Information Centers (JIC) will be set up. The JIC will be staffed with public affairs representatives from local, state and federal response agencies. The purpose of the JIC is to ensure the coordinated, timely and accurate release of information to the news media and to the public about disaster related activities. (See Emergency Support Function Annex 12 for more information about the JIC).

10. Availability of emergency workers during disaster response and recovery operations is a factor that must be considered by all emergency response organizations. All such organizations must take all necessary initiatives to ensure availability of their workforce. This includes taking active steps to facilitate the safety and welfare of workers’ families.

11. After any disaster, a critique will be conducted by Emergency Management. All agencies participating will be represented. Deficiencies and lessons learned will be presented by all participants. An after action report will be written by Emergency Management and distributed to all applicable agencies. Follow-up actions will be made through applicable county emergency management committees.

12. The various aspects of disaster response operations will be addressed in Emergency Support Function Annexes 1 through 19.
IV. RESPONSIBILITIES

A. General

Under the all hazards approach to emergency management, response to all disasters requiring EOC activation will be conducted as described in Section III and under the responsibilities designated in this Section. For any disasters which exceed the capabilities of the county, the EOC will request state and federal support through the State EOC.

B. County, State and Federal Responsibilities

1. As reflected in the State of Florida Comprehensive Emergency Management Plan (CEMP), the following are county, state and federal responsibilities with regard to emergency management:

   a. As reflected in Florida Statute 252 and the State CEMP, county governments are responsible for:

      (1) Maintaining an emergency management program at the county level involving all government, private and volunteer organizations which have responsibilities in the comprehensive emergency management system within the county.

      (2) Coordinating the emergency management needs of all municipalities within the county and working to establish intra-county mutual aid agreements to render emergency assistance.

      (3) Implementing a broad-based public awareness, education and information program designated to reach all citizens of the county, including those needing special media formats, who are non-English speaking (including persons who do not use English as their first language), and those with hearing impairment or loss.

      (4) Executing mutual aid agreements within the state for reciprocal emergency aid and assistance in the event of a situation is beyond the county’s capability.

      (5) Maintaining an emergency management program that is designed to avoid, reduce and mitigate the effects of hazards through the enforcement of policies, standards and regulations.

      (6) Maintaining cost and expenditure reports associated with disasters, including resources mobilized as a result of mutual aid agreements.

      (7) Coordinating public information activities during an emergency.

      (8) Developing and maintaining procedures to receive and shelter persons
evacuating within their political jurisdiction and those persons evacuating from outside into their jurisdiction with assistance from the state.

(9) Ensuring the county’s ability to maintain and operate a 24 hour warning point with the capability of warning the public.

b. The State of Florida is responsible for:

(1) Maintaining an emergency management organization at the state level involving all government agencies, businesses, and volunteer organizations that have responsibilities in comprehensive emergency management within Florida.

(2) Maintaining a broad-based public awareness, education and preparedness program designed to reach a majority of the citizens of Florida, including citizens needing special media formats, such as non-English speaking individuals.

(3) Supporting the emergency needs of all counties by developing reciprocal intra- and inter-state mutual aid agreements, in addition to assistance from FEMA.

(4) Directing and controlling a state response and recovery organization based on emergency support functions, involving broad participation from state, private and voluntary relief organizations, and that is compatible with the federal response and recovery organization and concept of operations.

(5) Developing and implementing programs or initiatives designed to avoid, reduce and mitigate the effects of hazards through the development and enforcement of policies, standards and regulations.

(6) Coordinating state activities with those Florida volunteer organizations active in disasters. Ensure that these organizations are identified and organized under ESF #15 (Volunteer and Donations) of the State Emergency Response Team.

(7) Coordinating state activities with Florida’s business community and its organizations to ensure a broad and comprehensive coverage of assistance and relief during a disaster.

(8) Promoting mitigation efforts in the business community with emphases on the state’s infrastructure.

(9) Identifying critical industry and infrastructures that may be impacted by disaster or are required for emergency response efforts.

(10) Reviewing and analyzing the plan against national criteria to ensure compliance with goals, procedures and benchmarks that guide emergency management programs.
The federal government is responsible for:

1. Providing emergency response on federally owned or controlled property, such as military installations and federal prisons.

2. Providing federal assistance as directed by the President of the United States under the coordination of the Federal Emergency Management Agency and in accordance with federal emergency plans.

3. Identifying and coordinating provision of assistance under other federal statutory authorities.

4. Providing assistance to the State and local governments in response to the recovery from a commercial radiological incident consistent with guidelines as established in the current Federal Radiological Emergency Response Plan and the National Response Framework.

5. Managing and resolving all issues pertaining to a mass influx of illegal aliens.

6. Providing repatriation assistance to U.S. citizens (including noncombatants of the U.S. Department of Defense) evacuated from overseas areas. The U.S. Department of Health and Human Services (DHHS), in coordination with other designated federal departments and agencies, is responsible for providing such assistance.

C. County – BOCC Departments/Divisions

1. The following specific responsibilities, which are applicable to disaster operations in Hillsborough County, apply to the officials, departments, or agencies indicated. Each organization reflected herein should translate their tasking into a specific action oriented checklist for use during incident management operations, including how the organization will accomplish its assigned tasks.

   a. Board of County Commissioners.

      1. Promulgates this plan for the safeguarding of life and property of the citizens of Hillsborough County.

      2. Provides for the continuance of effective and orderly governmental control required for emergency operations through all phases of an impending or actual disaster.

      3. Delegates to the Emergency Policy Group and the County Administrator, the authorities as delineated in Section III.C.2.

      4. Executes agreements with state and federal disaster relief agencies.
b. County Administrator

(1) Provides direction and control over county disaster response and recovery operations.

(2) Directs county hazard mitigation and post disaster redevelopment efforts.

(3) Oversees response and recovery operations of the EOC Operations Group during emergency operations.

(4) Issues emergency decisions as necessary under declared states of local emergencies (See Section III.C.2.e for delegated powers).

(5) Advises and informs the EPG in all disasters.

(6) The order of succession for direction and control of disaster operations is from the County Administrator to the Deputy County Administrator, to the Director of Emergency Management.

c. County Attorney

(1) Provides advice and guidance to the Board of County Commissioners, Emergency Policy Group, the County Administrator and Director of Emergency Management concerning legal responsibilities during disaster response and recovery operations.

(2) Advises the Disaster Preparedness Groups.

d. Chief Development & Infrastructure Services Administrator

(1) Directs and coordinates the following departments to ensure availability and response (personnel, material and equipment) during the pre-disaster, response and recovery phases.

(a) Development Services

(b) Building & Construction

(c) Public Works

(d) Solid Waste

(e) Public Utilities

(2) Director, Public Works, is the successor for disaster operations.
e. Chief Financial Administrator

(1) Directs and coordinates the following to ensure availability and response (personnel, material and equipment) during the pre-disaster, response and recovery phases.

   (a) Affordable Housing Services
   (b) Management and Budget
   (c) Procurement Services
   (d) Strategic Planning & Grants Management
   (e) Human Resources
   (f) Enterprise Solutions and Quality Assurance

(2) Ensures continuity of county fiscal operations after a disaster to include employee payroll, purchasing and contracting.

f. Chief Communications Administrator

(1) Directs and coordinates the following entities to ensure availability and response (personnel, material and equipment) during the pre-disaster, response and recovery phases.

   (a) Communications & Digital Media
   (b) Community Affairs – Liaisons
   (c) Citizen and Communications Support

(2) Coordinates support for distinguished visitors who may visit the county during disaster response and recovery operations.

g. Chief Human Services Administrator

(1) Directs and coordinates the following divisions to ensure availability and response (personnel, material and equipment) during the pre-disaster, response and recovery phases.

   (a) Aging Services
   (b) Health Care Services
   (c) Children & Youth Services
(d) Sunshine Line

h. Chief Information & Innovation Officer

   (1) Directs and coordinates the following divisions to ensure availability and response (personnel, material and equipment) during the pre-disaster, response and recovery phases.

   (a) Information & Technology Services

i. Deputy County Administrator

   (1) Directs and coordinates the following department teams to ensure their availability and response (personnel, material, and equipment) during the pre-disaster, response and recovery phases.

   (a) Compliance, Communities & Conservation

   (b) Asset Management & Knowledge Commons

   (c) Economic Prosperity

   (d) Public Safety & Community Resources

j. Compliance, Communities & Conservation Assistant County Administrator

   (1) Directs and coordinates the following departments to ensure their availability and response (personnel, material, and equipment) during the pre-disaster, response and recovery phases.

   (a) Code Enforcement

   (b) Pet Resources

   (c) Parks, Recreation, and Conservation

   (d) Consumer & Veterans Services

k. Economic Prosperity Assistant County Administrator

   (1) Directs and coordinates the following departments to ensure their availability and response (personnel, material, and equipment) during the pre-disaster, response and recovery phases.

   (a) Economic Development

   (b) Extension Service
I. Asset Management & Knowledge Commons Assistant County Administrator

(1) Directs and coordinates the following departments to ensure their availability and response (personnel, material, and equipment) during the pre-disaster, response and recovery phases.

(a) Fleet Management

(b) Law Library

(c) Library Services

(d) Real Estate & Facilities Services

m. Public Safety & Community Resources Assistant County Administrator

(1) Directs and coordinates the following departments to ensure their availability and response (personnel, material, and equipment) during the pre-disaster, response and recovery phases.

(a) 9-1-1 Agency

(b) Fire Rescue

(c) Homeless Services

(d) Social Services

(e) Medical Examiner

(f) Emergency Management

n. Director, Emergency Management

(1) Develops plans and procedures to ensure county government readiness to effectively respond to potential natural and man-made disasters.

(2) Provides for the operation and internal procedures of the Hillsborough County Emergency Operations Center (EOC).

(3) In coordination with county departments, municipalities, other local disaster and state agencies, develops, refines and maintains this Comprehensive Emergency Management Plan, and ensures that necessary revisions are prepared, coordinated, published and distributed.

(4) Serves as the primary coordinator of ESF #5 (Information and Planning) and ESF #13 (Military Support).
(5) Coordinates disaster preparedness planning, training, and exercising activities with EOC committees to address such areas as shelter operations, emergency transportation, hospitals, nursing homes, hurricanes evacuation/response/recovery, special needs, etc.

(6) Serves as the overall coordinator for disaster preparedness training and education in Hillsborough County.

(7) Ensures appropriate warnings are provided to county and municipal officials, other disaster response agencies and the public.

(8) Ensures all communications, direction and control, alerting and EOC operating systems are functional and ready to support disaster response and recovery operations.

(9) Maintains a continuous all-hazards awareness program for Hillsborough County.

(10) During emergency operations, ensures accurate and timely disaster related information is provided to ESF #14 for release to media representatives for dissemination to the public.

(11) Advises the state of all disaster activities through the State Watch Office.

(12) Coordinates EOC activities with municipal, county and state disaster preparedness officials.

(13) Activates the EOC when necessary to coordinate emergency activities.

(14) Ensures full administrative and communications support is available to members of the EOC Operations Group.

(15) Coordinates with the American Red Cross and School Board in the selection and planning for public shelters. Coordinates the opening of public shelters when required.

(16) Coordinates support requirements for the Logistics Staging Areas (LSA), County Staging Areas (CSA), County Points of Distribution (POD) and other logistic centers as designated by the state or county.

(17) Through designated Disaster Transportation Coordinator (DTC) ensures emergency transportation requirements are met during disaster response and recovery operations.

(18) Ensures incident reports and damage assessment reports are provided to State Watch Office in a timely manner.
(19) Maintains a prioritized list of critical facilities within the county.

(20) Coordinates county activities with regard to federal disaster assistance. Provides necessary damage reports to state and federal officials.

(21) Coordinates support for state and federal damage assessment and disaster assistance personnel.

(22) Serves as the County Administrator’s representative in providing guidance, direction and support to the Medical Director for Mass Casualty Planning’s activities in support of the County’s mass casualty program. Coordinates administrative support to the Medical Director during mass casualty operations and exercises to include EOC communications, status boards and personnel assistance.

(23) After consultation with Ruskin Weather, provides recommendations to the Department of Homeless Services designee on opening of shelters for the homeless when predicted chill factors meet county criteria.

(24) Through the RACES/ARES Coordinator:

   (a) Provides radio communications support to the EOC, public shelters, American Red Cross Headquarters, Relief Center and other locations as required during disaster operations.

   (b) Coordinates the recruitment and registration of sufficient volunteers to support disaster needs.

