

EXECUTIVE SUMMARY

Hardee County is vulnerable to a variety of hazards that can potentially threaten the citizens, businesses, and the environment of the county. The Hardee County Comprehensive Emergency Management Plan (The CEMP) establishes the framework to ensure that Hardee County and its municipalities of the City of Bowling Green, the City of Wauchula, and the Town of Zolfo Springs will be adequately prepared to deal with these hazards. The CEMP outlines the general roles and responsibilities of County agencies when preparing for, responding to, or recovering from a large-scale emergency or disaster. The CEMP also coordinates emergency and disaster activities with volunteer organizations and business that serve Hardee County.

The CEMP addresses the four phases of emergency management (mitigation, preparedness, response, and recovery). These phases parallel activities set forth in the State Comprehensive Emergency Management Plan and the National Response Plan (NRP). The CEMP also describes how national, state, and other resources will be coordinated under the National Incident Management System (NIMS) to supplement County resources in response to a disaster.

The CEMP is divided into the following sections: The Basic Plan, Emergency Support Function appendices, and operational and hazard specific annexes. The following is a brief description of the Plan.

- 1. The Basic Plan** - The Basic Plan section of the CEMP describes, in general terms, of Hardee County will mitigate, prepare for, respond to, and recover from the impacts of a large-scale emergency or disaster. The Basic Plan contains sections that address areas such as: the responsibilities of the county and city government, method of operations, financial policies that will be adhered to during times of emergency or disaster, and continuity of government. The Basics Plan also describes how the Hardee County will manage large scale emergencies and disasters in accordance with the National Incident Management System (NIMS). The Basic Plan also contains a section that addresses recovery issues in order to ensure a rapid and orderly implementation of rehabilitation and restoration programs for persons and property affected by an emergency or disaster. The Basic Plan also contains a section addressing mitigation issues so that Hardee County has a framework that will be used to reduce the affects of potential emergencies or disasters before they occur.
- 2. The Emergency Support Function (ESF) Appendices** - The Basic Plan Appendices section organized the County into Emergency Support Functions, or ESFs. In conjunction with the State of Florida Comprehensive Emergency Management Plan and the National Response Plan, Hardee County has identified an initial 17 Emergency Support Functions as described in the appendices. Hardee County has also identified 1 additional Emergency Support Functions that has been developed due to the discovered need for a concentrated set of methods and procedures for this element. This Emergency Support Function is labeled as ESF-18 (Human Needs Assessment Unit). This brings the total number of Emergency Support Function appendices to 18. Each of the 18 appendixes to the Basic Plan, at a minimum, contains a method of operation and the responsibilities of the primary and support agencies that will respond in support of County government. Each ESF will have descriptions of their roles under the Hardee County NIMS / EOC Interface.
- 3. The Operational and Hazard Specific Annexes** - The CEMP contains annexes that are specific to particular operational issues and hazards that require special action.
- 4. Appendices and TABS:** These devices, generically identified as “addenda”, are used to append fragile information such as: telephone lists/personnel rosters; large/bulky items such as maps or critical facilities listings, instructional materials such as checklists, and for selective inclusion of restricted-access materials in either; the Basic Plan, its Annexes, or any SOP

I. Introduction

Chapter 252, Florida Statutes, mandates the development of the Hardee County Comprehensive Emergency Management Plan (CEMP). The CEMP establishes a framework through which Hardee County will prepare for, respond to, recover from and mitigate emergencies and disasters that can adversely affect the health, safety, and general well-being of the citizens of Hardee County and its municipalities of the City of Bowling Green, the City of Wauchula, and the Town of Zolfo Springs. Large-scale emergencies can result from natural, technological, or man-made hazards. The CEMP provides guidance to Hardee County, the City of Bowling Green, the City of Wauchula, the Town of Zolfo Springs, and volunteer personnel on procedures, organization, and responsibilities which will prevent, minimize or relieve personal hardship and property damage associated with emergencies, disasters, or the eminent threat associated with these events. This includes warning and notification. The plan also provides for an integrated response from all levels of government, the private sector, and volunteer agencies.

The CEMP is both operations and planning oriented. The CEMP addresses mitigation, preparedness, response, and recovery. The CEMP defines the roles of County, City, and volunteer agencies, including elected officials, through the Basic Plan and Annexes that deal with the 18 Emergency Support Functions (ESF) and disaster mitigation and recovery. This is done in concert with the State of Florida's CEMP and the Federal Government's National Response Plan in order to establish a level of operational continuity. The CEMP is functional in a multi-jurisdictional setting where cross-jurisdiction coordination is required. This is achieved through the use of the National Incident Management System (NIMS), explained below.

The CEMP describes strategies that Hardee County will use to mobilize its resources and conduct activities to mitigate, prepare for, respond to, and recover especially from large-scale emergency and disaster situations. This will be done through a functional approach using the Emergency Support Functions (ESF). Each ESF will be headed by a lead agency, which has been selected based on its authorities, resources, and capabilities in the functional area. These lead agencies will be supported by a number of support agencies that can aid in the supplementation of resources (personnel, equipment, and supplies). Each ESF will work under the National Incident Management System / Incident Command System within each of their groups. For overall operations, Hardee County will use the National Incident Management System (NIMS). Hardee County Emergency Management will serve as the coordinating point for NIMS activities for Hardee County and its municipalities.

For consistency with federal, state, and local response structures the CEMP follows the framework of the National Incident Management System (NIMS). Should an incident occur in Hardee County that requires multiple jurisdictions, functional agencies, and emergency responder disciplines, it is critical that the operations of the incident be coordinated effectively and efficiently across public, private, and volunteer agencies on the local, state, and federal levels of government. The NIMS uses a systems approach to integrate all emergency agencies into a unified framework for incident management from an all-hazards approach. This framework forms the basis for interoperability and compatibility that will enable a diverse set of public, private, and volunteer agencies to conduct well-integrated and effective incident management operations. This framework also allows for the integration of improved technologies and concepts to enhance the overall response capabilities and coordination. The use of NIMS is a nationwide effort that is federally mandated for local, state and federal government agencies per Homeland Security Presidential Directive 5 (HSPD-5).

In Hardee County, ICS / NIMS is used for single agency responses on a daily basis. If multiple agencies are required to respond to an incident, the ICS / NIMS can be expanded into a Unified Command. If multiple incidents occur simultaneously which require multi-agency response, an Area Command can be set up to ensure efficient prioritization and use of resources. Hardee County's ICS structure is flexible and can integrate into any of the above scenarios.

The CEMP is constantly operational; before, during, and after an emergency, disaster, or catastrophe.

A. Purpose

The purpose of the Hardee County CEMP is as follows:

1. Reduce the vulnerability of people and communities of Hardee County, the City of Wauchula, the City of Bowling Green, and the Town of Zolfo Springs to loss of life, injury, or damage and loss of property resulting from natural, technological, and man-made emergencies, disasters, catastrophes, or hostile military or paramilitary action. Also, reduce the vulnerability of the infrastructure of the County and the Cities. Details on the Hardee County Mitigation Strategy and Long Term Recovery/Reconstruction Plan can be found in Annex II of this CEMP.
2. Prepare for prompt and efficient response and recovery activities to protect lives and property affected by emergencies, disasters, or catastrophes;
3. Respond to emergencies, disasters, and catastrophes using all systems, plans, and resources necessary to preserve and protect the health, safety, and well being of persons affected by the event;
4. Recover from emergencies by providing for the rapid and orderly implementation of restoration and rehabilitation programs for persons and property affected by emergencies;
5. Outline recovery assistance available to individuals, businesses and governments, and the local government actions involved in obtaining such assistance.
6. Assist in anticipation, recognition, prevention, and mitigation of emergencies that may be caused or aggravated by inadequate planning for, and inadequate regulation of, public and private facilities and land use, among other causes.

B. Scope

The CEMP:

1. Establishes fundamental policies, program strategies, and assumptions concerning the various potential hazards delineated in the Hazard Analysis section of the CEMP.
2. Establishes a concept of operations spanning the direction and control of an emergency or disaster from an initial monitoring through post-disaster response, recovery, and mitigation.
3. Defines intra governmental coordination and intergovernmental coordination mechanisms to help facilitate delivery of immediate assistance; including direction and control of intra county, inter-county, state and federal response and recovery assistance.
4. Assigns specific functional responsibilities to appropriate county agencies and organizations, identifies training needed to support the CEMP, and outlines methods to coordinate with city departments, private sector agencies, and volunteer organizations.
5. Addresses the various types of emergencies, which are possible, from localized emergencies, to minor, major, and catastrophic disasters, such as; high wind events, HAZMAT incidents, flooding, temperature incidents, agricultural incidents, environment events, man-made disasters, and terrorism.
6. Identifies actions that county and city response and recovery organizations will take, in coordination with private, volunteer, state, and federal counterparts as appropriate, regardless of the magnitude of the disaster.

7. Identifies emergency support facilities, including critical facilities, staging areas, Disaster Recovery Centers (DRC), and landing zones.
8. Applies to all municipalities located in Hardee County; the City of Wauchula, the City of Bowling Green, and the town of Zolfo Springs.

C. Assumptions

1. Hardee County, as a community, has developed the capability to execute this Plan to save lives, mitigate suffering, minimize the loss of property, and recover from the effects of an emergency.
2. The necessary Mutual Aid Agreements (MAA) and Memoranda of Understanding (MOU) have been negotiated with other political jurisdictions and private organizations by the County and by organizations that have functional responsibilities in this Plan. (References and Authorities for a listing of MAA/MOU).
3. Elements of State government have certain expertise and resources that may be utilized in relieving emergency or disaster-related problems that are beyond the capabilities of Hardee County. State support capabilities and access arrangements for both State and Federal assistance are described in the current State CEMP.
4. When an emergency threatens Hardee County, applicable provisions of this Plan will be applied, the Emergency Operations Center (EOC) will be activated, and a State of Local Emergency (SLE) declared as appropriate to the severity of the situation.
5. Should County resources be inadequate to cope with a disaster, State and Federal assistance will be available through the State Division of Emergency Management in Tallahassee in accordance with the State Wide Mutual Aid Agreement.
6. This Plan will be used as the basis for specific implementing procedures and complimenting plans (SOP) developed by functional entities.

D. CEMP Development Methodology

1. CEMP development is a continuous process that involves all levels and departments in government and many in the private and volunteer sectors of Hardee County. A listing of the agencies and departments participating in the CEMP development are available for reference in the Hardee County OEM library and in this CEMP. (Reference tab)
2. The CEMP is comprised of several elements described in the following. All elements share a common format to facilitate inter-agency use and to provide compatibility with the State CEMP. All pages of the County CEMP; Basic Plan, Annexes, SOP, and Appendices/Tabs are dated and numbered to facilitate subsequent updating of Plan elements.
 - a. **The Basic Plan** - The Basic Plan section of the CEMP describes, in general terms, of Hardee County will mitigate, prepare for, respond to, and recover from the impacts of a large-scale emergency or disaster. The Basic Plan contains sections that address areas such as: the responsibilities of the county and city government, method of operations, financial policies that will be adhered to during times of emergency or disaster, and continuity of government. The Basics Plan also describes how the Hardee County will manage large scale emergencies and disasters in accordance with the National Incident Management System (NIMS). The Basic Plan also contains a section that addresses recovery issues in order to ensure a rapid and orderly implementation of rehabilitation and restoration programs for persons and property affected by an emergency or disaster. The Basic Plan also contains a section addressing mitigation issues so that Hardee

County has a framework that will be used to reduce the affects of potential emergencies or disasters before they occur.