   (c) Coordinates training and exercises to ensure sufficient state of readiness exists among RACES volunteers.

o. County Departments, Constitutional Authorities and Emergency Response Agencies

(1) Develop and maintain Continuity of Operations Plans (COOPs). COOPs will address personnel requirements and provisions to protect equipment. Organizations with facilities in flood zones will specifically address evacuation procedures in their plans.

(2) Ensure personnel are appropriately trained for disaster operations.

(3) Provide employees who do not have disaster related responsibilities to work in other vital areas of disaster response.

(4) Provide representation as required to the EOC for actual disasters and exercises.

(5) Establish procedures to ensure that all key personnel are warned of impending
disasters.

(6) For those entities so designated on page 252-254 of the Recovery Section, establish procedures to ensure damage assessments of areas under their control are accomplished and reported to the EOC.

(7) Ensure detailed records are kept for disaster response and recovery operations for federal and state reimbursements.

p. Director, Public Utilities

(1) Directs and coordinates the following divisions to ensure availability and response (personnel, materials and equipment) during the pre-disaster, response and recovery phase.

   (a) Field Maintenance Services

   (b) Utilities Operations

   (c) Technical Services

(2) Serves as a supporting agency for ESF #3, Public Works and Engineering, and provides a representative to the EOC Operations Group.

(3) Operates, controls, maintains and restores the potable, waste and reclaimed water systems in unincorporated Hillsborough County.

(4) Assists the Florida Department of Health – Hillsborough County in determining potability of water supply.

(5) Arranges for alternate sources of potable water for public consumption if required.

(6) Coordinates with municipal, regional and adjoining county water officials during disaster/emergency operations.

(7) Provides a representative to serve as liaison to state assessment teams concerning the status of county water and wastewater systems.

(8) Provides public information support to ESF #14 (Public Information) during disasters and exercises.

q. Director, Affordable Housing Services

(1) Serves as chairman of the County Disaster Temporary Housing Committee. Coordinates the temporary housing program during disasters. In this role, coordinates temporary housing operations with FEMA and state representatives.
r. Director, Aging Services

(1) Ensures coordination of human services in a disaster between county agencies, American Red Cross, municipalities, and state and federal agencies.

(2) Serves as a support agency ESF #6 (Mass Care and Human Services). In this role, coordinates mass care and human services activities for elderly disaster survivors.

(3) Serves as a primary coordinating agency for ESF #11 (Food and Water) in coordination with Department Directors of Health Care Services and Social Services which serve as supporting agencies.

(4) Provides a representative to serve on the EOC Operations Group during disaster situations and at Exercises.

(5) Through the Manager, Community Care for the Elderly (CCE):

   (a) Notifies applicable clients when an evacuation has been ordered.

   (b) Provides personnel to staff special needs shelters as resources allow.

   (c) Provides a representative to serve on the EOC Operations Group to assist in the coordination of special needs matters during disaster situations.

   (d) Registers people with special needs and passes to the Florida Department of Health – Hillsborough County for assignment to appropriate shelter.

s. Director, Pet Resources

(1) As ESF #17 (Animal Protection) coordinator, directs county activities dealing with disaster response for small and large animals.

(2) Coordinates the reception and sheltering of pets (dogs and cats) at shelters designated for sheltering pets.

(3) Provides a representative to the EOC Operations Group during disaster situations.

t. Building Official, Building and Construction

(1) Provides personnel, equipment and vehicles, as coordinated with the Code Enforcement Department, to support damage assessment operations.

(2) Provides emergency building inspections and permitting procedures after a disaster.
(3) Issues condemnation declarations for structures unfit for use or habitation or dangerous to persons or other property pursuant to Chapter 81-388, Laws of Florida.

(4) Where necessary, orders demolition of unfit structures.

(5) Conducts surveys, with building inspectors certified by the State of Florida, of damaged structures to determine whether demolition, stabilization or repair is necessary prior to re-occupancy of buildings.

(6) Considers local hazard mitigation goals when addressing regular and emergency building permits.

u. Director, Code Enforcement

(1) Serves as the overall coordinator of ESF #19 – Damage Assessment activities in Hillsborough County.

(2) As part of the EOC Operations Group, receives damage assessment reports from agencies reporting from the field, consolidates the data and provides it to the State EOC or Disaster Field Office (DFO).

(3) Trains, activates and directs county damage assessment teams. Establishes procedures for conducting damage assessment activities.

(4) Coordinates with municipalities, constitutional authorities and private non-profit organizations to ensure a complete damage assessment effort is accomplished for the county.

(5) Assists state and federal damage assessment teams as appropriate. Assists municipal and separately reporting county agencies as resources allow.

(6) Assists Affordable Housing Services in coordinating the temporary housing program during disasters.

(7) Issues condemnation declarations for structures unfit for use or habitation or dangerous to persons or other property pursuant to Chapter 81-388, Laws of Florida.

(8) Where necessary, orders demolition of unfit structures.

v. Director, Communications & Digital Media

(1) Serves as the primary coordinator of ESF #14 (Public Information).

(2) Manages public information activities during disaster situations.
(3) Provides necessary emergency/disaster information for the public to media representatives.

(4) During normal operations provides disaster preparedness information to the public in the form of Public Service Announcements (PSA).

(5) Provides announcement of openings of cold weather shelters for the homeless to the media when applicable.

w. Director, Economic Development

(1) Serves as primary coordinator for ESF #18, Business Continuity. In this role, coordinates business activities in the EOC during response and recovery operations.

(2) Through the Small Business Information Center provides disaster preparedness information to small businesses.

x. Manager, Emergency Dispatch Communications

(1) Ensures dispatchers are trained in emergency management policies, procedures and techniques.

(2) Provides a supervisor for the EOC Message Control Center during disaster operations.

(3) Provides notification of incidents in Hillsborough County as appropriate to the State Watch Office.

(4) During potential or actual mass casualty operations, provides notification to emergency response agencies, the Medical Director Mass Casualty Planning (MDMCP) and EM Director. Determines hospital bed availability through EMResource or the Priority Discharge System at the direction of the MDMCP. Coordinates resources for the on-scene Incident Commander. Provides personnel to operate the mass casualty net control in the EOC when activated for actual events and exercises.

y. Director, Extension Service

(1) Serves as a supporting agency for ESF #17 (Animal Protection) dealing with large animals.

(2) Serves as a supporting agency for ESF #11 (Food and Water). In this capacity provides food assistance to disaster survivors as resources allow.

(3) Provides information to the public through media outlets concerning food and water, as well as measures to be taken around households during disaster.
situations. Coordinates any media releases during disaster response and recovery operations with ESF #14.

z. Director, Procurement Services

(1) Serves as the primary coordinator for ESF #7 (Resource Support). Serves as a support agency for ESF #11 (Food and Water) and ESF #15 (Volunteers & Donations).

(2) Maintains lists of sources of equipment and services that can be purchased or leased for disaster response and recovery activities.

(3) Contracts for needed equipment and services to fill the needs of the EOC Operations Group during response and recovery operations.

(4) Activates the debris management contract when requested by the EOC Director and ESF #3.

(5) Coordinates financial activities with regard to state/federal disaster assistance.

(6) Develops and carries out necessary administrative procedures for federal disaster assistance programs to ensure accurate financial transactions, accounting, grants management, document tracking and payroll processing.

(7) Provides guidance and support to county departments in processing federal disaster assistance financial documentation.

(8) Maintains appropriate summary level federal disaster assistance documentation for a minimum of three years following final payments.

(9) Provides support to the EOC Operations Group as necessary during disaster recovery operations.

aa. Chief, County Fire Rescue

(1) Assists in disaster response and recovery activities as resources and expertise allow.

(2) Assists the Director of Emergency Management in disaster operations by providing off duty Fire Rescue personnel as resources allow.

(3) In coordination with the Sheriff’s Office, notifies residents of evacuation zones and mobile homes of evacuation orders. If necessary, assists residents who need help in evacuating.

(4) Serves as coordinator of search and rescue operations as primary coordinator for ESF #9 (Search and Rescue). Directs search and rescue operations in the
unincorporated county in the aftermath of a hurricane. Provides necessary personnel and equipment for the required number of search and rescue teams. Provides training to all elements of search and rescue teams.

(5) Provides information to the EOC, through search and rescue teams, about locations and extent of damage after a disaster. Provides support to ESF #19 – Damage Assessment teams if required.

(6) Serves as the primary fire services coordinator in countywide disaster operations. Serves as the primary coordinator of ESF #4 (Firefighting).

(7) Provides assistance, as available, when requested from other fire services, law enforcement, and emergency medical service agencies.

(8) Notifies the Lakeland District, Florida Forest Service in the event of a wildland or forest fire, requesting state assistance if needed.

(9) Serves as the primary coordinator of ESF #10 (Hazardous Materials).

(10) Provides first responder, advanced life support (ALS) and emergency ambulance transport services during mass casualty and hurricane operations and exercises. Also provides paramedics to support rescue helicopters as required.

(11) Provides ambulance transportation for medical evacuees from evacuating hospitals and nursing homes as well as disabled/handicapped people from residences. Serves as coordinator in the EOC of all ambulance support for evacuating hospitals and nursing homes both for the evacuation and retrograde phases.

(12) Provides paramedic support to special needs shelters when required.

(13) Provides medical support to public shelters in the unincorporated county as resources allow.

(14) Provides public information support to ESF #14 (Public Information) as required and as resources allow.

bb. Director, Fleet Management

(1) Supports county departments in evacuating and securing vehicles.

(2) Arranges for diesel fuel at the EOC, Erwin Technical Center, USF, Riverview High School and any other designated special needs shelters during hurricane response and recovery operations.

(3) Ensures adequate fuels and vehicular support are available for county vehicles during response and recovery operations in coordination with the EOC.
(4) Serves as the primary coordinator for countywide fuel support for disaster response and recovery operations under ESF #12 (Energy) and maintenance of all vehicles supporting EOC operations.

(5) Coordination of fuels support at the State Fairgrounds in accordance with the Fuels Supply Agreement.

c. Division Director, Health Care Services

(1) Assists the Medical Director for Mass Casualty Planning in coordinating ESF #8 (Health and Medical Services) activities.

(2) Provides a representative to serve on the EOC Operations Group during disaster situations.

(3) Coordinates with the Aging Services Director as primary coordinators for ESF #11 (Food and Water).

(4) Provides public information support to ESF #14 (Public Information) as required and as resources allow.

d. Director, Social Services

(1) Provides a representative to serve on the EOC Operations Group during disaster situations.

(2) Serves as the primary coordinator for ESF #6, Mass Care and Human Services.

(3) Coordinates with the Aging Services Director as a supporting agency for ESF #11 (Food and Water).

(4) In coordination with Emergency Management, takes steps to open shelters for the homeless when predicted criteria are met. Notify appropriate agencies to implement opening of county shelters.

(5) Serves as the County Community Relations Coordinator during recovery operations. In this role, coordinate with state and federal community relations personnel.

(6) Provides public information support to ESF #14 (Public Information) as required and as resources allow.

e. Director, Human Resources

(1) In coordination with United Way Suncoast, provides representatives to serve at the Volunteer Reception Center.
(2) Maintains a data base of county personnel in non-disaster-related positions who will fill disaster-related functions as required.

(3) Coordinates county volunteer efforts during response and recovery operations.

(4) Coordinates with state / federal officials regarding the insurance program for county property.

(5) Manages the county risk management program.

ff. Director, Information & Technology

(1) Provides Local Area Network (LAN), Geographic Information Systems (GIS) and communications support to the EOC Operations Group during emergencies.

(2) Serves as coordinator of ESF #2 (Communications).

(3) Coordinates telecommunications support for county activities at the Fairgrounds during evacuation and recovery operations.

(4) Ensures adequate backup data automation support is available for disaster operations.

(5) Provides a representative to serve as the liaison to state assessment teams concerning damage to county communications infrastructure.

gg. Director, Library Services

(1) Provides facilities as operating sites for county departments which have to evacuate as necessary.

(2) Provides public information support to ESF #14 (Public Information) as required and as resources allow.

hh. Director, Citizen and Communications Support

(1) Provides disaster related information to citizens by telephone during disaster response and recovery operations through the Information Service Center.

(2) Registers people with special needs and passes to the Florida Department of Health – Hillsborough County for assignment to appropriate shelter.

ii. Medical Director for Mass Casualty Planning

(1) Serves as the primary support agency to the Florida Department of Health – Hillsborough County for ESF #8 (Health and Medical Services).
(2) Serves as an official consultant and coordinator for mass casualty activities to the BOCC and the County Administrator through the Director of Emergency Management.

(3) Develops plans and procedures to support the Hillsborough County Mass Casualty System.

(4) Coordinates operations involving mass casualty operations to include evacuation and patient assignment of evacuating hospitals through Hillsborough County Mass Casualty Operations Procedures as described in Emergency Support Function Annex 8.

(5) Assists the EOC Emergency Transportation Coordinator and County Fire Rescue in planning for and coordinating transportation assets for health care facility evacuations and mass casualty events.

(6) Activates the Hospital Priority Discharge System (bed availability) for Hillsborough County in event of a mass casualty or hurricane event.

(7) Makes assignments of disaster survivors/medical hurricane evacuees to the various hospitals in the county under mass casualty/hurricane conditions.

(8) Coordinates medical assistance (physicians, nurses, etc.) for mass casualty situations.

(9) Coordinates with and assists the Incident Commander and emergency medical services representatives with medical support, requests for transportation support and hospital assistance during a mass casualty event.

(10) Plans for and conducts an annual mass casualty exercise which tests response capabilities of medical facilities and emergency response agencies in the county. Conducts an oral critique and prepares written after action report for this exercise.

(11) Coordinates with the Hillsborough County Medical Examiner for disaster morgue services.

(12) Coordinates with the Director, South Florida Blood Bank for services in mass casualty operations.

(13) Coordinates National Disaster Medical System (NDMS) activities for Hillsborough County.

(14) Coordinates with the American Red Cross regarding operation of public shelters and with the Florida Department of Health – Hillsborough County regarding special needs shelters.
jj. Medical Examiner

(1) Responds to the scenes of disaster-related deaths. Investigates death scenes, with sole authority to disturb and remove dead bodies. (When a body is in danger of being destroyed by fire the authority to move bodies is customarily exercised, without any special permission, by fire fighters).

(2) Removes dead bodies from scenes.

(3) Identifies dead bodies in coordination with local law enforcement agencies.

(4) Performs autopsies to determine cause of death. Arranges for temporary autopsy facilities and refrigerated body storage as required.

(5) Provides a representative to serve on the EOC Operations Group during disaster situations in support of ESF #8 (Health and Medical Services).

(6) Is the sole source of disaster death counts; will report these statistics, in accordance with procedures established by the state, during a Governor’s Order declaring the county a disaster area. The information will be passed through the County EOC to the State EOC.

kk. Director, Parks, Recreation & Conservation Services

(1) Clears debris from parks and recreation facilities and coordinates with Solid Waste Management Division for its disposal, and conducts damage assessment of County parks.

(2) Provides personnel and equipment support as resources allow, for various essential disaster response and recovery operations to include temporary debris storage areas, mass care operations, and reception and distribution of disaster relief supplies.

(3) Provides a representative to serve on the EOC Operations Group during disaster situations.

(4) Provides food service support to members of the EOC Operations Group at the EOC.

(5) Manages the operation of County Staging Area(s) (CSA) when required under disaster situations.

(6) Provides public information support to ESF #14 (Public Information) during disasters and exercises.

(7) Operates county cold weather shelters for the homeless when necessary.
II. Director, Development Services

(1) Provides personnel, material, equipment, as available, to augment county disaster response and recovery operations.

(2) Provides support to ESF #3 (Public Works & Engineering) as coordinated with the ESF #3 coordinator (Public Works Department).

(3) Provides public information support to ESF #14 as required and as resources allow.

mm. Director, Public Works

(1) Serves as the primary coordinator of ESF #3 (Public Works and Engineering).

(2) Provides geographic information system (GIS) mapping support to the EOC Operations Group during response and recovery operations.

(3) Provides personnel and equipment as required to support county search and rescue teams.

(4) Conducts damage assessment on county roads and bridges. Provides liaison to state assessment teams concerning roads and bridges.

(5) In its primary role as overall coordinator for debris management within Hillsborough County, accomplishes the following:

   (a) Directs organic units to clear critical roadways, according to pre-established debris clearing routes, as soon as practicable following the disaster.

   (b) Implements debris management contracts and directs contractor activities in the unincorporated county.

   (c) Coordinates with municipal public works departments and provides debris management assistance as required.

   (d) Coordinates with Solid Waste Management Division for disposal of debris.

   (e) Maintains a current response list of all known sources of debris management equipment within county resources, as well as potential resources that can be contracted, leased or purchased.

(6) Coordinates with the Sheriff’s Office and FDOT regarding highway safety, such as closing roads and rerouting traffic.

(7) Maintains site-specific records of all manpower, equipment and financial resources used during disasters.
(8) Directs the county public works response to flood operations.

(9) Through Mosquito Control Section capabilities, provides pest control and aerial/surface damage assessment support during disaster response and recovery operations.

(10) Provides transportation support, as available, to ESF #1 (Transportation).

nn. Director, Real Estate and Facilities Services

(1) Serves as a support agency for ESF #7 (Resource Support). In this role, identifies and maintains a list of candidate facilities for use in disaster response and recovery operations.

(2) Obtains office space or other facilities, as required, for Federal and State Disaster assistance functions (e.g. Disaster Field Office (DFO), Disaster Recovery Centers (DRC), etc.).

(3) Provides assistance in damage assessment of county buildings.

(4) Coordinates the preparation of county facilities for an impending hurricane.

(5) Coordinates recovery activities for county-owned facilities.

(6) Performs damage assessment for all general use county government buildings.

(7) Coordinates the establishment of the alternate location for continuity of county government. Relocates all designated critical equipment to the site before storm arrival. Has county government prepared to operate from the site should the County Center be closed from disaster damage.

(8) Activates the county’s continuity of operations (COOP) site locations for departments to assemble and conduct operations should their normal facilities be inoperable from disaster damage.

oo. Manager of Operations, Sunshine Line

(1) Plans for and conducts transportation operations to evacuate people with special needs (elderly and disabled) and move them to appropriate shelter. Includes return of special needs evacuees to their residences or appropriate temporary housing when appropriate.

(2) Serves as an Emergency Transportation Coordinator on the EOC Operations Group. In this role serves as a primary coordinator for ESF #1 (Transportation).

(3) Provides transportation support to disaster response and recovery operations and exercises as resources allow.
(4) Provides, on an annual basis immediately prior to hurricane season, a list of transportation resources available for evacuation operations.

pp. Division Director, Solid Waste Management

(1) Serve as a supporting agency to ESF #3, Public Works and Engineering.

(2) Controls disposal of disaster related debris. Designates Debris Management sites (DMS) and disposal sites for the various kinds of debris.

(3) Ensures all disposal sites are prepared and equipped to receive disaster related debris.

(4) Coordinates with the Environmental Protection Commission (EPC) in selection of debris disposal sites.

(5) Requests waivers from EPC for burning of debris if necessary.

(6) Coordinates with municipal solid waste departments with regard to disposal of their debris.

(7) Sets up methods and procedures to receive disaster related debris from private individuals and businesses. Provides debris disposal services at the direct disposal cost incurred by Solid Waste unless otherwise waived by the Emergency Policy Group or Board of County Commissioners.

(8) Provides for disposal of contaminated or spoiled foodstuffs, as well as carcasses of dead animals.

(9) Maintains detailed records of all manpower, equipment and financial resources used in debris disposal for federal disaster assistance reimbursement.

(10) Provides transportation assets as available to support county emergency transportation requirements.

(11) Provides public information support to ESF #14 (Public Information) as required and as resources allow.

qq. Disaster Transportation Coordinators (Sunshine Line and Emergency Management)

(1) Coordinate emergency transportation requirements for the evacuation of the general public, hospitals, nursing homes, and people with special needs.

(2) Assist the School Board, HART and County Sunshine Line in developing plans for emergency transportation.

(3) Develop and maintain current lists of vehicle resources, by type, available for
emergency operations from the School Board, HART, Sunshine Line and all other emergency transportation providers.

(4) Coordinate with the Medical Director for Mass Casualty Planning in developing emergency transportation plans for hospitals and nursing homes.

(5) Chair the Disaster Transportation Resources Group.

2. County Constitutional Officers

a. Clerk of the Circuit Court

(1) Provides a representative to formally record procedures and decisions of the Emergency Policy Group.

(2) In coordination with the Procurement Services, ensures appropriate financial accountability for federal disaster assistance grants.

(3) In coordination with Procurement Services, maintains appropriate summary level documentation for federal disaster assistance grants for a minimum of three years following final payment.

(4) Ensures continuity of operations for county financial operations to include payroll for employees.

(5) Provides for the safeguarding of vital records.

b. Property Appraiser

(1) Provides support for county damage assessment activities.

(2) Provides for the safeguarding of vital records.

c. Sheriff, Hillsborough County

(1) Maintains law and order during disaster/emergency operations.

(2) Acts as the primary agent in countywide disaster operations in the coordination of all required public safety activities.

(3) Serves as the primary coordinator of Emergency Support Function (ESF) #16, Law Enforcement.

(4) Provides necessary personnel and equipment for the required number of county search and rescue teams (ESF #9). Participates in search and rescue training and exercises.
(5) Executes county evacuation orders. As overall Traffic Control Coordinator, controls traffic flow through use of traffic control points and other measures. Coordinates traffic control operations with municipal and state law enforcement agencies.

(6) Establishes procedures to provide disaster warnings to the general public in the unincorporated area of the county.

(7) In coordination with County Fire Rescue, notifies residents of evacuation zones and mobile homes of evacuation orders. If necessary, assists residents who need help in evacuating.

(8) Provides security at the EOC during activations.

(9) Provides security and law enforcement at all public shelters in the unincorporated county.

(10) Maintains and supports county operated two way radio communications systems.

(11) Controls reentry operations into evacuated areas in the county.

(12) Ensures security and prevents looting in evacuated areas.

(13) Provides assistance to municipalities during disaster/emergency situations when requested and as resources permit.

(14) Provides security at various response and recovery sites to include the Fairgrounds and Disaster Recovery Centers (DRC), Points of Distribution (POD), etc., established by county, state or federal agencies.

(15) Provides support to ESF #17 (Animal Protection) through large animal teams.

(16) Serves as a supporting agency to ESF #13 (Military Support).

(17) Provides traffic control and security during power outages.

(18) Provides personnel and equipment as required to support mass casualty operations and exercises.

(19) Plans for and conducts operations for civil disturbances.

(20) Provides security to cold weather shelters for the homeless when appropriate.

(21) Assists the County Needs Assessment Team (NAT) and coordinates with state representatives who arrive for impact assessments. Works with state members to determine status of county law enforcement systems.
(22) Provides for the safeguarding of vital records.

(23) Chief Deputy is the successor to the Sheriff.

3. Hillsborough County School Board
   a. Provides designated schools as public shelters in coordination with the American Red Cross and Emergency Management.
   b. Establishes procedures to ensure that schools designated as public shelters are opened for use when required.
   c. Assigns principals of schools designated as public shelters to be shelter managers. Provides other school staff as required to ensure custodial and food service support.
   d. Ensures sufficient food, water and sanitary services are available in public schools designated as public shelters.
   e. Provides school buses and drivers for emergency transportation during disaster evacuations.
   f. Develops procedures and routes to pick up evacuees in flood zones in the southern part of the unincorporated county.
   g. Provides two representatives to the EOC Operations Group, one to coordinate shelter operations and one to coordinate school bus transportation activities.
   h. Designates a transportation planner to coordinate emergency transportation requirements and serve as a member of the Disaster Transportation Resources Group.
   i. Provides, on an annual basis immediately prior to hurricane season, a list of school bus resources available for evacuation operations.
   j. Ensures students and staff of county public schools are provided training for response to disaster situations.
   k. Provides students, staff, transportation and security resources, as required, to support the annual mass casualty exercise.
   l. Provides for the safeguarding of vital records.
   m. Provides support for county damage assessment activities

4. County Authorities and Commissions
   a. Aviation Authority, Port Authority and Sports Authority
(1) Provide resources (personnel, facilities and equipment) in the event of mass
   casualty operations or exercises involving respective facilities.

(2) Coordinate with the County EOC during disaster/emergency situations.

(3) Coordinate restoration of facilities and report damage assessment data to the
   EOC.

b. Hillsborough Area Regional Transit Authority (HART)

   (1) Provides buses for disaster related evacuations.

   (2) Develops procedures and routes to pick up hurricane evacuees in flood zones in
       the City of Tampa and Town & Country.

   (3) Conducts public information efforts to inform the public of hurricane
       evacuation routes and pickup points.

   (4) Designates a transportation planner to coordinate emergency transportation
       requirements and to serve as a member of the Disaster Transportation
       Resources Group.

   (5) Provides a representative to the EOC Operations Group to coordinate HART
       transportation activities during evacuation operations.