- b. The Emergency Support Function (ESF) Annex** - The Basic Plan Annexes section organized the County into Emergency Support Functions, or ESFs. In conjunction with the State of Florida Comprehensive Emergency Management Plan and the National Response Plan, Hardee County has identified an initial 17 Emergency Support Functions as described in the appendices. Hardee County has also identified 1 additional Emergency Support Functions that has been developed due to the discovered need for a concentrated set of methods and procedures for this elements. This Emergency Support Function is labeled as ESF-18 (Human Needs Assessment Unit). This brings the total number of Emergency Support Function appendices to 18. Each of the 18 appendixes to the Basic Plan, at a minimum, contains a method of operation and the responsibilities of the primary and support agencies that will respond in support of County government. Each ESF will have descriptions of their roles under the Hardee County NIMS / EOC Interface.
 - c. The Operational and Hazard Specific Annexes** - The CEMP contains annexes that are specific to particular operational issues and hazards that require special action.
 - d. Appendices and TABS:** These devices, generically identified as "addenda", are used to append fragile information such as: telephone lists/personnel rosters; large/bulky items such as maps or critical facilities listings, instructional materials such as checklists, and for selective inclusion of restricted-access materials in either the Basic Plan, its Annexes, or any SOP.
- 3.** Plan development and maintenance is a primary functional responsibility of the County Director of Emergency Management. Active and on-going participation in the emergency planning process and in Plan production and evaluation is required of all who have responsibilities in Plan execution. This process involves a team of participants from all sectors of the community, and at all levels of authorities in those sectors, in a set of interrelated and reiterative activities as described in the following:
 - a.** The Emergency Manager maintains an emergency management team consisting of designated and empowered representatives of government agencies having operations in the County, critical businesses and industries, and volunteer and other concerned private groups. The organizations providing key members of this long-standing, broadly based multi-purpose team are more formally identified in the Hardee County ESF matrix in the Organizational section of this plan. Those identified with ESF primary and support responsibilities comprise the core emergency management planning team. Those on the core team also have key roles in Plan training and evaluation activities. This team meets twice a year to discuss planning, training, and operational needs to support their emergency management activities. In consultation with the core team, the Emergency Manager drafts the Basic Plan and revisions thereto, defining the Plan Purpose and Scope, providing analysis of hazards and financial and resource management issues as well as the other elements of the Basic Plan. The core emergency management planning team meets on an annual basis after the end of the Atlantic hurricane season to review the Basic Plan, ESFs, and supporting annexes to determine if changes need to be made based on new planning requirements, identified gaps, or identified areas of improvement. Changes are subsequently made in order to keep the plan current and functional.
 - b.** Based upon contents of the draft Basic Plan, the Lead Agency for each ESF drafts an Annex for that ESF. This is done in coordination with the agencies that have support roles in that ESF. Each draft ESF Annex is reviewed by all affected ESFs to advance overall coordination and understanding. In the ESF drafting and review process, the Basic Plan, too, undergoes scrutiny for adequacy of policy, content, coverage, and

concepts. The result of this reiterative draft-and-review activity is production of a final draft Basic Plan with Annexes.

- c. The final draft Basic Plan with Annexes is reviewed by the County Attorney, the County Manager, elected officials, and department and agency principles for official written concurrence preliminary to presentation by the Board of County Commissioners for adoption. Recognizing that the planning process is unending, Plan adoption may be undertaken even though some elements may be incomplete. Letters of acceptance to planning principles and plan responsibilities can be found in the Hardee County EM library. Rosters of training and orientation seminars that cover ESF and Plan operations can also be found in the Hardee County EM library.
- d. Standard Operating Procedures (SOP) will be developed by participants as necessary to support the Plan. Some SOP will be developed concurrently with development of the Basic Plan and the Annexes; others will follow its formal adoption. SOP that pertains solely to internal department or agency operations in execution of ESF responsibilities are not included in distributed copies of the Plan.
- e. Appendices/Tabs and other Plan Addenda are developed to support elements of the Basic Plan, Annexes, or SOP, generally concurrent with development of each element. Since the data in Appendices/Tabs may be short-lived, identification of effective date/expiration date must be stated clearly and procedures set to ensure updating is done at the appropriate time.
- f. The final draft Plan is submitted to the County attorney and then to the Board of County Commissioners after all issues have been addressed by the Emergency Manager in the final State review process. Upon adoption of this plan by the Board of County Commissioners, copies are distributed for official record, for users, and for public access. Obsolete Plans and Plan elements are recovered in exchange for new editions. A signature of the Department Head or Agency Representative on the signature sheet, located in this Plan, indicates receipt of the new Plan. Any changes to the Plan after initial distribution will be sent to all parties on the distribution list/signature sheet.
- g. Complete rewriting and reprinting of the CEMP and submission to the Board of County Commissioners for formal adoption, unless by exception, is done every 4 years. The Director of Emergency Management as necessary to keep the Plan current following draft, coordination, and review processes outlined in the preceding accomplishes interim adjustments to the Plan. Changes are affected by the County Emergency Manager's distribution of changes with requirements that obsolete pages be returned to Emergency Management.
- h. The signature list reflecting distribution of Plan copies is in References portion of this CEMP. The matrix used indicates which elements of the CEMP were distributed to each distribution point. Copies of the CEMP or of CEMP elements are available for public viewing at the county library. Copies may be made upon request to the Clerk of Courts for the cost of reproduction set by the Clerk in accordance with FS 119.07. Copy machines in the library can be used to copy desired portions of the Plan at reasonable cost.

II. SITUATION

A. Hazard Analysis

This section provides a summary of Hardee County's potential hazard considerations, geographic characteristics, support facilities, land use patterns, economic profile, and demographics of Hardee County, the City of Wauchula, the City of Bowling Green, and the Town of Zolfo Springs.

1. Methodology

- a. Identification of the hazards; natural, man-made (including attacks and terrorism) and technological, expected to impact Hardee County, directly or indirectly, is the first step in the emergency planning process. The second major step is analysis of the social and economic effects that such impact would have on the County. The analysis step leads to identification of resources needed to deal with each hazard and the cascade effect of hazard combinations.
- b. Potential hazards are identified by study of Federal and State sources, and by review of local history and personalities, as well as projections available from the same sources. Political, social, and economic circumstances at local, state, federal, and international levels, as well as weather and other physical conditions all combine to create specific hazards and hazard combinations. Personnel from the several disciplines and specialties, public, private, and volunteer, represented on the County Emergency Management Team, apply their specialized expertise to hazard identification and analysis. ESF leaders are primary team members. Others with more minor roles are still significant contributors to the County emergency management program, and act as support members of the Team.
- c. A focus of the hazard analysis is to identify the hazards and hazard combinations that are most likely to occur and cause serious harm when they do occur. Hazards seldom occur in isolation from each other. Severe weather has the potential for producing flooding, hazardous materials releases, and utility disruptions.
- d. Hazards analysis is an ongoing activity. A hazard analysis requires continual updating. The hazard analysis leads to the development of resource requirements. Resources include; personnel and skills, facilities and equipment, time, funding, and public relations. Certain resources are critical to emergency management operations. Maps of critical facilities, including staging areas and landing zones, are maintained in the Office of Emergency Management. Copies of critical facilities maps and listings can be reproduced to meet operators' needs in specific circumstances.
- e. The Local Mitigation Strategy contains detailed information on jurisdictional-specific hazards, their history and frequency.

2. Hazard Analysis

1. Hurricanes and Tropical Storms

Hardee County does not have a great threat from hurricane or tropical storm produced storm surge. Hardee County has elevations ranging from an average 60 feet in the southern part of the county, to an average 125 feet in the northern part of the county.

Although storm surge from a tropical storm or hurricane is not a significant threat in Hardee County, wind from these storms does pose a significant threat. A tropical storm or hurricane that

enters on either coast of Florida, and moves inland in or near Hardee County can cause significant wind damage. Due to older model houses, which were built in the 1950-1970 time frames and before, most houses within Hardee County are vulnerable to wind damage. These houses were built during a time when building codes were not to the higher standards as they are today. Houses were not built to withstand higher wind loads or minimal flooding. Mobile homes cannot stand to suffer immense damage in tropical storm and hurricane conditions as well, due to the fact that they are not anchored, nor designed for such wind events. Increases in development of structures and population will increase Hardee County's vulnerability to damages from these storms.

These types of events can occur between the Atlantic Hurricane season lasting from June 1 - November 30.

2. Flooding

Hardee County is vulnerable to flooding from rain events such as, hurricanes, tropical storms, and thunderstorms. Florida's "wet season" coincides with the hurricane season and runs from June 1 - November 20. During this time, Florida experiences notable Thunderstorms, which are capable of producing damaging winds, hail, and copious amounts of rainfall. Although these months are the typical "wet season", rainfall events can be experienced during every month of the year. Hardee County contains many creeks, rivers, and localized low spots, which are vulnerable to flooding. Flooding has the potential to cause property damage and loss of life. Increased development and increased population in flood-prone areas will increase Hardee County's vulnerability to flooding. Currently, approximately 254 square miles of Hardee County is vulnerable to flooding. (See FIRM maps on file in the Hardee County OEM library).

3. Hazardous Materials Spills

The threat of hazardous materials spills in Hardee County is considered to be moderate. Hardee County is vulnerable to both transportation incidents involving hazardous materials and hazardous materials releases from fixed facilities. Major transportation routes include State Routes 62, 64, 64A, 66, and U.S. Highway 17. Hardee County also has one railroad that transports cargo through the northern part of the county. This cargo can include hazardous materials as well, thus increasing vulnerabilities to hazardous materials spills. Accidents resulting from hazardous materials spills can cause severe injury or even loss of life.

4. Nuclear Power Plant Incidents

Hardee County's exposure to nuclear power plant incidents is minimal. Hardee County is not located in any of the Emergency Planning Zones for nuclear power plants in Florida. The only exposure might occur if there was a total meltdown at a facility, which released radioactive material into the atmosphere, thus affecting the entire State of Florida as a whole.

5. Civil Disturbance

Hardee County's exposure to civil disturbance is relatively low. However circumstances can change rapidly changing Hardee County's exposure to high. In Hardee County, there have been no signs of racial conflict or political conflict that could lead to a civil disturbance. However, the threat is always present.

6. Mass Immigration

Hardee County's exposure to mass immigration is moderate. This is due to the fact that Hardee County is in the middle of the State of Florida and is accessible from both coasts..

7. Coastal Oil Spills

Hardee County is not threatened by coastal oil spills since it is not a coastal county.

8. Cold Weather and Freezes

Prolonged cold weather and freezes can have adverse affects upon Hardee County.