   (6) Provides, on an annual basis immediately prior to hurricane season, a list of
       resources available for evacuation operations.

c. Environmental Protection Commission

   (1) Acquires necessary environmental permits/clearances from the Florida
       Department of Environmental Protection and the Department of Agricultural
       and Consumer Services.

   (2) Coordinates with Solid Waste Management Division concerning the selection
       of debris disposal sites.

   (3) Participates in damage assessment activities as necessary.

   (4) Serves as a support agency to ESF #3 (Public Works and Engineering), ESF #8
       (Health and Medical) and ESF #10 (Hazardous Materials).

5. Cities of Plant City, Tampa and Temple Terrace

   a. Prepare a disaster plan which supports the County Comprehensive Emergency
      Management Plan (CEMP).
b. Maintain viable Continuity of Government and Continuity of Operations Plans in the event of disaster situations or disruption in services.

c. Ensure that municipal response agencies provide effective response and recovery operations for disasters/emergencies within geographical boundaries. Maintain municipal ordinances to allow for effective operations.

d. Coordinate municipal emergency response and recovery activities with the County EOC and applicable county departments or agencies.

e. Provide representatives as required to the County EOC during actual disasters and exercises to coordinate law enforcement, fire and public works matters.

f. Ensure appropriate municipal employees are trained for disaster operations.

g. Ensure adequate alerting and warning systems are in place to warn the general public and municipal employees of impending disaster situations.

h. Issue states of local emergency and evacuation orders where necessary in localized emergencies.

i. Develop evacuation and traffic control plans which coincide with overall county plans. Control traffic within city limits during evacuations.

j. Notify residents of evacuation zones and mobile homes of evacuation orders. If necessary, assist residents who need help in evacuating.

k. Provide security and law enforcement at all public shelters in jurisdictions. Tampa Fire Rescue provides paramedics for special needs shelters. Municipalities provide medical support for public shelters within city limits as resources allow.

l. Control reentry into evacuated areas.

m. Plan for and conduct emergency operations to maintain/restore all water and wastewater capabilities within jurisdiction during disaster/emergencies. Assist the Florida Department of Health – Hillsborough County in determining potability of water supply.

n. Ensure plans, procedures, and training for damage assessment are established so that accurate and timely damage assessment surveys will be conducted after a disaster. Ensure damage assessment reports are submitted to the EOC in a timely manner.

o. Plan for and conduct debris removal and disposal operations after a disaster. Coordinate efforts with County Public Works Department and Solid Waste Management Division. Request necessary environmental permits and clearances from EPC.
p. Ensure that detailed records are kept for disaster response and recovery operations for federal and state reimbursements.

q. Designate appropriate public officials to attend federal public assistance briefings. Ensure that all projects undertaken under the federal assistance program are in accordance with established guidelines. Provide required reports to state and federal representatives.

r. Provide support as available during mass casualty operations and exercises within Hillsborough County to include personnel and resources in the law enforcement, fire and emergency medical services areas.

s. Provide for safeguarding of vital records.

t. Through respective building departments, coordinate necessary demolition or stabilization of structurally damaged public facilities.

u. Through respective building departments, coordinate with owners or management of structurally damaged private or private nonprofit facilities regarding structural integrity of the damaged structures. Take appropriate action, including condemnation of damaged structures.

v. Assign a coordinator to serve as an emergency management liaison to Hillsborough County Emergency Management.

w. Manage Points of Distribution (PODs) within jurisdictions.

x. Manage the assignments or city employees during disaster situations. If not able to effectively utilize any employees, refers them to the Volunteer Reception Center (VRC) for further assignment to disaster roles.

6. State Agencies

a. Florida Department of Health – Hillsborough County

   (1) Develops and maintains a plan to mobilize and coordinate all public health resources during disaster operations.

   (2) Serves as the primary coordinator for ESF #8 (Health and Medical Services).

   (3) Directs and coordinates public health service activities during disaster operations.

   (4) Coordinates planning for, and operates, county special needs shelters. Provides doctors and nurses as available to staff special needs shelters. Maintains a registry of people with special needs.
(5) Provides public health advice and assistance to local jurisdictions during disasters/emergencies.

(6) Coordinates state and federal public health assistance when provided.

(7) Provides advisories to the public through ESF #14, concerning health related items during disasters / emergency situations.

(8) Coordinates with Solid Waste Management Division and the Environmental Protection Commission to ensure health standards are maintained at all debris disposal sites.

(9) Provides assistance to the Medical Examiner and Medical Director for Mass Casualty Planning for mortuary services during disaster operations.

(10) Provides for the safety of the county water supply through testing and provides public information to citizens regarding potability of the water supply and methods to purify water.

(11) Inspects for contaminated foodstuffs and drugs, identifying contamination and condemning as appropriate.

(12) Provides for the safeguarding of vital records.

(13) Provides a representative to serve as liaison to state assessment teams concerning the status of county health and medical systems.

b. Department of Transportation, District 7

(1) As necessary, provides a representative to the EOC during disaster response and recovery operations.

(2) Conducts debris removal from interstates and state roads and supports county debris clearance activities as resources allow.

c. Florida Highway Patrol

(1) Provides law enforcement support for response and recovery operations.

(2) Provides a representative to the EOC Operations Group during disaster response and recovery operations.

d. Florida Marine Patrol

(1) Provides support as necessary for recovery operations.

e. University of South Florida
(1) Provides public shelter facilities and staff as available during hurricane evacuations. One facility shall serve as a special needs shelter for medically dependent evacuees.

f. State Fairgrounds Authority

(1) Provides facilities to house county evacuation and Regional/Tampa Bay Area/County response and recovery operations.

(2) Provides support as available to evacuation and recovery operations (e.g. forklifts, tables, chairs and ancillary equipment).

7. Humanitarian/Non-Profit Organizations

a. American Red Cross, Tampa Bay Chapter

(1) Provides mass care and feeding operations for survivors and emergency workers during disaster operations.

(2) Serves as a primary support agency of ESF #6 (Mass Care & Human Services).

(3) Serves as a supporting agency for ESF #8 (Health and Medical Services), ESF #11 (Food and Water) and ESF #15 (Volunteer and Donations).

(4) Provides representation whenever necessary to the EOC for actual disasters and disaster exercises.

(5) In coordination with the School Board and Emergency Management, identifies public shelters for use during emergencies.

(6) At the direction of the EOC, opens public shelters as required.

(7) Operates public shelters to include providing the required staff, equipment, supplies and feeding operations. Provides shelter operations reports to the EOC.

(8) Recruits and provides training to salaried and volunteer disaster services personnel to include shelter management.

(9) Establishes American Red Cross Service Delivery Sites or service delivery methods to meet immediate disaster caused needs of disaster survivors. Services can include assistance or formal referrals to address needs such as food, personal essentials, clothing, shelter, information and referral, welfare information, physical health needs and mental health needs.

(10) Coordinates American Red Cross damage assessment activities with those of the county.
(11) Provides representatives to manage the American Red Cross facility at the Florida State Fairgrounds when activated.

(12) Coordinates feeding operations of emergency workers at the Fairgrounds as resources allow.

(13) Coordinates with the Disaster Transportation Coordinator and Medical Director for Mass Casualty Planning in the development of plans for the emergency transportation of evacuees from disaster site(s) to shelters.

(14) Provides a representative to serve as liaison to state assessment teams concerning the status of mass care efforts in the county.

b. Salvation Army

(1) Provides shelters, food, clothing, other supplies and counseling services to disaster survivors.

(2) Provides a representative to the EOC to coordinate mass care operations with other ESF #6 agencies.

(3) Coordinates human services with county agencies.

(4) Operates, by agreement with the state, comfort stations for disaster survivors.

(5) Provides support, as resources allow, to county operations at the State Fairgrounds.

c. OneBlood

(1) Provides blood resources and expertise as necessary in support of disaster survivors in a mass casualty situation.

d. Sun City Emergency Squad

(1) Provides BLS, ambulance transport service and first responder emergency medical services as available to countywide mass casualty operations.

(2) Participates in countywide mass casualty exercises.

e. United Way Suncoast

(1) Manages the Volunteer Reception Center (VRC) at Florida Fairgrounds during disaster operations.

(2) Administratively manages funds donated for general relief use during disasters. Dispenses funds for response and recovery efforts based on instructions of local
government officials.

(3) Serves as the coordinator for unmet needs coordination within the county.

(4) Serves as a support agency for ESF #6 (Mass Care and Human Services) and ESF #11 (Food and water).

(5) Oversees the operation of Hillsborough Emergency Long Term Recovery Program (HELP), the Long Term Recovery Organization (LTRO) for Hillsborough County.

f. Crisis Center of Tampa Bay

(1) Serves as the lead agency for ESF #15 (Volunteers and Donations).

(2) Serves as a support agency for ESF #6 (Mass Care and Human Services), ESF #7 (Resource Support), and ESF #11 (Food and water).

(3) Serves as the lead coordinator for unmet needs coordination within the county recovery functions.

8. Utilities

a. Tampa Electric Company (TECO)

(1) Provides information to Emergency Management as it becomes available about impending power shortage situations.

(2) Provides a representative to the EOC Operations Group during disasters.

(3) Serves as primary coordinator for electrical power matters under ESF #12 (Energy).

(4) Provides personnel and equipment support, as required and as resources allow, to county and municipal search and rescue teams.

b. TECO / Peoples Gas

(1) Supports the community in providing gas utility services during disaster situations.

(2) As required, provides a representative to the EOC Operations Group to coordinate gas utility matters with other emergency response agencies.

c. Verizon

(1) Coordinates restoration of telephone and data service to Hillsborough County as
part of ESF # 2.

(2) Provides telephone communications and data support, to include activating required number of telephone lines, at the Fairgrounds when activated.

(3) Provides a representative to the EOC Operations Group during emergencies.

9. Military Organizations

a. Civil Air Patrol (CAP)

(1) Provides resources (personnel and equipment) in support of county disaster and mass casualty operations.

(2) Provides aerial support to county disaster operations as resources allow (e.g. light transport of equipment or personnel, search & rescue, traffic control, photographic and reconnaissance support, and communications).

b. Florida Army National Guard (53rd Infantry Brigade)

(1) Provides resources as available and as approved by appropriate authorities.

(2) Provides a staff representative to the EOC Operations Group during disaster situations and exercises as available.

c. MacDill Air Force Base

(1) Provides resources as available and approved by appropriate authorities to support county disaster response and recovery activities.

(2) Provides a staff representative to the EOC during disaster situations.

d. U.S. Coast Guard

(1) Provides resources as available and as approved by appropriate authorities to support county disaster response and recovery activities.

(2) Provides a staff representative to the EOC during disaster situations.


(1) Provide resources under appropriate directives or orders from applicable Department of Defense agencies.

f. 290th Joint Communications Support Squadron (Florida Air National Guard).

(1) Provides communications support as approved by appropriate authorities.
10. Medical Facilities

a. Tampa General Hospital

(1) Provides office space and facilities to house recovery support operations at the TGH – Health Park.

b. Administrators, Hillsborough County Hospitals

(1) Make provisions for emergencies or disasters as applicable. If sufficient resources are not available, coordinate assistance needed with the Emergency Operations Center.

(2) Develop comprehensive emergency management plans in accordance with criteria set forth in Florida Administrative Code Rule 59A-3.078. Submit plans to Emergency Management as scheduled on an annual basis for review and approval.

(3) Maintain contact with Emergency Management and Florida Department of Health – Hillsborough County to provide for coordinated efforts in disaster preparedness and planning. One method to accomplish this is through the Hillsborough County Healthcare Coalition

(4) Provide facilities, resources and personnel as necessary in support of county mass casualty and hurricane operations.

(5) Coordinate with the Medical Director Mass Casualty Planning (MDMCP) concerning mass casualty operations and planning.

(6) Ensure that proper protocols are in place to affectively disseminate communications from the County Emergency Dispatch Communications (EDC)/MDMCP/EOC through the use of pagers, phone trees, e-mail, internet, etc. Keep the EM System data base current with names and contact information of designated personnel.

(7) Ensure facility disaster plans fully address mass casualty operations in support of this plan. When the County Mass Casualty System is activated and Code D (David) has been announced, hospitals must:

(a) Prepare an immediate bed status report through a current census and priority discharge plan upon request of the County EDC. Status report will be provided in EM System as the primary mode with fax machine, e-mail or two way radio as backups. Hospitals will also make the status of disaster survivors available through EM System.
(b) Provide for personnel recall in increments as needed (maximum 12 hour shifts).

(c) Designate trained EM System personnel to keep the data base current. Those hospitals with a two way radio capability ensure trained operators are available to maintain contact with county EDC / EOC.

(d) Provide enhanced security for their facility.

(e) Provide for continuity of facility operations and functions.