Hardee County's agricultural production is seriously affected when temperatures drop below the freezing point. The damage is not limited to crop loss, but a freeze can also damage trees and plants as well. Hardee County can expect a freeze at least once every two years. It is estimated that a severe freeze, which can destroy all crops, can be expected once every 15-20 years. Freezes normally occur at night.

9. Brush and Forest Fires

Hardee County experiences brush fires and wildland fires annually. The peak times for forest fires are usually January through May of each year. This is the "dry season" for Hardee County. During these months grass, leaves, pine needles, and underbrush is in an optimal burning condition. Wildfires can cause extensive damage to personal property, residences, acres of grasslands, forests, and agricultural interests. Wildfires also threaten the health and lives of citizens in or around the fires. Wildfires can be cause by lightning, campfires, uncontrolled burns, smoking, vehicles, trains, arsonists, and equipment use.

10. Tornadoes

Florida is known as the number four state when it comes to tornado occurrence. Florida tornadoes have a tendency to be somewhat smaller than those that occur in Texas and throughout the Midwest. However, the effects of these tornadoes can be just as damaging at the local level. Many tornadoes have been sighted in Hardee County with only a few causing significant damage. The high and spiraling winds from a tornado can lead to extensive amounts of property damage, injuries, and fatalities. Exposure to these events is present throughout the year.

11. Drought

Although not a common occurrence, Hardee County is vulnerable to drought. There are three types of droughts:

- A meteorological drought is a period of time, generally ranging from months to years, during which the actual moisture supply at a given location consistently falls short of the climatological moisture supply.
- A hydrological drought occurs when stream flows and reservoirs are low due to lack of prolonged rainfall.
- An agricultural drought occurs when the amount of water needed for crops is more than that available in the soil.

The factors to keep in mind when looking at drought frequency are as follows:

- Approximately 65-70% of the rain in Florida occurs during June through September
- Rainfall is not uniformly distributed, even during high rainfall months
- Large quantities of rain run off into rivers and creeks into the Gulf of Mexico
- Many areas in Florida have soils with a low holding capacity

Hardee County is vulnerable to all types of droughts. This is especially true during the dry season in January through May. Droughts can lead to agricultural damage, shortage of drinking water, environmental damage, and shortage of water needed for utilities and firefighting.

12. Sinkholes and Subsidence

Hardee County is moderately vulnerable to sinkholes and subsidence. Very few occurrences of sinkholes and subsidence have occurred in Hardee County. However, sinkholes have the potential to cause damage or destroy houses, and injure or cause death to people.

13. Terrorism

Terrorism vulnerabilities are low in Hardee County. However, no location is immune to terrorism. Locations such as highways, the Hardee County Administration Complex, and any courthouse complex can be defined as targets for terrorism, but no past or current conditions have pointed to these being current targets.

14. Exotic Pests and Diseases

Hardee County is very vulnerable to Biological hazards within our agricultural community. Hardee County's primary land use is citrus and livestock. Hazards associated with any insect, animal or pathogen that could have an economic or health threat. Biological hazards are a pervasive threat to the agricultural community in Hardee County with the Mediterranean fruit fly and citrus canker as two examples. The possibility also exists for the import of pathogens that could have a widespread effect on the livestock industries. In addition, a remote possibility exists that the general population could be adversely affected by naturally occurring pathogens (i.e. influenza, emerging infectious diseases, etc.) or by way of terrorist action. Also, heavy rain events may cause problems with arbo-viruses transmitted to humans and livestock by infected mosquitoes. In the Hardee County, arbo-viral diseases include St. Louis Encephalitis (SLE), Eastern Equine Encephalitis (EEE), and West Nile Virus Encephalitis (WNV). The primary hazards associated with this category are **pest infestation, disease outbreaks, and contamination of a food and/or water supply.**

15. Epidemic

Hardee County is vulnerable to epidemic on a constant basis. Although the threat is minimal, an epidemic is still possible. With tourists coming in from all over the world during the months of October through April, there is an increased vulnerability during this time. The environment is monitored for diseases and pathogens on a regular basis by local and state agencies.

16. Critical Infrastructure Disruption

Hardee County has a moderate vulnerability to Critical Infrastructure Disruption. Hardee County has 3 natural gas power plants located within the Western portion of the County. These plants are supplied by two 36" in ground pipelines from Florida Transmission and Gulf Stream Gas. The interruption of any one of the plants by mechanical or illegal circumstances would affect Hardee County and surrounding Counties with power disruptions and economic loss to Hardee County specifically. Each plant has diesel fuel back up with 10 of millions of gallons of fuel stored on site.

17. Transportation Accidents

Hardee County has various major roadway arteries, which cross into the county, along with one railroad. This warrants a constant vulnerability to transportation accidents. The main concern for transportation accidents includes mass casualty events and hazardous material accidents.

18. Special Events

Hardee County has a low vulnerability to special events. The County has one major event known as Pioneer Days. This week long event has been known to receive over 75,000 spectators. Hardee County with very limited hotel space, normally receives the spectators as daily visitors to the County. Hardee County is also home to 2 exotic animal recovery and rehabilitation centers. Neither facility is open to the general public and both have plans in place to shelter and/or evacuate their animals in the event of a disaster. Furthermore, these facilities have in-place agreements with zoos and other similar facilities for mutual aid if necessary.

B. Geographic Information

1. Hardee County is located in South-Central Florida; bounded on the west by Manatee County; north by Polk County; east by Highlands County; and the south by Desoto County. Hardee County encompasses 637 square miles. The general drainage pattern of Hardee County is to the south and southwest. Surface elevations range from an average 60 feet in the southern part of the county, to 125 feet in the northern part of the county.
2. Environmentally sensitive areas include the 100-year flood plain of the Peace River, Horse Creek, Charlie Creek, and Payne Creek. A setback from the banks of the waterways has been established in which only pasturing of livestock and residential development, at a density of not more than one dwelling unit per 20 gross acres, are permitted. Setbacks for development are 500 ft on either side of the river or creeks or the width of the 100-year floodplain, whichever is less.

Hardee County's land use patterns can be found in the Recovery/Mitigation Annex of this CEMP and the LMS pg 14-36.

C. Demographics

Hardee County is located in the west central portion of the Florida peninsula. At the time of the 2000 census, the population of Hardee County was 26,938. University of Florida's Bureau of Business and Economic Research 2008 estimates show that the population has grown slightly to 27,909. Total land area is 638 square miles or 408,329 acres. Very rural compared to the states nearby coastal counties, the average density of the county is approximately 1 person per 14.6 acres.

The distribution of the population can be found in the LMS pg.10-11, 54

1. Vulnerability Analysis

Hardee County is an inland county, many residents and visitors to Hardee County are unaware of the destructive natural forces that can occur within Hardee County. Hardee County is vulnerable to hurricanes, flooding, tornadoes, fires, droughts, and freezes. Along with natural disasters, Hardee County is also vulnerable to man-made and technological emergencies and disasters. These include hazardous materials accidents, terrorism, military and paramilitary conflicts. The following statistics help to illustrate the vulnerability of Hardee County:

- a. Approximately 254 square miles (40%) of the County is vulnerable to flooding from a 100-year flood event. This includes 112 residential structures and 91 miscellaneous structures (does not

include RVs). The flooding is from an undetermined amount of square mileage in water (this is due to the fact that all flooding is riverine and it is difficult to measure).

- b. Hardee County population receives an influx of up to 12,000 non-English-speaking migrants during the months of October-June.
- c. There are 17 trailer/mobile home parks with full time residents. These parks have a total of 765 spaces. Approximate population in these parks is 1,912. In addition, there are 676 permitted mobile homes on private lands with an approximate population of 1,690.
- d. Hardee County has an estimated “at risk” population of 6,436. This includes the total population of mobile homes, housing of a sub-standard nature, and dwellings located in the 100-year floodplain. There are a total of 2,622 “at risk” housing units in the county. This number can change depending upon the event.
- e. There are 11 RV Parks with a total of 2,268 spaces. Full park occupancy is usually from January through April. Park populations vary during other times of the year.
- f. There are 5 Assisted Living Facilities with a total capacity of 105; 1 Nursing Home with a total capacity of 99; and one hospital with 25 beds.
- g. There are 97 people registered in the Hardee County Special Needs Program.
- h. The inmate population is managed by the sheriff’s office and department of corrections, and as the population fluctuates it won’t be referenced in the CEMP.

D. Economic Profile

Hardee County’s labor force makes up approximately 44% of its overall population. The following is an approximation of Hardee County’s employment breakdown:

Construction and Real Estate	2.7%
Finance & Insurance	3.5%
Government	23.3%
Manufacturing	2.7%
Transportation and Utilities	2.1%
Natural Resources & Mining	30.3%
Professional & Business Services	17.2%

Overall employment, including those listed above is approximately 7,258 employees.

Unemployment rate for Hardee County as of 2000 is 8.7%. This figure is not adjusted for seasonal factors.

Average house value in Hardee County is approximately \$59,600.

The per capita income in Hardee County averages out to \$12,455 (1999) or an increase of 66.76% over the \$8,315 earned in 1982.

Approximately 24.6% (1999) of the county population is deemed below the poverty rate.

E. Emergency Management Support Facilities

A complete listing of and maps of emergency support facilities in Hardee County can be found in the Hardee County OEM library. These maps include:

- Critical facilities;
- Staging areas;
- Landing zones

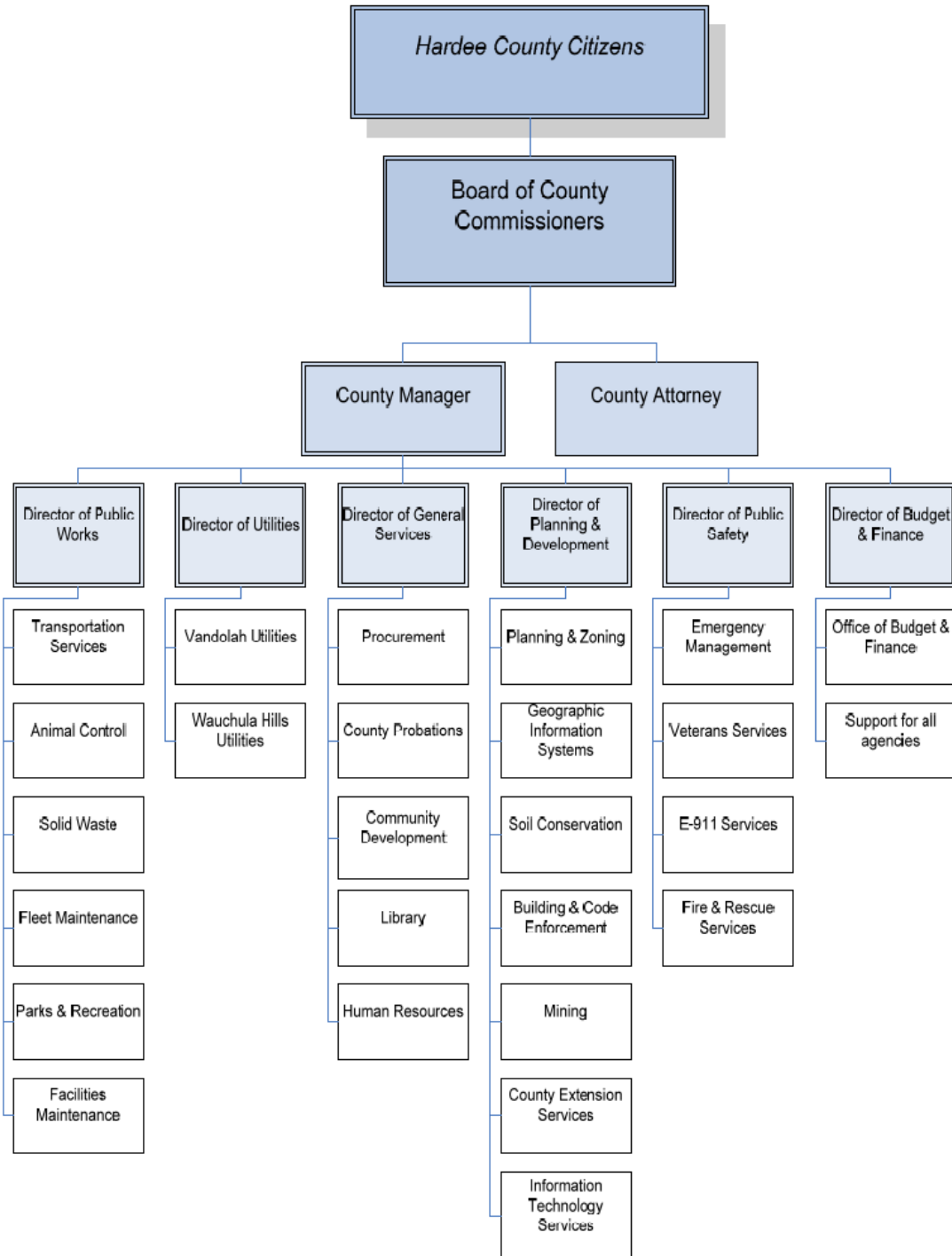
III. CONCEPT OF OPERATIONS

This section of the CEMP describes the methods for the management of emergency activities during the response, recovery, and mitigation phases of an emergency or disaster. The major elements of this section include levels of emergencies or disasters, structure of organization, notification and warning, direction and control, initial and continuing actions necessary for response, recovery, and mitigation efforts.

During the onset of any emergency activity, ICS/NIMS should be instituted in order to achieve efficient organization of duties during the event(s). In all instances, the Incident Commander (IC) shall decide to what level it is necessary to staff the ICS/NIMS structure. This also must be monitored throughout the event, for the incident may warrant the expansion or contraction of the overall ICS/NIMS structure. When possible, the Incident Commander, or designee shall notify Emergency Management of any potential for escalation of the event. In these cases, Emergency Management will make appropriate notifications to agencies who may become involved in the event should it escalate. This shall be done to minimize disruption to other agency functions by alerting them and putting them on standby for the event. In some instances, such alerting may not be possible due to the magnitude of the event and its needed response. However, when possible, the appropriate agencies in the NIMS/ICS structure will be notified in advance to allow for incident-specific response planning.

A. Organization

- The following is an organizational chart identifying government officials, by title, which will ensure continuous leadership authority and responsibility during emergency situations. This is almost identical to everyday operations in Hardee County. These are the same people that will be responsible for activating the plan and directing preparedness, response, recovery, and mitigation operations.



B. Responsibilities

This CEMP is based on the principle that, while emergencies and disasters has no regard for political boundaries, they always occur at the local government level. Therefore, Hardee County and the included City government authorities have primary responsibility for local emergency preparedness, response, recovery, and mitigation.

- a. Each Office and Department of local government must develop and maintain internal preparedness, response, and recovery procedures it needs to implement this CEMP, including NIMS, and to ensure internal capabilities to perform Office or Department functions via participating in training and in exercise.
- b. County Line of Succession
 - i. Chairperson, Hardee County Board of County Commissioners (Chief Executive of Hardee County).
 - ii. Vice Chairperson, Hardee County Board of County Commissioners
 - iii. Senior member present, Hardee County Board of County Commissioners
 - iv. County Manager
 - v. Assistant County Manager (when applicable)
 - vi. Director of Emergency Management
 - Vii. Overseeing the Overall Mutual Aid Process
 - a. Officials who have signed the mutual aid agreements in question are responsible for keeping the mutual aid agreements current and on file with the Hardee County Office of Emergency Management and with their own individual agency.
 - b. In an emergency or disaster situation, the designated Emergency Operations Officer, along with the Resource Support Unit or County Purchasing Agent will keep track of all emergency aid contacts and resources that are to be used.
 - c. Resolution of Policy Issues

Policy issues will be addressed to the County Manager and the County Attorney under the Administration / Finance Section. Any issues shall be resolved in writing in order to ensure documentation for future reference.

1. Coordination with State and Federal Support of Local Operations

- a. Hardee County will remain in constant contact with the State of Florida Division of Emergency Management during the threat, onset, response, and recovery of any large emergency or disaster.
- b. Hardee County will request State assistance through the designated Hardee County Emergency Logistics Section Chief. The Logistics Section Chief will then analyze the request with the Procurement Unit Leader (Hardee County Purchasing Department) under the Administration / Finance Section and forward it to the State **only when** all other County resources are depleted, or expected to be depleted.
- c. Hardee County will also coordinate with State and Federal agencies for the following situations:
 - (1.) Establishing Disaster Recovery Centers (DRCs) and Disaster Field Offices

- (2.) Escorting Damage Assessment Teams - Rapid Response Teams (RRTs) and Rapid Impact Assessment Teams (RIATs)
- (3.) Requesting and locating additional resources as needed by Hardee County, surrounding counties, or for the State of Florida.

2. Plan Development and Maintenance

Plan development and maintenance is a primary responsibility of Hardee County Emergency Management. Active and on-going participation in the emergency planning process and in CEMP production and evaluation and the annual springtime review is required of all who have responsibilities in CEMP execution. The process involves participants from all sectors of the community, and at all levels of authority.

3. Record/Document Keeping

Record / Document keeping for Government Functions and Post-Disaster Operations all levels of government must ensure protection of the records vital to disaster preparation and response so that normal operations may resume after a disaster. Disaster financial records are essential to recovery from the effects of a disaster.

4. Agency / Departmental Responsibilities

a. General

- (1.) Elected officials and other governmental authorities of both County and City operate essentially the same during normal and emergency times. Non-emergency activities may be suspended and result in uncommitted personnel reallocated to emergency support functions.
- (2.) All Hardee County agencies will operate under the NIMS / EOC interface structure. This is done in order to ensure incident management consistency among local, state, and federal entities responding to an incident in Hardee County or in the surrounding region.
- (3.) The scene of decision-making may shift from the normal BCC and City Council conference rooms and Department Offices to the EOC and other special facilities.
- (4.) Hardee County's organization for disaster management commits all units of local government to provide the service and assistance for which they are best trained and most experienced. Those organizations that have no inherent emergency management roles will make their personnel available to support disaster operations as may be directed.

Local intra- and inter-governmental relationships and responsibilities are as follows:

b. The Chairman of the Board of County Commissioners

- (1.) Provide the Director of Emergency Management with a listing of the Commissioners specifying their succession in authority to exercise the emergency powers of the Chairman in his absence or inability to function.
- (2.) Staff the EOC, to include Board of County Commissioner clerical support.
- (3.) Analyze the Countywide social and economic impact of the situation and provide policy and guidance to the Incident Commander / Unified Command as requested.

- (4.) Prepare to participate in public information presentations and media briefings.
- (5.) Review and authenticate SLE declarations and requests for State assistance.
- (6.) Convene the BCC to continuous emergency session as soon as practicable. Exercise all essential emergency functions of the BCC unilaterally until the full BCC can be convened.

c. City Commissions and Managers

- (1.) Provide the Director of Emergency Management with a listing of the Council members and procedures for Council operation in the absence of a quorum.
- (2.) Maintain communications with the EOC to provide for coordination of County-City emergency operations.
- (3.) Provide participation throughout the event on the part of City police, fire, public works, and other City government offices in coordination with the overall County operations.
- (4.) Ensure the establishment of SOP in all elements of City government as needed to implement this CEMP. Establish readiness procedures that insure the availability of trained personnel and requisite equipment and facilities in time of emergency.
- (5.) Throughout the emergency preparedness and response phases, keep the EOC advised of the status of City resources, anticipating shortfalls to the degree feasible so that external support can be sought as early as possible.
- (6.) Provide for initial damage estimates and subsequent damage assessment in coordination with County-wide damage assessment.
- (7.) The City liaison will assist the County Manager in the EOC under the Administration / Finance Section as the focal point of coordination with the City.
- (8.) Work within the structure of the National Incident Management System per federal mandate.
- (9.) Ensure City agencies work within the established County NIMS structure to ensure consistent and efficient management of the incident.

d. The County Manager

- (1.) Provide the Director of Emergency Management with a Succession of Authority list, naming to officials in sequence authorized to act with his/her authority in his absence.
- (3.) Function as the coordination point between the Chairman, BCC, and the County department and office heads and private and volunteer sector representatives.
- (4.) Work within the structure of the National Incident Management System per federal mandate.
- (5.) Assist the Emergency Management Director and / or the Incident Commander that all county agencies work under the established NIMS structure.

e. The Assistant County Manager

- (1.) Serve in the EOC in the absence of the County Manager.

- (2.) Provide oversight of County damage estimation and assessment and debris removal in the aftermath of a disaster.
- (3.) Work within the structure of the National Incident Management System per federal mandate.
- (4.) Assist the Emergency Management Director and / or the Incident Commander that all county agencies work under the established NIMS structure.

f. The County Attorney

- (1.) Provide a two person successor list to the Director of Emergency Management.
- (2.) Work within the structure of the National Incident Management System / ICS per federal mandate. This position serves in the Administration / Finance Section under the Hardee County NIMS Structure.
- (3.) Provide legal counsel as required throughout the emergency with particular emphasis on SLE/disaster declarations and re-entry issues.

g. The Superintendent of School

- (1.) Provide a two person successor list to the Director of Emergency Management.
- (2.) Work within the structure of the National Incident Management System / ICS per federal mandate. This position serves in the Administration / Finance Section under the Hardee County NIMS Structure. Depending on the incident, this position may also be required to become involved in Unified Command.
- (3.) Staff the EOC as required on a 24 hour basis.
- (4.) Make school resources available for sheltering, radio-equipped school buses for use in evacuations and trained operating crew in both cases.

h. The County Sheriff

- (1.) Provide a two person successor list to the Director of Emergency Management.
- (2.) Work within the structure of the National Incident Management System (NIMS) / ICS per federal mandate. This position serves in the Operations Section under the Hardee County NIMS Structure. Depending on the incident, this position may also be required to become involved in Unified Command.
- (3.) Serve as Incident Commander (IC), if required, as dictated by the type of incident.
- (4.) Staff the EOC as required on a 24 hour basis.
- (5.) Provide professional advice and expertise as well as resources to the BCC, County Manager, and other elements of County government operations particularly in support of evacuations, public warnings and notifications, physical security activities, damage assessment, and movement control.
- (6.) Request, coordinate, and control all other law enforcement resources brought in to assist the County, including those occasions when the County is supporting the other cities within the county in an emergency or disaster wholly within that city.