Note: Hospital plans should address possible evacuation to or from the facility.

c. Administrators, Hillsborough County Nursing Homes, Ambulatory Surgical Centers, and Assisted Living Facilities (ALF).

(1) Make provisions for evacuating premises for emergencies or disasters as applicable. If sufficient resources are not available for evacuation, coordinate assistance needed with the Emergency Operations Center.

(2) Develop comprehensive emergency management plans in accordance with criteria set forth in applicable Florida Administrative Code rules. Submit plans to Hillsborough County Fire Rescue, Office of Emergency Management as scheduled for review and approval.

V. FINANCIAL AND ADMINISTRATIVE MANAGEMENT

A. Financial Guidelines

1. Authority to expend funds in emergency management operations is contained in Florida Statute 252 and County Ordinance 06-13. In general, emergency operations are funded by the budget allocations of each agency involved. A Presidential disaster or emergency declaration will permit funding under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, P.L.100-707 in addition to the financial resources initiated at the state and local levels. Federal disaster assistance is generally provided at the 75% level with state and local governments sharing the remaining 25%. There is precedent for the federal government to assume a larger share than 75% under unusual circumstances.

2. Timely financial support of any extensive response activity could be crucial to saving lives and protecting property. While innovative and expeditious means of procurement are called for during times of emergencies, it is still mandatory that good accounting principles and practices be employed in order to safeguard the use of public funds from fraud, waste and abuse.
3. In concert with federal guidelines, approval for expenditure of funds for supporting prevention, preparedness, response, recovery and mitigation operations will be given by officials of the primary and support agencies. Each agency is responsible for establishing effective administrative controls of funds expended and to ensure that actions taken and costs incurred are consistent with the missions identified in this plan.

4. The acquisition of facilities, equipment, supplies, services and other resources may be accomplished by designated department and agency purchasing elements or through ESF #7 (Resource Support) under applicable purchasing procedures and guidelines (See Emergency Support Function Annex 7 for further information on the procurement process). If needed resources are not available within the county, requests may be made to the SEOC. The county will be responsible for costs incurred for resources brought in from outside sources. If Federal Disaster Assistance Programs have been implemented under the Stafford Act, at least 75% of authorized costs will be provided by the Federal Government. Reimbursement procedures under Federal Disaster Assistance Programs are covered in Recovery Section VI.

5. Procurement Services is responsible for financial management during disaster operations and will provide periodic training to appropriate fiscal representatives on this area. Complete and accurate accounts of emergency expenditures and obligations, including personnel and equipment costs, must be maintained. Procurement Services establishes procedures for processing and maintaining records of expenditures and obligations for manpower, equipment and materials. All appropriate logs, formal records and file copies of all expenditures (including personnel timesheets) must be kept by all departments, agencies and municipalities in order to provide clear and reasonable accountability and justification for future reimbursement. Reimbursement for disaster related expenditures is not automatic – it must be authenticated by detailed records. Further, all federal public assistance funds are subject to state and federal audit.

6. All records relating to the allocation and disbursement of funds pertaining to activities and elements covered in this plan must be maintained in compliance with the Stafford Act and applicable Florida Statutes (Chapter 215 and Chapter 252) in accordance with funding agreements.

7. For county departments, documentation to substantiate costs for disaster operations will be submitted to the Procurement Services for consolidation. Emergency Management will coordinate reporting activities with state and FEMA representatives. Other response organizations, including municipalities, will establish their own reporting and coordination procedures.

8. Periodic training sessions will be provided by DEM concerning guidelines and processes involving state and federal disaster assistance. Emergency Management will coordinate this training for all concerned agencies and departments, as well as provide training to county and municipal personnel on relevant information concerning the various funding programs under DEM.
B. Mutual Aid Assistance

The County and three municipalities are signatories to the Statewide Mutual Aid Agreement. Under this agreement, requests for assistance can be made to the State Division of Emergency Management (DEM) or to any other signatory (e.g. other county or municipality). The requesting party shall be responsible for reimbursement of all reimbursable expenses to all assisting parties. The assisting party shall bill requesting parties for all reimbursable expenses as soon as practicable after the expenses are incurred, but not later than 60 days following the period of assistance, unless the deadline for identifying damage is extended in accordance with 44 CFR Part 206. The requesting party shall pay the bill, or advise of any disputed items, not later than 60 days following the billing date. Assisting parties shall maintain detailed records and submit invoices for reimbursement by the requesting party or DEM using format used or required by FEMA publications, including 44 CFR Part 13 and applicable Office of Management and Budget Circulars. Requesting parties and DEM finance personnel shall provide information, directions and assistance for record keeping to assisting parties.

C. Disaster Relief Funding Agreements

For any federal disaster declaration providing funds to the county, the county enters into a Disaster Relief Funding Agreement with the state. These funding agreements provide the framework for the administration of the federal and state funds which flow to the county under the particular disaster. These agreements shall be approved by the BOCC and signed by the chairman. The agreements are also signed by the State Governor’s Authorized Representative (GAR), usually the Director of the Division of Emergency Management. As a result of the funding agreement, the state administers the federal funds due to the county, as well as the state funds (usually 75% federal funding and 12.5% state funding with the county absorbing the remaining 12.5%). For funding sources for hazard mitigation, the appropriate information is reflected in the Recovery/Hazard Mitigation Section.

D. Reporting Procedures

1. As part of any federal disaster assistance program, there will be requirements for various reports in accordance with CFR 44 and the applicable Disaster Relief Funding Agreement. Responsibility for submitting any such reports rests with the EM Director. The EM Director will request report information from county departments and other response agencies when appropriate.

2. Reports will be submitted either to the Division of Emergency Management (DEM) or designated Field Office in accordance with guidance provided by DEM.

E. Protection of Records

1. All county departments, constitutional authorities and other governmental agencies
must ensure protection of their records during disaster situations. Agencies in potential hurricane flood zones are particularly vulnerable to record damage from water. All agencies have the potential for record damage from fire and possible resulting water damage. Specific measures for protecting records must be reflected in agency disaster plans. Those agencies with vital records (e.g. Clerk of Circuit Court, Property Appraiser, Florida Department of Health – Hillsborough County, School Board etc.) must take special care to ensure the safety of these records. Offsite storage of duplicate vital records, whenever feasible, is strongly recommended. All agencies should also have plans which address the recovery of damaged records.

VI. TRAINING AND EXERCISES

A. Hillsborough County Fire Rescue, Office of Emergency Management (OEM) is the overall coordinator within Hillsborough County for emergency management training and education. County departments/authorities, municipalities and all other public and private emergency response agencies bear the responsibility of ensuring their personnel with emergency responsibilities are sufficiently trained. All agencies should take the necessary steps to ensure appropriate records are kept reflecting emergency training received by their personnel.

B. OEM will coordinate all disaster prevention, preparedness, response, recovery and mitigation training provided to county personnel by DEM and FEMA. OEM will provide schedules of the state emergency management training courses to appropriate county agencies. Applications for state/FEMA training courses will be submitted via SERT TRAC to FDEM with approval given by the County EM Training Coordinator or EM Director.

C. Training for local emergency response personnel will be under the all hazards approach to emergency management. Training will ensure that current state and federal concepts on emergency prevention, preparedness, response, recovery and mitigation are provided.

D. The County EOC Operations Group will be a major forum for providing training on the latest county, state and federal disaster policies and procedures, to include mitigation activities. Representatives from county, municipalities, state and federal agencies in the local area, as well as volunteer agencies (e.g. American Red Cross, Salvation Army, United Way, etc.) will participate and share information on respective roles and responsibilities during disaster prevention, preparedness, response, recovery and mitigation operations.

E. OEM will coordinate disaster preparedness planning/training activities with committees to address such areas as shelter operations, emergency transportation, hospitals, nursing homes/assisted living facilities, etc.

F. OEM ensures county disaster plans and procedures are exercised and evaluated on a continuing basis. There are various computer programs that can assist in developing exercises if desired. Exercise after action reports will be accomplished and provided to
participating agencies to ensure corrective action is taken. Subsequent exercises will ensure previous discrepancies are reevaluated.

G. Hillsborough County’s exercise and training program will endeavor to involve all public and private agencies with emergency response functions. Primarily this includes the members of the Emergency Policy Group, Emergency Support Group and EOC Operations Group. Emergency management officials of adjoining counties may be invited to participate or observe when appropriate.

H. OEM will provide disaster exercise assistance to government and non-government agencies as requested. As resources allow, OEM personnel will participate in hospital and nursing home disaster drills upon request.

I. Detailed planning will be accomplished on an interagency basis in preparation for EOC sponsored exercises. Representatives of each participating agency will develop action items for their EOC participants to resolve during the actual exercise.

J. Exercise and Training Requirements

1. Annually
   a. Conduct a large scale mass casualty exercise to include pre-exercise planning meetings and a post exercise critique.
   b. Conduct an annual hurricane exercise. The exercise may be held in conjunction with a state sponsored hurricane exercise.
   c. Conduct one or more emergency responder exercises involving mass casualties under various scenarios (e.g. Hazmat, transportation accident, natural disaster, terrorist act, etc.)
   d. Conduct hurricane briefings and training meetings with the County Administrator and staff, department heads, municipal officials and other governmental and private emergency response agencies.
   e. Brief elected and key appointed officials on emergency management activities and hurricane preparedness.
   f. Conduct hurricane and emergency management seminars as requested.
   g. Attend FEMA and state emergency management courses as subject matter and availability dictate.

2. Quarterly (or more often)
   a. Conduct disaster planning meetings with the EOC Operations Group, Hillsborough
County Healthcare Coalition and other groups as necessary.

b. Attend area meetings as established by the DEM Region 4 Coordinator.

3. Periodic

a. Participate in regional planning sessions with adjoining county emergency management personnel / Tampa Bay Regional Planning Council (TBRPC), Regional Domestic Security Task Force (RDSTF) and Local Emergency Planning Committee (LEPC).

b. RACES.

4. On-going Training (County)

a. NIMS/ICS

b. Hazardous materials.

c. Communications

d. Disaster plans updates.

e. Mass casualty planning and operations

K. Training for First Responders

1. First responders train on a regular basis in fields related directly and indirectly to emergency management. This training includes:

   a. Law Enforcement (Sheriff’s Office and municipal police departments) – traffic control, emergency deployment, search and rescue, security/crowd control, first aid and hazardous materials first responder awareness level training.

   b. Fire Services (County and municipal) – firefighting tactics, electrical hazards, aircraft crash, first aid/emergency medical treatment, search and rescue, hazardous materials operations level training and incident command.

   c. Emergency Medical Services (County and municipal fire/rescue) – emergency medical techniques, first aid, life support/cardiac life support, treatment of mass casualties and hazardous materials first responder awareness level training.

2. Response agencies will maintain records of personnel receiving training to include competency level. The goal for response agencies is to maintain all responders in a fully trained status.
VII. VOLUNTEERS

A. There are numerous volunteer organizations which provide assistance to the community during disasters. Among those are the American Red Cross, United Way Suncoast and Citizen Corps organizations. In addition, there are many organizations including faith based groups, which use volunteers to provide assistance to disaster survivors.

B. For disaster situations, the United Way Suncoast is responsible for setting up and managing the Volunteer Reception Center (VRC). The VRC will coordinate disaster volunteer efforts for the county. For further information on volunteer coordination, see Emergency Support Function Annex 15.

C. The Citizen Corps was instituted by the President of the United States in the aftermath of the 911 terrorist attacks on the United States. The Citizen Corps was created to help coordinate volunteer activities to make communities safer, stronger and better prepared to respond to emergency situations. Under the Citizen Corps program, local communities form Citizen Corps Councils (CCC) to bring together first responders, volunteer organizations, law enforcement agencies and community serving institutions.