- (7.) Draft and coordinate requests for military support of civil authority in coordination with the EOC for forwarding to the State Division of Emergency Management.
- (8.) Operate a central dispatch system and center throughout the county.
- (9.) Provide field incident commanders upon request.
- (10.) Maintain mutual aid agreements with Statewide and adjacent county law enforcement agencies.

i. The Chief Officer of Fire and Rescue Services

- (1.) Provide a two person successor list to the Director of Emergency Management
- (2.) Work within the structure of the National Incident Management System (NIMS) / ICS per federal mandate. This position serves in the Operations Section under the Hardee County NIMS Structure. Depending on the incident, this position may also be required to become involved in Unified Command.
- (3.) Serve as Incident Commander (IC), if required, as dictated by the type of incident.
- (4.) Staff the EOC as required on a 24 hour basis.
- (5.) Coordinate the activities of all fire-rescue organizations used in the County throughout the emergency with overall County operations.
- (6.) Submit requests for mutual aid and other forms of external aid through the EOC to the State DEM.
- (7.) Assist in the evacuation of persons with special needs (medically dependent), arranging with commercial resources and the County School Board.

j. Planning and Zoning Director

- (1.) Provide a two person successor list to the Director of Emergency Management
- (2.) Work within the structure of the National Incident Management System (NIMS) / ICS per federal mandate. This position serves in the Operations Section under the Hardee County NIMS Structure.
- (3.) Be prepared to perform normal functions at routine locations, situation permitting, or at alternate locations, as necessary.
- (4.) Identify operations that can be suspended or postponed in an emergency.
- (5.) Provide clerical personnel to call special needs persons prior to an evacuation and for other emergency operations support in the EOC.
- (6.) Working with the Communications Unit Leader / ESF-2 (Communications), provide and operate departmental mobile radio capability, including vehicles with drivers, when requested in support of damage estimation/assessment and other recovery phase operations.
- (7.) Prepare professional staff to assist in damage estimation and assessment and in recovery operations.

- (8.) Effect contractor pre-registration and other preparations for expedited issue of building permits and contractor licensing as may be necessary to rebuilding of the community in the aftermath of a disaster.
- (9.) Provide input to Emergency Management regarding the need to suspend or modify ordinances or other County rules due to an emergency or disaster.

k. Hardee County Purchasing Director (Procurement Unit Leader, Resource Management Unit Leader)

- (1.) Provide a two person successor list to the Director of Emergency Management
- (2.) Work within the structure of the National Incident Management System (NIMS) / ICS per federal mandate. This position serves Procurement Unit Leader (Hardee County Purchasing Department) under the Administration and Finance Section of the Hardee County NIMS Structure. This Unit acquires the resources. This position also serves as lead agency to Resource Support (ESF-7) under the Information and Planning Section. This unit plans for what resources are needed and helps to analyze if needed resources can be obtained from alternate, more efficient sources. These two units naturally work together.
- (3.) Provide emergency procurement support for facilities, supplies and equipment needed by County agencies such as for meals, fuels, tires and repair parts, construction materials, sanitary supplies and rental equipment such as pumps, generators, chain saws, portable lighting and cellular telephones and other communications equipment.
- (4.) Develop and promulgate emergency procurement procedures to be used by Departments and Offices funded by County government that are compatible with State and Federal requirements.

I. Public Works Director

- (1.) Staff the EOC as focal point for County and City public works and public utilities concerns. Conduct damage assessment of public infrastructure in coordination with other damage assessment agencies.
- (2.) Work within the structure of the National Incident Management System (NIMS) / ICS per federal mandate. This position serves in the Operations Section under the Hardee County NIMS Structure.
- (3.) Staff the EOC as required on a 24 hour basis.
- (4.) Provide engineering and maintenance services as needed to keep evacuation routes and main travel routes clear, flooded or otherwise blocked road areas barricaded, and traffic rerouting coordinated with law enforcement agencies.
- (5.) Activate the State-wide inter-county Mutual Aid Agreement through the EOC when appropriate as an emergency measure.
- (6.) Manage post-disaster debris removal in coordination with law enforcement and with damage estimate/assessment teams.

- (7.) Provide trained personnel to conduct infrastructure damage estimation and assessment tasks by both land vehicle and aircraft in coordination with other damage assessment operations.
- (8.) Provide input to Emergency Management regarding the need to suspend, cancel, or modify ordinances or other County rules due to an emergency or disaster.

m. Public Information Officer

- (1.) Coordinate and get authorization on press releases with the Incident Commander in accordance with the Hardee County NIMS / EOC Interface.
- (2.) Work within the Hardee County NIMS / EOC Interface structure in all duties.
- (3.) Establish and operate a Joint Information Center (JIC), Joint Information System (JIS), and Rumor Management Center in the vicinity of the EOC, collecting information in the EOC and from field unit PIOs.
- (4.) Organize, schedule, and manage media briefings regarding actual emergency preparedness, response, and recovery operations.
- (5.) Prepare and disseminate emergency public information incidental to an emergency operation.
- (6.) During and following an emergency, serve as the single official point of contact between all Departments and Offices of the County government and all media representatives.
- (7.) Coordinate public information releases and rumor items with spokespersons for the local Red Cross Chapter and with such representatives of State and Federal governmental agencies as may be on scene in any official capacity. Coordination will also take place, when possible, with other surrounding jurisdictions, other volunteer agencies, and non-governmental agencies as possible in order to achieve clear, concise, and consistent information dissemination.
- (8.) Assist the County Health Dept, utilities, and other essential services in developing and disseminating post-disaster health and safety instructions for the reoccupation of evacuated areas and storm damaged homes.

n. Human Resources Director

- (1.) Work within the Hardee County NIMS / EOC Interface structure in all duties.
- (2.) Develop and maintain a roster of government employees who have foreign language or sign language capabilities.
- (3.) Staff the EOC as needed.
- (4.) Coordinate all Emergency PIO functions.

o. Landfill Director

- (1.) Work within the Hardee County NIMS / EOC Interface structure in all duties.
- (2.) Work with Public Works (ESF-3) under the Operations Section of NIMS to prepare and respond to landfill-related debris management issues.

- (3.) Make advance determinations and plans for acceptable disposal of the volume of waste that could result from a major hurricane and all other possible events. Some of the waste will be hazardous materials requiring special handling.
- (4.) Identify contract sources for waste disposal services including force-air burners and chipper machines that will be needed post-disaster.
- (5.) Participate in post-disaster debris removal planning to ensure proper disposal of materials.
- (6.) Advise the Office of Emergency Management in advance and on a continuing basis of ordinances and other County rules that should be suspended, cancelled, or modified in the public interest because of an emergency or disaster. This could include:
 - landfill fees
 - hours of landfill operations
 - separation of wastes
 - burn regulations

p. Tampa Bay Area Chapter, American Red Cross

- (1.) Serve as the lead agency of ESF-6 (Mass Care) under the Logistics Section of the Hardee County NIMS / EOC Interface. MARC will answer directly to the Logistics Section Chief of the Hardee County NIMS / EOC Interface.
- (2.) Conduct all duties in accordance with and within the structure of the Hardee County NIMS / EOC Interface.
- (3.) In coordination with Emergency Management, determine where shelters will be opened. Assist School Board members in operation of County shelters and coordinate with owners of other facilities that are to be used as shelters.
- (4.) In coordination with the EOC and organizations providing shelter facilities, set operating hours and capacities for shelters, arrange for food and other shelter services.
- (5.) Operate a shelter locator service.
- (6.) Assist in the conduction of a coordinated damage estimation and assessment.
- (7.) Provide public services in accordance with the Chapter Disaster Plan.
- (8.) Maintain a liaison with the EOC throughout the emergency period.
- (9.) Open and operate shelters and service centers in accordance with national ARC programs and policies.

q. County Property Appraiser

- (1.) Provide a two person successor list to the Director of Emergency Management.
- (2.) Work within the structure of the National Incident Management System (NIMS) / ICS per federal mandate. This position serves in the Operations Section under the Hardee County NIMS Structure.
- (3.) Staff ESF-18 on a 24 hour basis in the EOC upon request.

- (4.) Assist in the ESF-18 / Human Needs Assessment Unit damage estimation and assessment operations by determining values of damaged properties in on-site visits or in office reviews, as requested by Emergency Management.
- (5.) Coordinate Appraiser Office damage assessment activities with State and Federal counterparts through the EOC.

r. The Clerk of the Court

- (1.) Provide administrative staff support for maintenance of an official operations log in the EOC when activated above a Level III , maintain the county official log of situations and events encountered, decisions rendered, and actions taken.
- (2.) Work within the structure of the National Incident Management System (NIMS) / ICS per federal mandate.
- (3.) Provide technical advice and assistance to the activated EOC regarding records and financial management for each specific disaster or emergency.
- (4.) The Hardee County Clerk of the courts is the one responsible for the preservation of vital records

3. Emergency organization responsibilities

a. Recovery Activities

1. The Emergency Management Director will coordinate the post-disaster recovery activities of all elements of local government and serve as the Hardee County, City of Wauchula, City of Bowling Green, and the Town of Zolfo Springs single point of contact on recovery activities as they relate to local, State, and Federal officials.
2. Hardee County Emergency Management will also facilitate the transition between response and recovery. Both response and recovery will occur at about the same time. Emergency Management will also facilitate coordination between local field offices and state and federal disaster field office development. Locations will be relayed to the necessary state and federal liaisons.

b. Evacuation

The Hardee County Board of County Commissioners, by authority of Chapter 252, F.S., has the power and authority to direct and encourage the evacuation of all or part of the population from any threatened area within Hardee County. This is to be done in a quorum, or by the Chairman himself/herself in the absence of a quorum, if it is deemed that this action is necessary for the preservation of life or other disaster response and recovery efforts.

c. Acquiring, Review, and Filing of Emergency and Disaster SOPs and Checklists Hardee County Emergency Management is responsible for acquiring and reviewing all of Hardee County's emergency SOPs and checklists. Hardee County Emergency Management is also responsible for assisting with the development of emergency SOPs and checklists for other City and County agencies. Hardee County Emergency Management keeps other agency SOPs and checklists on file in its internal library. These SOPs and checklists are to be updated annually.

d. Maintaining Operational Readiness of the Hardee County EOC

The maintenance of operational readiness of the Hardee County EOC is the responsibility of Hardee County Emergency Management.

4. Levels of Emergencies and Disasters

1. Hardee County follows the definitions of “emergency” and the various levels of “disasters” provided in FS 252. Those definitions and their relationship to Emergency Operations Center (EOC) activation are as follows:

- a. **LEVEL III EMERGENCY (Monitoring phase)**

Defined: Any unexpected occurrence that can be met with a single department’s normally available resources. “Normally available resources” may include the response of other county departments in a routine capacity.

Responsibility: The department that would normally handle the situation is responsible for the decision making to properly resolve the incident. Emergency Management will monitor the situation.

Notifications: None

Actions: The responsible department may set up an on-site Incident Command Post (ICP) if it so desires. No countywide action is required.