1. Citizen Corps programs include the following:

   a. The Community Emergency Response Team (CERT) Program provides training in emergency preparedness and in basic response techniques to citizens, enabling them to take a more active role in personal and public safety. The training enables communities to address initial basic needs in their areas and to assist responders in the recovery process.

   b. The U.S.A. on Watch Program (formerly the Neighborhood Watch Program) enables communities to conduct crime prevention, homeland security and preparedness efforts in their neighborhoods.

   c. Volunteers in Police Service (VIPS) provides training for volunteers to perform administrative and non-intervention policing activities to free up law enforcement professionals for front line duty.

   d. Medical Reserve Corps uses currently practicing and retired volunteers trained in medicine and others interested in public health issues to assist during medical response emergencies and augment the emergency medical response community. Medical Reserve Corps volunteers can also play a productive role in meeting pressing, but non-emergency, public health needs of the community throughout the year.

   e. Fire Corps promotes the use of citizen advocates to enhance the capacity of resource – constrained fire and rescue departments. Citizen advocates assist local fire departments in a range of activities including fire safety outreach, youth programs and administrative support.
2. Citizen Corps organizations are active in Hillsborough County. There are several of these organizations throughout the county. The primary local government coordinators for Citizen Corps organizations are as follows:

- CERT – County / Municipal Fire Rescue
- Neighborhood Watch – County/Municipal Law Enforcement
- VIPS – County/Municipal Law Enforcement
- Medical Reserve Corps (MRC) – County Medical Director for Mass Casualty Planning and County/Municipal Fire Rescue
- Fire Corps – County/Municipal Fire Rescue

3. The County Hazard Mitigation Section has been designated overall local government coordinator of the CCC program. Hazard Mitigation together with county / municipal fire rescue and law enforcement agencies coordinate training of the CCC organizations. County / municipal fire rescue and law enforcement agencies work with CCC organizations on a regular basis to ensure utilization of these volunteer resources.

4. CCC organizations may be used in disaster response and recovery activities. In fact, CERT teams are specifically trained on how to be prepared for and respond to emergencies that may arise in their community. CERT training enables citizens to help themselves and their neighbors by applying basic response and organizational skills during an emergency. CERT members can also serve as first responders to an emergency until professional emergency services arrive. In addition, the specific mission of MRC teams is to assist during mass casualty situations.

5. CCC organizations may support various ESFs as applicable (e.g. ESF #4 – Firefighting, ESF #6 – Mass Care and Human Services, ESF #8 – Health and Medical Services, ESF #11 – Food and Water and ESF #16 – Law Enforcement).

D. Under the County Know Your Role program, all county employees, who are not in positions directly related to emergency operations, are slated into areas supporting disaster response and recovery operations. The areas where these employees are assigned can be pre-determined and documented on county personnel records or determined as required during disaster operations. The Human Resources Department is responsible for coordinating this county employee disaster volunteer program. Human Resources will work with United Way Suncoast in coordinating assignments of county volunteers. As much as possible, training of potential county employee volunteers will be conducted during the annual hurricane exercise.

VIII. PUBLIC AWARENESS AND EDUCATION

A. County officials must strive to keep residents informed about disaster preparedness, emergency operations and hazard mitigation. Public information in the disaster preparedness/emergency management area is divided into three phases: continuing education, pre-disaster preparation and post-disaster recovery and mitigation. Continuing
education is intended to increase awareness of disaster preparedness information, educate on ways to protect life and property, and inform the public on the availability of further assistance and information. Pre-disaster preparation informs the public of the imminent danger and provides details about evacuation procedures, sheltering, actions to take, and other critical information such as the availability of sandbags. During the post-disaster period, the public is informed about such things as disaster assistance, health precautions, long term sheltering, etc.

B. It is important, especially immediately before and after a disaster, to keep the public informed on all relevant matters to include government decisions, recommendations and instructions. Reliable official information is imperative to ensure against rumors that can cause panic, fear and confusion. A continuous flow of official information is also necessary to provide full knowledge of disaster conditions and relief services.

C. The Director of Emergency Management has the overall responsibility for providing disaster prevention, preparedness, response, recovery and mitigation information to the public. The Communications Departments (Communications and Digital Media and Citizen and Communications Support) will provide support to the EM Director in these tasks. The Communications Departments will ensure that public service announcements are prepared to keep the public informed on disaster prevention, preparedness, response, recovery and mitigation.

D. A continuing method of public information on disaster preparedness is a Disaster Planning Guide, which is distributed in English and Spanish at the start of each hurricane season. This guide is given as wide a distribution as possible throughout the county, with a news release and social media announcing the availability of hard copies and the online version. The Office of Emergency Management ensures copies for the public are placed at all libraries, fire stations, post offices, and various other public locations. In addition, copies are given to county and municipal departments, hospitals, nursing homes, civic groups, all committees chaired by the Office of Emergency Management and to all audiences receiving hurricane awareness talks.

E. The Disaster Planning Guide provides essential disaster preparedness information. The heart of the document is a map of the county which depicts all hurricane evacuation zones, color coded to show at what evacuation level each zone would evacuate. (The guide emphasizes that mobile home residents must evacuate at all evacuation levels). All public shelter locations are designated on the map. The map also shows county evacuation routes. The remainder of the guide reflects helpful information on disaster preparedness, special assistance instructions and applicable emergency phone numbers.

F. Various hurricane preparedness activities are undertaken in conjunction with the media for the annual publication of the Disaster Planning Guide in the May-June timeframe.

G. In addition to the Disaster Planning Guide, the county conducts a comprehensive public information program throughout the year. The public information program includes news
features on television and radio and speaking engagements to a vast range of audiences, participating in the annual Hurricane Expo, and informational messages promoted across a wide range of communications platforms, including a variety of County publications and social media. All requests for emergency preparedness talks are accepted to include civic groups, church groups, mobile home parks, business and industry, public schools and universities, hospitals, nursing homes, etc. Also, the Information Service Center provides information and referrals through their InfoLine.

H. The broadcast media provides an excellent resource for the county’s information program. Emergency Management representatives interface with radio and television reporters, news personnel and weather personnel on a regular basis. Local broadcast stations regularly provide public service announcements provided by the county or the state. Hillsborough County has two Emergency Alert System (EAS) stations (a primary and an alternate). Under the EAS system, radio and television stations, as well as cable companies, in the county will provide emergency announcements when the EAS system is activated.

I. The print media also provides an excellent method of providing disaster preparedness to the public. Both major newspapers in the Tampa Bay area usually produce a hurricane special edition at the onset of each hurricane season. Emergency Management provides substantial data to these newspapers and professional expertise regarding information contained in their publication. Information is also regularly provided to other smaller newspapers in the area.

J. Some county departments have specialized brochures and pamphlets to promote hurricane awareness and planning. For example, the Pet Resources Department has a pamphlet, “Hurricane – Planning For Pets”, which gives advice to domestic pet owners. They are available at the Pet Resources office and are handed out at talks given to various groups. Some veterinarians also distribute these brochures to their customers. Extension Service has several brochures produced by the University of Florida Institute of Food and Agricultural Services (IFAS). The Extension Service also has a pamphlet, “Hurricane Guidelines for Large Animals”, developed to assist large animal owners in planning and preparing for hurricanes.

K. There are numerous other methods employed to provide disaster preparedness information to the public. The Office of Emergency Management works with phone companies and other distributors of directories to place pertinent disaster preparedness data in their publications. OEM also coordinates with Tampa Electric Company and other public utilities to ensure appropriate disaster planning information is included with utility bills.

L. Special efforts are dedicated to reaching those citizens with special needs. EM works with county and state social services agencies and home health care agencies to ensure disaster preparedness information is disseminated to the handicapped and elderly. They also provide information to the various public and private human services organizations for their clients. Those citizens who need assistance during an evacuation are encouraged in disaster pamphlets and in personal contacts to register with the Special Needs Program. The telephone number of the Office of Emergency Management is prominently displayed in the
Disaster Planning Guide and various brochures and directories for those who need assistance in an emergency. Individuals on the list are contacted each year to update data bases.

M. The Office of Emergency Management is responsible for developing and managing the emergency management public awareness and education program. Upon activation of the EOC, ESF #14 will direct the public information element of the EOC Operations Group. ESF #14 will serve as the county’s representative to all media (TV, radio and newspaper) and as the focal point for all public information. ESF #14 will also provide pertinent information to the ITS webmaster for inclusion on the county’s website. In addition, ESF #14 provides emergency information to subscribers to the County’s Emergency Management Alert Service.

N. The EOC has a room dedicated as the media center for emergency operations. Most interviews of the county emergency staff will be conducted in this area.

O. For further information on the public information functions, see Emergency Support Function Annex 14.

IX. REFERENCES, AUTHORITIES AND MUTUAL AID AGREEMENTS

The Hillsborough County Emergency Management Program’s authorities and responsibilities are established and executed in accordance with federal, state and local statutes, regulations, directives, policies, agreements and plans.

A. Federal


2. The Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 100-707 which amended PL 93-288). (Note: Fiscal procedures are derived from this Act).


4. National Response Plan


6. National Incident Management System (NIMS)

7. NIMS – Derived Compliance Statements (NIMCAST)
B. State

1. Chapter 252 of the Florida Statutes (State Emergency Management Act, as amended). Section 252.38 directs each county to establish and maintain an emergency management plan and program that is coordinated and consistent with the State Comprehensive Emergency Management Plan and program. The statute further specifies county and municipal emergency management powers and responsibilities. Also, fiscal procedures are derived under this statute.

2. Governor’s Executive Order 80-29, which delegates specific emergency responsibilities and directs certain emergency management actions to county governments.


C. Local

1. Hillsborough County Ordinance 85-35, as amended and associated administrative orders which establish the organization of Hillsborough County Government. The Emergency Management Department is responsible to provide general support to citizens and government agencies in matters relating to emergency preparedness and public safety.

2. Hillsborough County Ordinance 06-13, Emergency Management Ordinance, which addresses declarations of a State of Local Emergency and outlines certain resolutions that can be imposed under such conditions.

3. Hillsborough County Ordinance 93-20, which provides post disaster redevelopment and mitigation guidelines.

D. Other disaster preparedness/emergency management documents that support this CEMP:

1. Hillsborough County Emergency Operations Center Guide.

2. Hillsborough County CAMEO Data Base (Facilities with Extremely Hazardous Substances).

3. Hillsborough County Mass Immigration Plan.

4. Hillsborough County Special Needs Shelter and Evacuation Plan.

5. Hillsborough County Mass Casualty Plan.

6. Hillsborough County Hurricane Evacuation Map.


10. Hillsborough County Host Shelter Plan.

11. Hillsborough County Disaster Temporary Housing Plan.


13. Hillsborough County Local Mitigation Strategy (LMS)


15. Hillsborough County Damage Assessment Plan.

16. Hillsborough County Terrorism Plan

17. Hillsborough Continuity of Operations Plan (COOP)

18. Hillsborough County Disaster Transportation Plan

19. Hillsborough County Points of Distribution (POD) Plan

20. Hillsborough County Pandemic Flu Plan (Florida Department of Health – Hillsborough County)

21. Hillsborough County Medical Examiner Mass Fatalities Plan

E. Regional Plan


F. Municipal Supporting Plans


G. Other Supporting Plans

1. Tampa International Airport’s Airport Emergency Plan (AEP)

2. Tampa Bay Water Emergency Action Plan

3. Southwest Florida Water Management District Emergency Action Plans

H. Authority – Coordination of Government Action

1. Under the provisions of Chapter 252, Florida Statutes and the Florida Comprehensive Emergency Management Plan, any local political subdivision (county or municipality) may issue an emergency declaration for its respective jurisdiction without prior declaration by other levels of government. Along with this power of declaration is the responsibility to order evacuation as early as required by specific local conditions.

2. Declarations and evacuation orders of higher levels of government are binding upon lower levels of government. For example, a state declaration is binding upon counties and municipalities and a county order is binding upon a municipality. There is an obvious need for coordination of action with other levels of government and private agencies to ensure the availability of adequate resources to support evacuation. Resources of higher levels of government will generally not be available without an emergency declaration by that higher level of government. For instance, increased state assistance for response and recovery becomes available only following a state declaration.

I. Mutual Aid Agreements for Disaster Response or Emergencies

1. Mutual aid agreements and memoranda of understanding dealing with emergency operations will be entered into as the need arises. The primary agency for the type of agreement involved will develop, coordinate and monitor their agreement (e.g. Emergency Management for overall emergency management agreements, Fire/Rescue Department for fire and ambulance services, Sheriff’s Office for law enforcement, etc.). In most cases, mutual aid agreements involving resources of Hillsborough County departments will be approved and signed by the Board of County Commissioners.

2. Statewide Mutual Aid Agreement

   a. Hillsborough County is a signatory to the Statewide Mutual Aid Agreement for Catastrophic Disaster Response and Recovery. This ties all signatories, which includes most jurisdictions within the state, together in a compact to facilitate rapid assistance to those which are impacted by a major disaster.
b. In most cases, requests for mutual aid assistance shall be made to the Division of Emergency Management (DEM). This is the preferred procedure, especially during major disasters. For smaller incidents, requests may be made directly to another jurisdiction. (See the EOC Guide for procedures for requesting mutual aid).

c. Requests for mutual aid to Hillsborough County will be provided to the EM Director by DEM or another jurisdiction. Emergency Management will coordinate mutual aid resources from within the county in response to state or other jurisdiction requests.