The responsible department will handle press relations with their Public Information Officer (PIO). Needed logistical support, additional personnel, or other resources will be the additional responsibility of the responsible department.

- b. **LEVEL II EMERGENCY (Mutual Aid Possibly Needed)**

(Partial Activation of the EOC upon request)

Defined: Any unexpected occurrence that requires response by two (2) or more County departments above a routine capacity, or where outside agencies have responded to render such assistance. Such emergencies require a cooperative effort and a commitment of personnel and equipment from many departments.

Responsibility: The primary decision-making responsibility rests with the department that would normally handle the situation, but a cooperative effort with departments that are responding in support *is required*. The cooperative efforts should be designed to properly resolve the incident.

Notifications: The County Manager and Emergency Manager should be notified of the situation by the originating department.

Action: The responsible department should set up an on-site Incident Command Post (ICP) and all responding departments should be notified of its location.

NIMS shall be instituted and the designated Incident Commander (IC) shall assign designated personnel to the Administrative / Finance, Logistics, Planning, and Operations Sections of the NIMS structure as required by the incident. Unified Command (UC) shall be set up as necessary to coordinate operations among multiple agencies in an efficient manner.

The responsible department may also set up an administrative command post at its main facility or at the EOC according to the level of administrative support required. The County Manager and the Emergency Manager should be notified of command post location and of any need for EOC activation.

As deemed necessary, the Incident commander will designate a Public Information Officer (PIO) for the incident, who shall determine the need to activate a Joint Information Center (JIC) and/or Joint Information System (JIS) as required by incident demands. Needed logistical support, additional support, or other resources will be the responsibility of the Operations Section and the Logistics Section. Emergency purchases should be referred to the County Manager through the Administrative / Finance Section, who may expedite those requests with the assistance of the Hardee County Purchasing Department under the Logistics Section as established.

c. LEVEL I EMERGENCY (Full Scale Operation) (EOC Activated)

Defined: Any extraordinary occurrence of such magnitude that all county and city departments and resources must be utilized or where a combination of county and city departments and outside agencies has been mobilized to handle the situation.

Responsibility: The primary responsibility for decision making rests with the Unified Command (UC) / Emergency Management Board, which is defined as a committee of appointed representatives usually stationed in the EOC. This committee may include state, federal, and volunteer agency representatives as the incident warrants. The members of the Staff will be divided into their ESFs under the NIMS structure. The on-site Incident Commanders (ICs) will make decisions necessary to protect life and property and to stabilize the situation. Decisions designed to properly resolve the entire emergency shall be the responsibility of the Unified Command.

This level of emergency usually results in a "Declaration of Emergency" by the Hardee County Board of County Commissioners, who invokes the emergency powers of the office.

Notifications: The following personnel will be notified (or, in their absence, an alternate from their department): Hardee County Manager, emergency management staff, fire chief, sheriff, public works director, and others as seen fit for primary EOC activation.

The initiating department shall have the responsibility for making the above notifications. The initiating departments can get assistance in any instance by notifying 911 dispatch or Hardee County Emergency Management of the need for such assistance.

Action: The senior representative of the department in charge of on-scene operations shall establish an on-site Incident Command Post and notify all departments of the location.

NIMS shall be instituted and the designated Incident Commander (IC) shall assign designated personnel to the Administrative / Finance, Logistics, Planning, and Operations Sections of the NIMS structure as required by the incident. Unified Command (UC) shall be set up as necessary to coordinate operations among multiple agencies in an efficient manner.

Emergency Management shall activate the Emergency Operations Center **only upon approval** by the Board of County Commissioners or the County Manager. All members of the Emergency Management Staff and Unified Command / Emergency Management Board will report to the EOC.

As deemed necessary, the Incident commander will designate a Public Information Officer (PIO) for the incident, who shall determine the need to activate a Joint Information Center (JIC) and/or Joint Information System (JIS) as required by incident demands.

Needed logistical support, additional support, or other resources will be the responsibility of the Operations Section and the Logistics Section. Emergency purchases should be referred to the County Manager through the Administrative / Finance Section, who may expedite those requests with the assistance of the Hardee County Purchasing Department under the Logistics Section as established.

All other department heads and those with designated responsibilities elsewhere in this CEMP should report to their regular areas (Other instructions may be given at the time of mobilization).

2. Notification and Warning

1. The Hardee County Sheriff's Office Central Dispatch at 900 E. Summit St. will serve as the 24 hour warning point. Both the EOC and the Sheriff's Office have access to EM Net, which is linked to the State of Florida Division of Emergency Management State Warning Point.
2. Primary warning systems for the EOC include National Weather Service Emergency Activation System (EAS), and EM Net. Backup systems include regular telephones, cellular telephones, facsimile machines, Hardee Amateur Radio Group (HARG) and PA systems from police and fire vehicles, which can be used to alert citizens in the field.
3. The Hardee County primary EOC is connected to one backup emergency generator, located adjacent to the Hardee County EOC. The Hardee County Sheriff's Office Central Dispatch has served by a backup generator, which services the Jail and the Sheriff's Office as well.
4. The use of TDD machines and operators will be used to disseminate warnings to the hearing impaired. Visually impaired people will be notified via weather radio, broadcast radio, and television. This process will be also assisted by agencies such as Visiting Nurses Association and Hope of Hardee (volunteer agencies within Hardee County).
5. Incident communications for notification and warning will be dictated by and through the Incident Action Plan (IAP)
6. Seasonal visitors will be notified of impending emergencies or disasters through the use of broadcast radio and television.
7. Media releases will also be sent to the media outlets serving Hardee County's non-English speaking Hispanic population (WZZS Radio).
8. Information will be given to indicate which areas of the county are most likely to be affected (i.e., low lying areas, people in flood prone areas, people living in mobile homes). Since the entire county's vulnerable areas are widespread, information will have to be issued countywide.
9. The State EOC will be notified of any of the following conditions:
 - a. **Hazardous Material Spills
Petroleum Based Spills**
 - Spills involving waterways
 - Spills greater than 5 gallons
 - Spills requiring and State or Federal notification or assistance

- b. **Chemical Spills**

- All SARA/EHS/CERCLA (Section 304) releases
- All spills threatening the population or the environment
- All spills requiring evacuation

c.. Weather

- Any incident associated with weather phenomena involving possible/actual damage to property or persons

d. Transportation

- Incidents involving major thoroughfare closures
- All aircraft incidents
- All railroad incidents
- Incidents involving mass casualties
- All major accidents involving commercial vehicles/vessels

e. Fire

- Major forest fires
- Fires involving chemicals
- Large or multiple structure fires

f. Radiological

- All radiological incidents

g. General

- Sinkhole
- Public Water Source Contamination
- National Security
- Medical Waste
- Immigration issues

h. Other

- Incidents with potential effects to adjacent counties
- Mass casualty incidents
- Politico-criminal incidents
- Incidents with a prolonged effect on public utilities
- Incidents involving potential or actual evacuations

3. Response Actions

1. General

a. Steps for Declaring a State of Local Emergency

The Director of Hardee County Emergency Management will, when deemed necessary, begin the process of requesting a State of Local Emergency using the following measures:

- (1.) Solicit draft State of Local Emergency (document) input from County and City departments, including recommendations to modify, suspend, or cancel enforcement of ordinances and other rules in which they have an interest or responsibility;
- (2.) Draft the State of Local Emergency document;
- (3.) Request for a State of Local Emergency before the Hardee County Board of County Commissioners;
- (4.) Disseminate the original, and all subsequent declarations to law enforcement, other affected entities, and the media. A sample State of Local Emergency Document can be found in the Hardee County Emergency Management library.

b. Closing of Schools and Businesses

- (1.) Closing of schools will be made by the Hardee County School District with advice from Hardee County Emergency Management. The Hardee County School Board is on the notification list of Hardee County Emergency Management for all impending and actual threats.
- (2.) Businesses will close using the decision of their managers/owners. Consulting with Hardee County Emergency Management can do this. Closings should be relayed to Hardee County Emergency Management.

c. Requesting Resources and State Assistance

- (1.) All requests for resources and/or State assistance for County and City agencies will follow this protocol:
 - The requesting agency will forward its request to the designated Administration / Finance Section Chief in the Hardee County EOC.
 - The request will then be analyzed and fulfilled or forwarded to the State of Florida liaison Officer as seen necessary once all local resources have been exhausted.

**** No requests will be made directly to the State. All requests for State Assistance must be made through the designated Hardee County Emergency Operations Officer.**

d. Families of Emergency Workers

Families of emergency workers can be housed in the Hardee County Courthouse Annex. All County department heads have been notified of this program, and are to poll their employees to find out how many spaces their employee families may need. This information is kept on file in the Hardee County Office of Emergency Management.

e. State Rapid Impact Assessment Teams and Rapid Response Teams

Designated county Liaison Officers (LOs) will escort and facilitate the needs of State RIATs and RRTs. These county officials can be from Public Works, Emergency Management, Planning, or Administration. The Incident Commander will coordinate with County Administration designate these officials.

4. Evacuation

a. Evacuation Clearance Times

Most areas that need to be evacuated are along U.S. 17. This is also the location of most shelters. Since there is a shelter space surplus in Hardee County, evacuation times are expected to be minimal (3-4 hours after evacuation begins).

b. Evacuation Routes

Primary evacuation routes out of the county and through the county are U.S. 17 and S.R. 64. Secondary evacuation routes include S.R. 62 and S.R. 66. A map of these routes can be found in the OEM library. All major routes are subject to flooding.

c. Special Needs Program

Hardee County is mandated under Chapter 252 F.S., to register all persons who have special transportation or medical needs during an evacuation situation. The process for registration is as follows:

- (1.) Availability of the Special Needs Registration is advertised by home health care and health agencies and in the local newspaper.
- (2.) People who desire and qualify can call and register with Hardee County Office of Emergency Management.
- (3.) Special Needs registrants are transported according to specific need using Hardee County School Board Resources, Private medical and non-medical transport, and County Fire/Rescue Resources.
- (4.) Please refer to the Special Needs SOP, located in the Hardee County Office of Emergency Management library.

d. Facilities Needing Attention During an Evacuation (see the Critical Facilities listing and map in the OEM library)

- (1.) Mobile Home Parks (a listing and map of these parks can be found in the Hardee County OEM library and in the appendix section of the CEMP)
- (2.) Utility Sites
- (3.) Disaster Centers
- (4.) Health Care Facilities

**** Hardee County does not have any marinas or draw or swing bridges within the County**

e. Re-entry

Re-entry to evacuated areas is a controlled activity for residents, people who work in the area and for contractors and others seeking work in an evacuated area. Re-entry will be undertaken only during daylight hours.

- (1.) The Hardee County Sheriff's Office, the Wauchula Police Department, and the Bowling Green Police Department will be stationed where major roads enter into Hardee County and at major intersections. This will take place immediately after an evacuation takes place, or the area is deemed safe to station law enforcement

personnel. Please refer to the Traffic Control Points Map located in the Hardee County Office of Emergency Management library.