3. There are two other statewide mutual aid agreements that will provide for quick reaction in providing assistance in critical areas during a disaster or emergency. The Hillsborough County BOCC is signatory to the Public Works Mutual Aid Agreement and the Sheriff is signatory to the Florida Sheriff’s Combined Operational Assistance and Voluntary Cooperation Mutual Aid Agreement.

4. There are two statewide plans that will facilitate mutual aid in the fire-rescue and law enforcement areas: The State of Florida Fire-Rescue Disaster Response Plan prepared by the Florida Fire Chiefs’ Association and the Florida Department of Law Enforcement’s Florida Mutual Aid Plan.

5. Hillsborough County is signatory to the following interlocal mutual aid or supporting agreements:


   c. Mutual Aid Agreement for Fire and Emergency Operations among City of Tampa, Hillsborough County Board of County Commissioners, Hillsborough County Fire Department, Plant City, Temple Terrace and the State of Florida Forest Service, December 3, 1980.

   d. Major Disaster Assistance Agreement between Hillsborough County through the Board of County Commissioners and Hillsborough Transit Authority, November 20, 1981.

   e. Mutual Aid Agreement between Pasco and Hillsborough County for Fire Protection Services, November 25, 1981.


   g. Hillsborough County Medical Examiner / MacDill Air Force Base Letter of Understanding.
J. An agreement, renewed biannually, exists between Hillsborough County and a county physician designated as the Hillsborough County Medical Director for Mass Casualty Planning.

K. The local emergency planning process is tied together through emergency planning committees including the EOC Operations Group and its subcommittees, the Shelter Committee, the Emergency Transportation Committee, the Hillsborough County Healthcare Coalition, the Special Needs Committee, Vulnerable Population Taskforce, Training and Exercise Committee and other various ad hoc committees and working groups.

L. The emergency planning process is also tied together on a regional basis through various committees on which county emergency management personnel actively participate. Included among these are the Tampa Bay Region Emergency Management Committee, the Area 4 Emergency Management Committee, the Regional Domestic Security Task Force (RDSTF) and the Local Emergency Planning Committee (LEPC).
### ACRONYMS

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EMT  Emergency Medical Technician
EOC  Emergency Operations Center
EPC  Environmental Protection Commission
EPG  Emergency Policy Group
ERT  Emergency Response Team
ERV  Emergency Response Vehicle
ESATCOM  Emergency Satellite Communications
ESF  Emergency Support Function
FACA  Florida Animal Control Association
FCC  Federal Communications Commission
FCO  Federal Coordinating Officer
FDACS  Florida Department of Agriculture & Consumer Services
FDCF  Florida Department of Children and Families
FDEM  Florida Division of Emergency Management
FDEP  Florida Department of Environmental Protection
FDLE  Florida Department of Law Enforcement
FFS  Florida Forestry Service
FDOT  Florida Department of Transportation
FEMA  Federal Emergency Management Agency
FFCA  Florida Fire Chief's Association
FFWC  Florida Fish and Wildlife Conservation Commission
FHT  Florida Hospital Tampa (Formerly University Community Hospital/UCH)
FIMA  Federal Insurance and Mitigation Administration
FIND  Florida Interfaith Network for Disasters
FLNG  Florida National Guard
FL TF-3  Florida Task Force – 3
FMA  Flood Mitigation Assistance
FNARS  FEMA National Radio System
FSA  Farm Service Agency
GAR  Governor’s Authorized Representative
GATV  Government Access Television
GETS  Government Emergency Telecommunications System
GIS  Geographic Information Service
HAHF  Hillsborough Animal Health Foundation
HART  Hillsborough Area Regional Transit Authority
HAZMAT  Hazardous Material
HCCPC  Hillsborough County City – County Planning Commission
HCFR  Hillsborough County Fire Rescue
HCPW  Hillsborough County Public Works
HCSO  Hillsborough County Sheriff’s Office
HCVMS  Hillsborough County Veterinary Medical Society
HELP  Hillsborough Emergency Long Term Recovery Program
HMGP  Hazard Mitigation Grant Program
HIPAA  Health Insurance Portability and Accountability Act
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I. APPENDIX 1, GENERAL TOPOGRAPHY
II. APPENDIX 2, MAJOR IDENTIFIED DRAINAGE BASINS
III. APPENDIX 3, 100 YEAR FLOOD PLAIN
## IV. APPENDIX 4, HILLSBOROUGH COUNTY HAZARD VULNERABILITY MATRIX

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Probability</th>
<th>Significance</th>
<th>Frequency</th>
<th>Vulnerable Population</th>
<th>Potential Economic Impact *</th>
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<tbody>
<tr>
<td>Brush, Wildfires and Forest Fires</td>
<td>High</td>
<td>Minor</td>
<td>Periodic</td>
<td>Rural Areas</td>
<td>Low</td>
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<tr>
<td>Civil Disturbance</td>
<td>Low</td>
<td>Moderate</td>
<td>Rare</td>
<td>Urban Areas</td>
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<tr>
<td>Erosion (Coastal and Riverine)</td>
<td>Medium</td>
<td>Minor</td>
<td>Rare</td>
<td>Adjacent to coastal waters</td>
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<tr>
<td>Coastal Oil Spill</td>
<td>Medium</td>
<td>Moderate</td>
<td>Rare</td>
<td>Coastal Waters</td>
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<tr>
<td>Dam / Levee Failure</td>
<td>Low</td>
<td>Minor</td>
<td>Rare</td>
<td>Adjacent to Hillsborough River</td>
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<tr>
<td>Disease and Pandemic Outbreak</td>
<td>Medium</td>
<td>Moderate-Major</td>
<td>No history</td>
<td>Countywide</td>
<td>Medium-High</td>
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<tr>
<td>Drought</td>
<td>Medium</td>
<td>Minor</td>
<td>Periodic</td>
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<tr>
<td>Exotic Pests and Diseases</td>
<td>High</td>
<td>Moderate</td>
<td>Periodic</td>
<td>Agricultural Sector</td>
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<tr>
<td>Extreme Temperature (Cold and Heat)</td>
<td>Low</td>
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<td>Flooding (Coastal, Riverine and Storm Surge)</td>
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<tr>
<td>Hazardous Materials Releases (to include Fixed Facilities and Transportation incidents)</td>
<td>High</td>
<td>Routine Spills-Minor Major Spills-Major</td>
<td>Routine Spills-Almost daily Major Spills-about one per year</td>
<td>Countywide</td>
<td>Routine-Low Major-Medium</td>
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<tr>
<td>Hurricane/Tropical Storm</td>
<td>Medium</td>
<td>Major</td>
<td>Every 1-5 years</td>
<td>Countywide</td>
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<td>Infrastructure Disruption</td>
<td>Low</td>
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<tr>
<td>Mass Migration</td>
<td>Low</td>
<td>Minor</td>
<td>No history</td>
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<td>Suspect Soils (Sinkhole, Muck Soils and Karst)</td>
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<td>Minor</td>
<td>Numerous incidents/year</td>
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<td>Terrorism</td>
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<td>Major</td>
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<td>Thunderstorm (Lightning, Wind and Hail)</td>
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<td>Hazard</td>
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<td>Tornado</td>
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<td>Major Transportation Incident (Ground, Air, and Rail)</td>
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<td>Rare</td>
<td>Airports, Railways and Major Highways</td>
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<td>Winter Storm</td>
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<td>Utility Failure</td>
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<td>Cyber Event</td>
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*Note: Low economic impact = up to $.5 million; medium impact = $.5 to $ 5 million; high impact = over $ 5 million

**Note: Due to a lack of historical data, the probability, frequency, impact and location of these hazards cannot be quantified. While there is a statistical probability of occurrence, based on the historical record, these events may not pose a risk to Hillsborough County and will not be fully profiled.
V. APPENDIX 5, HILLSBOROUGH COUNTY EMERGENCY MANAGEMENT SYSTEM/ORGANIZATION
VII. APPENDIX 7, HILLSBOROUGH COUNTY EMERGENCY OPERATIONS POLICY MAKING

Responsibilities:
- Establish policy.
- Provide guidance to EOC Operations Group.
- Approve operations plans.
- Approve media and EAS releases.
VIII. APPENDIX 8, EMERGENCY SUPPORT GROUP

The Emergency Support Group is responsible for assisting the County Administrator in the formulation of emergency recommendations to the Emergency Policy Group. This Group also assists in developing policy guidelines during emergency operations. The members are:

- Chief Communications Administrator
- Chief Financial Administrator
- Chief Human Services Administrator
- Chief Development and Infrastructure Services Administrator
- Chief Information and Innovation Officer
- Deputy County Administrator
- Director of Emergency Management
- Medical Director, Mass Casualty Planning;
- Hillsborough County Attorney;
- County Operations and Legislative Affairs Office
- Administrator, Hillsborough County School Board;
- Chief Deputy Sheriff, Hillsborough County Sheriff’s Office;
- Manager, Preparedness & Response, American Red Cross, Tampa Bay Chapter;
- Designated representatives from the municipalities.
- Other designated representatives as needed.
IX. APPENDIX 9, EOC OPERATIONS GROUP

The EOC Operations Group is composed of a core group (Emergency Management Staff), 19 Emergency Support Functions, and representatives of state, federal and nongovernmental organizations as needed. The core members form the nucleus of the EOC staff during an emergency with additional staff added as depicted in the EOC staffing requirements on the following page.

CORE MEMBERS

1 Director, Emergency Management
1 Information Officer (Communications & Digital Media Department)
7 Emergency Operations Staff Officers
1 Emergency Communications Specialist
1 Medical Director, Mass Casualty Planning
1 Multi-Trades Worker II
1 Emergency Management Administrative Support
X. APPENDIX 10, EMERGENCY SUPPORT FUNCTION (ESF) / RECOVERY FUNCTION RESPONSIBILITIES

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*Disaster Transportation Resource Group     P – Primary     S – Supporting
## Recovery Function Responsibilities

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<th>Responsibility</th>
<th>Lead Agency</th>
<th>Support Agencies</th>
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<td>Damage Assessment</td>
<td>Code Enforcement</td>
<td>Extension Services, Building &amp; Construction, Real Estate / Geomatics, Fire Marshal’s Office, Fire Rescue, Information Technology, Property Appraiser’s Office, Public Works, Sheriff’s Office, American Red Cross, Environmental Protection Commission</td>
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<td>Community Relations</td>
<td>Aging Services Department, Social Services Department</td>
<td>Community Relations, Neighborhood Relations, Emergency Management, Health Care Services</td>
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<td>Disaster Recovery Centers</td>
<td>Emergency Management</td>
<td>Social Services</td>
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<tr>
<td>Infrastructure/Public Assistance</td>
<td>Emergency Management</td>
<td>Procurement Services, Parks, Recreation &amp; Conservation, Public Works, Public Utilities, Clerk of Circuit Court, Accounting Division, Real Estate and Facilities Services</td>
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<td>Unmet Needs Coordination</td>
<td>Crisis Center of Tampa Bay</td>
<td>American Red Cross, Salvation Army, Faith-based Organizations, United Way Suncoast, Code Enforcement, Health Care Services, Social Services, Homeless Services</td>
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<td>Disaster Temporary Housing</td>
<td>Affordable Housing, Code Enforcement</td>
<td>Emergency Management, Social Services Department, FDOH – Hillsborough County, Parks, Recreation &amp; Conservation, Real Estate &amp; Facilities Services, Public Utilities, School Board, Public Works/Hazard Mitigation, Sheriff’s Office, Homeless Services, Municipalities, TECO, Verizon, Tampa Housing Authority, Tampa Builder’s Association, Greater Tampa Association of Realtors, Florida Manufactured Housing Association, American Red Cross, Salvation Army, Metropolitan Ministries</td>
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| Disaster Temporary Housing (continued) | United Way Suncoast  
Faith-based Organizations  
Social Services  
Development Services  
Bay Area Apartment Association |
| Debris Management | Public Works  
Environmental Protection Commission  
Florida Department of Health – Hillsborough County  
Fiscal & Support Services  
Procurement  
Public Works / Solid Waste |
| Joint Field Office | Emergency Management  
Federal Recovery Officials  
State Recovery Officials  
Public Works / Hazard Mitigation |
| Mitigation Assessment | Public Works / Hazard Mitigation  
Emergency Management  
Real Estate and Facilities Services  
Parks, Recreation and Conservation  
Environmental Protection Commission |
XI. APPENDIX 11, INCIDENT COMMAND RESPONSIBILITIES

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<th>EMERGENCY MANAGEMENT</th>
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<td>Suppression</td>
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<td>Search &amp; Rescue</td>
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<td>Maintain data on hospital capabilities</td>
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<td>Air Ambulance transport</td>
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<td>Hospital notification &amp; coordination (less than 15 casualties)</td>
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## XII. APPENDIX 12 INCIDENT COMMAND MATRIX

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**HILLSBOROUGH COUNTY**  
CEMP DECEMBER 2014
XIII. APPENDIX 13, SAMPLE INCIDENT COMMAND SYSTEM CHART

- Intelligence / Investigation Section Chief
  - Staging Area(s)
  - Investigative Operations Group
  - Intelligence Group
  - Forensic Group
  - Investigative Support Group

- Operations Section
  - Staging Area(s)
  - Air Operations Branch
    - Air Support
    - Air Tactical
  - Branches
    - Divisions
    - Groups
  - Mass Fatality Management Group
  - Missing Persons Group

- Planning Section
  - Resources Unit
    - Situation Unit
    - Documentation Unit
    - Demobilization Unit
    - Environmental Unit
  - Technical Specialist*

- Logistics Section
  - Service Branch
    - Comms Unit
    - Supply Unit
    - Medical Unit
    - Food Unit
  - Support Branch
    - Facilities Unit
    - Ground Support Unit
    - Vessel Support Unit
    - Weapons Support Unit

- Finance/Admin Section
  - Time Unit
  - Procurement Unit
  - Comp/Claims Unit
  - Cost Unit
  - Administration Unit
  - Property Management Unit

* May be assigned wherever their services are required.
EOC Command/Manager- Responsible for the staffing and operation of the EOC. The EOC Manager directs the activities of the EOC staff and ensures that policies and priorities established by the Policy Group are implemented. He/She establishes the EOC objectives and directs, in consultation with the Policy Group, strategic and contingency planning efforts to address incident related concerns and issues. The EOC Manager establishes the operational period for the EOC and is the approving authority for the EOC Coordination Action Plan (CAP).