- (2.) Proof of residency in the area or area employment must be presented at the Traffic Control Points in order to gain re-entry. For residents, a driver's license listing an address in the evacuated areas is acceptable for re-entry. Residents lacking that specific documentation of residency in the evacuated area can be established by photo ID along with a utility bill addressed to the bearer at the area address, or a lease or proof of building ownership.
- (3.) Employees of businesses in the evacuated area must present a photo ID issued by that business for the address in the evacuated area, or a photo ID along with other proof of employment at the business address in the evacuated areas, such as a paycheck stub.
- (4.) Re-entry into evacuated areas will begin and will only be during daylight hours, and as damage assessment, debris removal, and the status of utilities permits. When the evacuated area is large, re-entry is likely to take place in phases. Local radio broadcasts will be used to announce which areas are open for re-entry and when re-entry will commence.
- (5.) Persons evacuated under the Special Needs Program will be returned to their homes after Building Official has determined that their homes are habitable.

f. Sheltering

- a. The Hardee County Chapter of the American Red Cross, which serves Hardee County through a local office, estimates that there are 8,923 shelter spaces within Hardee County. Hardee County's "at risk" population is approximately 6,436. This leaves Hardee County with a surplus of 2,487 spaces should the entire "at risk" population be displaced. Arrangements have been made with the Hardee County School Board to operate the shelters once they have been opened.
- b. Any of these shelters can become available at the discretion of Hardee County Emergency Management and the American Red Cross.

g. Response Priorities

- a. Response priorities shall be as follows:
 - i. Protection of Life
 - ii. Protection of Health and Welfare
 - iii. Protection of Property

These priorities shall be used in determining prioritization of resources and incident response.

5. The following is a matrix of the Hardee County Emergency Support (ESF) Function Lead Agencies and their Support Agencies:

P = Primary Agency

S = Support Agency

ESF Lead and Support Matrix for Hardee County	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F	F
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
HC Administration	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
HC Animal																		P
HC Budget	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
HC BOCC	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
HC Clerk of Cts.	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
HCEM	S	S	S	S	P	S	S	S	S	P	S	S	S	P	S	S	S	S
HC Engineering			S		S													
HC Fire/Rescue	S	S	S		S	S	S	S		S	S	S	S	S	S	S	S	S
HC Personnel	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
HC Planning	S	S			S													
HC Public Health		S	S		S	S		P		S	S			S				
HC Public Works	S	S	P	S	S				S	S		S	S	S				
HC Purchasing	S	S	S	S	S	S	P	S	S	S	S	S	S	S	S	S	S	S
HC School Board	P	S		S	S						S		P	S				
HC Sheriff's Office	S	P		S	S		S	S	S	S				P	S	P	S	
HC Appraisers Ofc.					S									S				S
Hardee ARC				S	S	P	S	S			P			S	S			
HC Ministerial Assoc.						S									S			
City of Wauchula	S	S	S	S	S	S	S	S	S	S	S	P	S	S	S	S	S	S
ARES/RACES	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
Florida Power													S					
Sprint													S					
PRECO													S					
Progress Energy													S					
Hope of Hardee																P		
City of Zolfo Springs	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
City of Bowling Green	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
Hardee County Building & Zoning														S				P
Department of Corrections			S			S			S		S					S		

- ESF-1 Transportation
- ESF-4 Firefighting
- ESF-7 Resource Support
- ESF-10 Hazmat
- ESF-13 Military Support
- ESF-16 Law Enforcement

- ESF-2 Communications
- ESF-5 Planning
- ESF-8 Health and Medical
- ESF-11 Food and Water
- ESF-14 Public Information
- ESF-17 Animal Issues

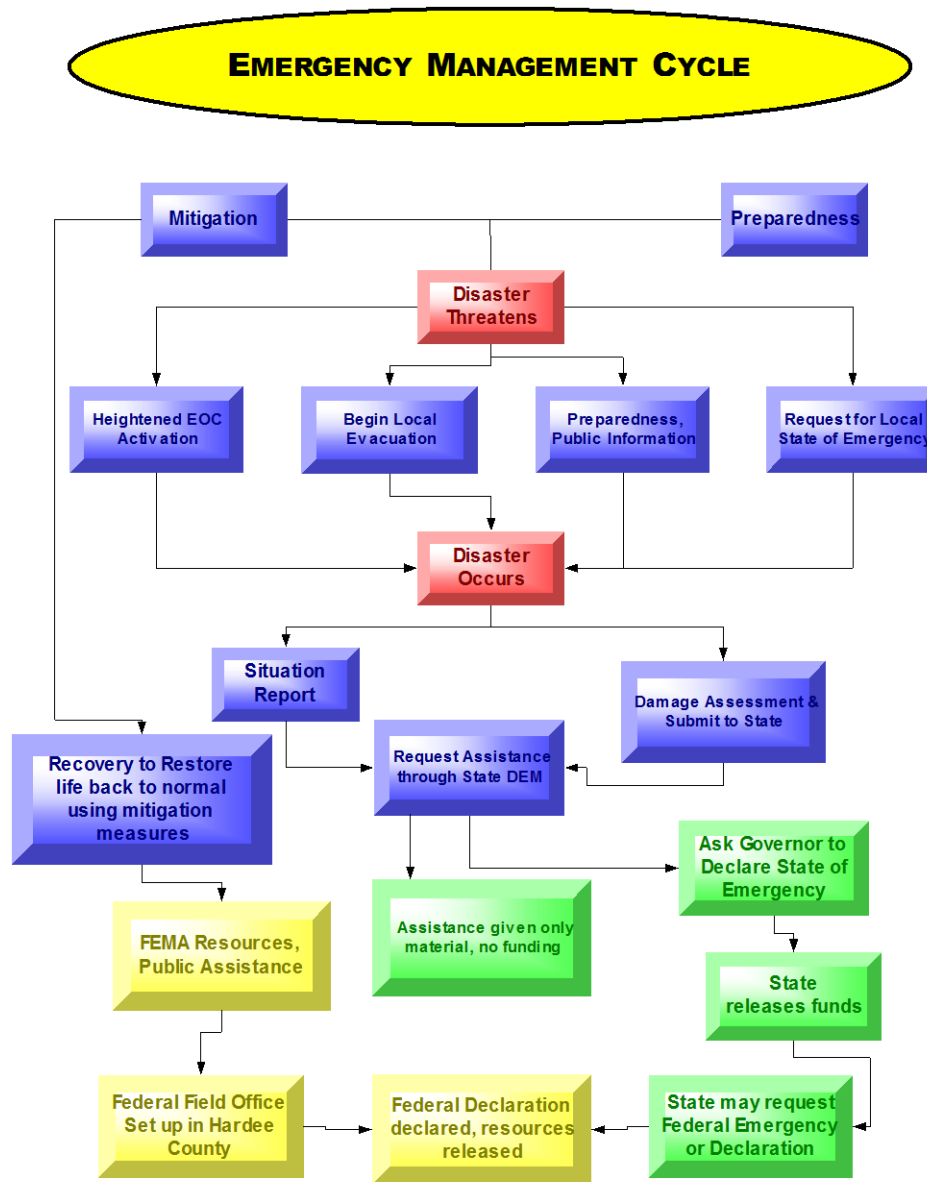
- ESF-3 Public Works
- ESF-6 Mass Care
- ESF-9 Search and Rescue
- ESF-12 Energy
- ESF-15 Volunteers
- ESF-18 Human Needs Assessment Unit