EOC Operations Section- Provides support to field operations directed towards reducing the immediate hazard, saving lives, and property, establishing situational control and restoring normal conditions. This section also ensures that policy and resource decisions of the Policy Group related to operations are implemented. This section is responsible for the coordination of all response elements applied to the incident.

EOC Planning Section- Collects, analyzes, displays, and disseminates information related to the incident and the status of operations. This section also collects and maintains information on the status of all resources assigned by the EOC to field operations. The section is also responsible for facilitating the incident action planning process for the EOC and produces the Coordination Action Plan (CAP). This section functions as the primary support for strategic level decision making at the EOC including preparing situation reports and briefings, map displays, collecting and consolidating damage assessment information, and developing plans necessary to address changing field events.

EOC Logistics Section- Is responsible for the acquisition and movement of supplies, equipment, and personnel in support of the response operations in the field. This section also will provide for the establishment of operating facilities needed to support on-going response and recovery operations.

EOC Finance and Administration Section- Provides policy guidance and establishes procedures to authorize the commitment and payment of funds for resources or services ordered through the EOC. This section may track and process payment of vendor purchases, contracts, and other payments, as well as ensures that an accurate accounting of the costs associated with the incident are maintained.

Intelligence and Investigation Section- ensures that all intelligence/investigations operations and activities are properly managed, coordinated, and directed in order to prevent/deter potential unlawful activity, incidents, and/or attacks; collect, processes, analyze, secure, and appropriately disseminate information and intelligence; identify, document, process, collect, create a chain of custody for, safeguard, examine, analyze, and store probative evidence; serve as a conduit to provide situational awareness (local and national) pertaining to an incident; inform and support life safety operations, including the safety and security of all response personnel.

The EOC structure provides for further subdivision of the four sections into branches, groups and units depending upon the complexity of the operations, and to maintain a manageable span of control.
XIV. APPENDIX 14, HOSPITAL EVACUATION

A. There are four hospitals that may be affected by storm surge which may cause evacuation at various categories of hurricanes (see paragraph H). All hospitals must include evacuation procedures in their disaster plans. All hospitals outside of an evacuation zone should include procedures in their plans for receiving patients from evacuating hospitals.

B. The chief executive officer of a hospital which requires evacuation for whatever reason (hurricane, loss of water supply, internal disaster, etc.) will coordinate with the Medical Director for Mass Casualty Planning and Emergency Management/EOC.

C. Patient Evacuation

1. There are various categories of patients that must be considered for such an emergency.
   a. Patients that can be discharged immediately such as those admitted for elective surgery/pre-op or those near full recovery.
   b. Patients that can be evacuated by car, van, or bus in a sitting position.
   c. Patients that must be evacuated by van, bus, or ambulance on stretchers or backboards.

2. Evacuation Procedure – the hospital chief executive officer should first activate his/her disaster plan priority discharge system to prepare for evacuation, i.e., discharge the maximum number of patients capable of returning home.
   a. Patients who require further care will be evaluated and moved to other hospitals in coordination with the Medical Director for Mass Casualty Planning.
   b. Nursing personnel, supplies, drugs, and records, etc., will require orderly transfer.

3. Non-evacuating hospitals must also execute a priority discharge procedure in order to ensure available space for incoming hospital and emergency cases.

D. Transportation

Hospitals should enter into transportation agreements with transportation providers to ensure safe and efficient evacuation of the facility. Plans will include details on matching types of patients to modes of transportation. If sufficient transportation is not available at time of disaster, transportation support must be coordinated with the EOC staff and the Medical Director for Mass Casualty Planning. School buses, HART buses, Sunshine Line buses, public transportation vehicles, ambulances and trucks may be used.
E. Administrative Procedures

1. Hospitals should agree to and plan for standard procedures and forms for the inter-hospital transfer of patients, drugs, supplies, records, and personnel. Standardized procedures should be part of each hospital’s written disaster plan.

2. Hospitals expecting to receive patients should activate their priority discharge plan promptly to make space available.

F. Hospital Staff

1. Each chief executive officer should plan for the effective use of staff.
   a. Hospitals receiving evacuees will need additional nursing personnel, and should plan for relief requirements (no shift longer than 12 hours).
   b. Use of physicians and service personnel will be coordinated by the administrator and chief of staff of each hospital.

G. All hospitals must prepare a comprehensive emergency management plan (CEMP) in accordance with Florida Administrative Code 59A-3.078, which contains a specific set of criteria which must be included in the plan. All hospital plans must be reviewed and approved annually by Emergency Management.

H. List of Hospitals in Hurricane Evacuation Zones by Level

1. Evacuating Hospitals
   a. Tampa General Hospital
   b. Tampa Community Hospital
   c. Kindred Hospital – Bay Area
   d. Memorial Hospital

2. Non-evacuating Hospitals
   a. Brandon Regional Hospital
   b. South Bay Hospital
   c. H. Lee Moffitt Cancer Center
   d. James A. Haley Veteran’s Hospital
   e. St. Joseph’s Hospital
f. Shriner’s Hospital for Children

g. South Florida Baptist Hospital

h. Kindred Central Hospital

i. Florida Hospital Tampa

j. Florida Hospital Carrollwood

k. St. Joseph’s Hospital - North

l. St. Joseph’s Hospital - South

Evacuation Level A – Located in areas that may be impacted by potential storm surge heights of up to 8 feet.

Evacuation Level B – Located in areas that may be impacted by potential storm surge heights of up to 15 feet.

Evacuation Level C – Located in areas that may be impacted by potential storm surge heights of up to 21 feet.

Evacuation Level D – Located in areas that may be impacted by potential storm surge heights of up to 29 feet.

Evacuation Level E – Located in areas that may be impacted by potential storm surge heights of up to 33 feet.
XV. APPENDIX 15, NURSING HOME EVACUATION

A. There are four nursing homes that may be affected by storm surge which may cause evacuation of the facilities at various categories of hurricanes (see paragraph I). All of these facilities must include evacuation procedures in their disaster plans.

B. Nursing home administrators must make prior agreements with other nursing homes to accommodate all patients who must evacuate. If assistance is required, nursing homes should coordinate with Emergency Management/EOC and the Medical Director for Mass Casualty Planning.

C. Patient Evacuation

1. Three categories of patients must be considered during any nursing home evacuation.
   a. Patients who may be discharged based on prior arrangements with relatives.
   b. Patients who can be evacuated by car, van, or bus in sitting position.
   c. Patients who must be transported on a litter by van, truck, ambulance, or bus.

2. Patients who require special handling such as oxygen, restraints, etc., should be the first transported, accompanied by appropriate staff from that nursing home for continuing care.

3. All nursing homes which do not require evacuation should discharge any patient possible to relatives for care to maximize available space for evacuees.

D. Transportation

1. Nursing homes should enter into transportation agreements with transportation providers to ensure safe and efficient evacuation of the facility. If sufficient transportation is not available at time of disaster, transportation support must be coordinated with Emergency Management/EOC staff and the Medical Director for Mass Casualty Planning.

E. Administrative Procedures

1. Essential records on each patient such as care required, current medication, etc., and adequate personnel must accompany evacuated patients. Each patient should be advised to take only the minimum necessary personal effects with them.

F. Nursing Home Staff

1. Each administrator will arrange for sufficient staff to care for their patients. Staff should be conserved to cover all shifts for several days (no shift longer than 12 hours).
G. Recovery Period

1. Administrative pre-planning and coordination with other nursing homes should include housing of patients after the storm. In a severe storm some structures may become uninhabitable.

2. Relatives inquiring about the health and welfare of family members in Hillsborough County will be coordinated through American Red Cross channels as per American Red Cross policy.

H. All nursing homes must prepare a comprehensive emergency management plan (CEMP) in accordance with Florida Administrative Code 59A-4.126, which contains a specific set of criteria which must be included in the plan. All nursing home plans must be reviewed and approved annually by Emergency Management.

I. List of Nursing Homes in Evacuation Zones by Level

1. Evacuating Nursing Homes
   a. Canterbury Towers       B
   b. South Tampa Health and Rehabilitation Center    B
   c. BayShore Pointe Nursing and Rehab Center       C
   d. Woodbridge Rehabilitation & Health Center      A

2. Non-evacuating Nursing Homes
   a. Accentia Health & Rehab Center
   b. Brandon Health and Rehabilitation Center
   c. Brighton Gardens of Tampa
   d. Carrollwood Care Center
   e. Central Park Healthcare and Rehabilitation Center
   f. Community Convalescence Center
   g. Excel Rehabilitation and Health Center
   h. Fairway Oaks Center
   i. Fletcher Health and Rehabilitation Center
j. Habana Health Care Center  
k. Hawthorne Health and Rehabilitation of Brandon  
l. Health Center of Plant City  
m. The Home Association  
n. John Knox Village Medical Center  
o. Lakeshore Villas Health Care Center  
p. Manor Care Health Services Carrollwood  
q. Nursing Center of University Village  
r. NuVista Living at Hillsborough Lakes  
s. Palm Garden of Sun City  
t. Palm Garden of Tampa  
u. Plaza West  
v. Rehabilitation and Healthcare Center of Tampa  
w. Sun Terrace Health Care Center  
x. Whispering Oaks  
y. Ybor City Healthcare and Rehabilitation Center

Evacuation Level A – Located in areas that may be impacted by potential storm surge heights of up to 8 feet  
Evacuation Level B – Located in areas that may be impacted by potential storm surge heights of up to 15 feet  
Evacuation Level C – Located in areas that may be impacted by potential storm surge heights of up to 21 feet  
Evacuation Level D – Located in areas that may be impacted by potential storm surge heights of up to 29 feet  
Evacuation Level E – Located in areas that may be impacted by potential storm surge heights of up to 33 feet.
XVI. APPENDIX 16, CLEARANCE TIME

YEAR 2014
CLEARANCE TIMES (in hours)

<table>
<thead>
<tr>
<th></th>
<th>Evacuation Level A</th>
<th>Evacuation Level B</th>
<th>Evacuation Level C</th>
<th>Evacuation Level D</th>
<th>Evacuation Level E</th>
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<td>Clearance Time to Shelter</td>
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* Based on data from the Tampa Bay Region Hurricane Evacuation Study, Technical Data Report, 2010.
### XVII. APPENDIX 17, PUBLIC SHELTER DEMAND

**PUBLIC SHELTER DEMAND**

<table>
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<tr>
<th>EVACUATION LEVEL</th>
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<th>B</th>
<th>C</th>
<th>D</th>
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<td></td>
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<td>11,866</td>
<td>14,114</td>
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Shelter demand estimates are based on data from the Tampa Bay Region Hurricane Evacuation Study, Technical Data Report, 2010.

Numbers include expected shelterees from surge zones, out-of-zone, mobile homes and shadow evacuation (those evacuating from non-evacuation areas).

Shelter demand estimates will be adjusted as updates are made available by TBRPC.