C. Preparedness Activities

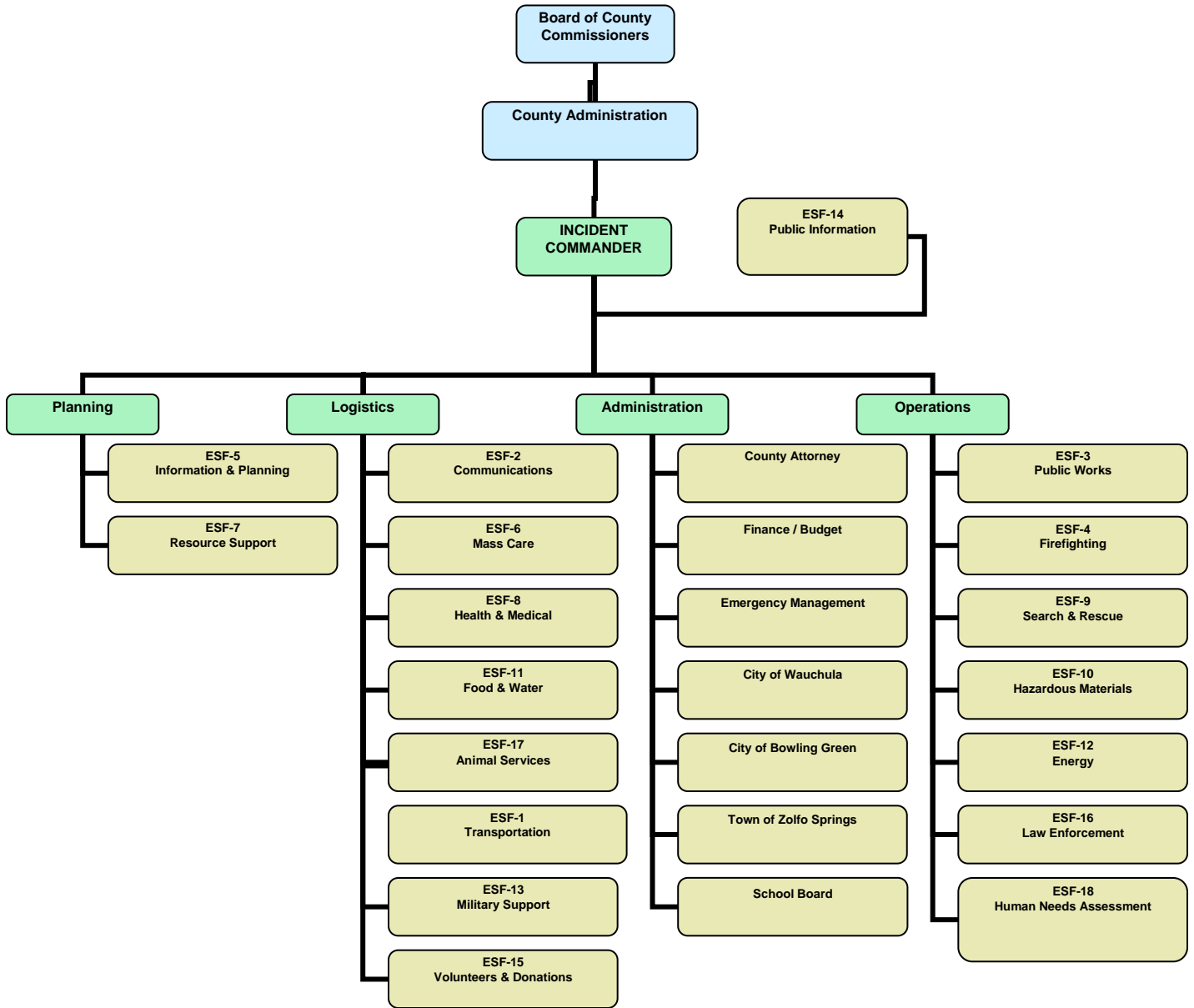
1. General Issues

1. This CEMP is based on the principle that, while emergencies and disasters have no regard for political boundaries, they always occur at the local level. Therefore, Hardee County and the included governmental authorities from the municipalities have primary responsibility for local emergency preparedness, response, recovery, and mitigation.
2. Each Office and Department of local government is responsible for ensuring that it has developed the internal preparedness, response, and recovery procedures it needs to implement this CEMP and to that ensure internal capabilities will be functional and able to perform the Office/Department's functions. It is necessary for all offices and departments to have their SOP and other needed plans developed and in place to provide effective emergency and disaster response and recovery.
 - a. County and City preparedness, response, and recovery operations will be combined and coordinated through the NIMS structure when the emergency event exceeds the capabilities of any City in Hardee County, or is anticipated to do so. Damage assessment documentation and financial records will however, be maintained separately to facilitate claims for Federal and State reimbursement assistance.
 - b. County government accomplishes the functions for which it is responsible, and requests relief from the next higher level of government only when resources at the County level are, or will be, inadequate to cope with the specific event. This will be accomplished through the Administration / Finance Section under the NIMS structure.
 - c. Hardee County works and coordinates with the City of Wauchula, the City of Bowling Green, and the Town of Zolfo Springs (its municipalities), other counties, state organizations, and volunteer organizations on a regular basis in dealing with response, recovery, and mitigation issues.
 - d. Routine emergencies may be underway concurrently with County or City preparations for, response to, and recovery from a major event that is such proportions that full activation of the EOC is effected. All pre-existing routine emergencies must be integrated into management of the overall event through a Unified Command, or in some instances an Area Command, which establishes priorities, allocates resources, analyzes the impact of the emergencies, and informs the public.
 - h. Hardee County will use the Incident Action Plan (IAP) to jurisdiction plans to provide a coherent means of communicating the overall incident objectives in the context of operational and support activities. This will be coordinated through the Planning Section / ESF-5. All agencies participating in the NIMS structure are required to provide appropriate situation awareness and resource status updates to the Planning Section in order for the IAP to remain updated and current.
 - i. Hardee County will use the National Incident Management System (NIMS) to organize its responses to emergencies and disasters. County agencies and organizations have been trained and will continue to be trained in the implementation of NIMS / ICS. Many organizations have differing levels of training in NIMS. All agencies will be required to integrate their management system into the overall Hardee County NIMS / ICS system to prevent fragmentation and duplicating uses of resources during an emergency or disaster. The use of the NIMS is being instituted on the federal, state, and local levels to ensure incident management consistency.

- Emergency management operations include those activities undertaken in preparation for a specifically forecasted major event, as well as those associated with response to it and recovery from its effects. The preparedness phase for an announced hurricane is expected to cover the two or more days immediately prior to hurricane impact. The response phase of immediate life-saving action is not likely to last more than 24 hours. The recovery phase begins almost simultaneously with the response phase and can continue for years. See the diagram on the following page for the emergency management cycle:



4. Hardee County will use the National Incident Management System (NIMS). The following listing will show Emergency Support Functions (ESFs) and how they fit into the overall Hardee County NIMS / ICS structure, as used in the EOC. The forms to be used by each position are located in Appendices C and D.



5. The following is a description of each of the NIMS Sections and a summary of the responsibilities that each section may be tasked with. Some positions may or may not be needed depending upon the size and complexity of the incident. The CS/UC is designed to expand and contract depending on the incident needs. The Span of Control for any Commander, Director, or Unit Leader should only be 3 – 5 people. If the number of direct reports is higher, Branch leaders shall be assigned to consolidate reporting for similar operational groups. The Incident Commander / Unified Command is responsible for assigning personnel to each position as warranted and as per SOG. Checklists outlining the specific responsibilities for all of these positions can be found in Appendix D.

COMMAND STAFF

a. Incident Commander

The Incident Commander is responsible for the overall management of all incident activities, including the development and implementation of strategy, and for approving the ordering and release of resources. In multi-jurisdictional incidents, the duties of the Incident Commander may be carried out by a unified command established jointly by the agencies that have direct jurisdictional or functional responsibility for the incident. In those single-jurisdiction incidents where assisting agencies have significant resources committed, the responsible agency may establish a unified command at the incident command level, or place assisting agency personnel in key positions within the organizational structure. The Incident Commander may have a deputy. The deputy's responsibilities will be as delegated by the Incident Commander.

b. Public Information Officer (ESF-14 / Public Information Unit)

The Public Information Officer, a member of the command staff, is responsible for the collection and release of information about the incident to the news media and other appropriate agencies and organizations.

The Public Information Officer reports to the Incident Commander.

c. Safety Officer

The Safety Officer, a member of the command staff, is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will correct unsafe acts or conditions through the regular line of authority, although he or she may exercise emergency authority to stop or prevent unsafe acts when immediate action is required. The Safety Officer maintains an awareness of active and developing situations, approves the medical plan, and includes safety messages in each incident action plan.

The Safety Officer reports to the Incident Commander.

d. Liaison Officer

The Liaison Officer is responsible for interacting (by providing a point of contact) with the assisting and cooperating agencies, including fire agencies, the American Red Cross, law enforcement, public works and engineering organizations, and others. When agencies assign agency representatives to the incident, the Liaison Officer will coordinate their activities.

The Liaison Officer reports to the Incident Commander.

e. Agency Representative

An Agency Representative is assigned to an incident from an assisting or cooperating agency with full authority to make decisions on all matters affecting that agency's participation at the incident. Agency Representatives report to the Liaison Officer, if that position has been filled. If there is no Liaison Officer, Agency Representatives report to the Incident Commander. There will be only one Agency Representative from each agency assigned to the incident.

In Hardee County, the agency representatives are organized under Emergency Support Functions under the NIMS structure.

In small incidents, the Agency Representatives will answer to the Incident Commander. In larger incidents, agency representatives will answer to their respective Section Chiefs, who will in turn answer to the Incident Commander.

PLANNING SECTION**f. Planning Section Chief**

The Planning Section Chief, a member of the Incident Commander's general staff, is responsible for the collection, evaluation, dissemination, and use of information regarding the development of the incident and status of resources. Information is needed to:

- ◆ Understand the current situation.
- ◆ Predict the probable course of incident events to include identification of future resource requirements
- ◆ Prepare alternative strategies and control operations for the incident.

The Planning Section Chief reports directly to the Incident Commander. The Planning Section Chief may have a deputy. The deputy's responsibilities will be as delegated by the Planning Section Chief. Unit functions may be combined if workload permits.

g. Situation Unit Leader (ESF-5 - Planning Unit)

The Situation Unit is primarily responsible for the collection and organization of incident status and situation information, and the evaluation, analysis, and display of that information for use by ICS personnel.

The Situational Unit Leader will answer to the Planning Section Chief.

h. Resources Unit Leader (ESF-7 – Resource Support Unit)

The Resources Unit is primarily responsible for:

- ◆ Seeing that incident resources are properly checked in.
- ◆ The preparation and processing of resource status change information.
- ◆ The preparation and maintenance of displays, charts, and lists which reflect the current status and location of operational resources, transportation, and support vehicles.
- ◆ Maintaining a file or check-in list of resources assigned to the incident.

The Resources Unit Leader will answer directly to the Planning Section Chief.

i. Documentation Unit Leader (ESF-5 – Planning Unit)

The Documentation Unit is responsible for:

- ◆ Maintaining accurate and complete incident files.
- ◆ Providing duplication service to incident personnel.
- ◆ Pack and store incident files for legal, analytical, and historical purposes.

The Documentation Unit Leader will answer directly to the Planning Section Chief

j. Demobilization Unit Leader (ESF-5 – Planning Unit)

The demobilization of the resources and personnel from a major incident is a team effort involving all elements of the incident command organization. The Demobilization Unit develops the demobilization plan and coordinates and supports the implementation of that plan throughout the incident command organization. Several units of the incident command organization—primarily in logistics—are responsible for assisting in the demobilization effort. These units also should participate in the preparation of the plan.

The Demobilization Unit Leader is responsible for the preparation of the demobilization plan and assisting sections and/or units in ensuring that an orderly, safe, and cost-effective movement of personnel and equipment is accomplished from the incident.

Individual agencies and/or contractors may have additional specific procedures to follow in the process of incident demobilization.

The Demobilization Unit Leader will answer directly to the Planning Section Chief.

OPERATIONS SECTION**k. Operations Section Chief**

The Operations Section Chief, a member of the general staff, is responsible for the management of all operations directly applicable to the primary mission. The Operations Section Chief activates and supervises operations, organizational elements, and staging areas in accordance with the incident action plan. The Operations Section Chief also assists in the formulation of the incident action plan and directs its execution. The Operations Section Chief also directs the formulation and execution of subordinate unit operational plans and requests or releases resources and recommends these to the incident commander. He or she also makes expedient changes to the incident action plan (as necessary) and reports such to the Incident Commander.

The Operations Section Chief may have a deputy. The deputy's responsibilities will be as delegated by the Operations Section Chief, and the deputy must serve in the same operational period.

The Operations Section Chief reports directly to the Incident Commander.

l. Staging Area Manager

The Staging Area Manager is responsible for overseeing the staging area.

The Staging Area Manager reports to the Operations Section Chief.

m. Branch Director

The Operations Branch Director is responsible for the implementation of the incident action plan within the branch. This includes the direction and execution of branch planning for the assignment of resources within the branch. Branch directors will be activated only when and as needed in accordance with incident characteristics, the availability of personnel, and the requirements of the Incident Commander and Operations Section Chief. The deputy, if activated, must serve in the same operational period as the director.

The Operations Branch Director reports to the Operations Section Chief.

n. Division / Group Supervisor (Operations)

Divisions divide an incident into natural separations where resources can be effectively managed under span-of-control guidelines. Examples of divisions are floors of a building or segments of a line. Groups are functional and describe activity. Examples of groups are ventilation, salvage, or secondary line construction.

The Division or Group Supervisor is responsible for:

- ◆ The implementation of the assigned portion of the incident action plan.
- ◆ The assignment of resources within the division or group.
- ◆ Reporting on the progress of control operations.
- ◆ The status of resources within the division or group.

The Division/Group Supervisor reports to the Branch Director or, in the event that Branch Directors are not activated, to the Operations Section Chief.

o. Strike Team / Task Force Leader

The Strike Team or Task Force Leader is responsible for performing operations assigned to a strike team or task force. The leader reports work progress, resource status, and other important information to a division supervisor and maintains work records on assigned personnel.

The Strike Team/Task Force Leader reports to a Division/Group Supervisor.

LOGISTICS SECTION**p. Logistics Section Chief**

The Logistics Section Chief, a member of the general staff, is responsible for providing facilities, services, and materials in support of the incident. The Logistics Section Chief participates in the development of the incident action plan and activates and supervises the branches and units within the Logistics Section.

The Logistics Chief reports to the Incident Commander.

q. Logistics Support Branch Director

The Support Branch Director is responsible for the management of all support activities at the incident.

The Support Branch Director position will be activated only as needed in accordance with incident characteristics, the availability of personnel, and the requirements of the Incident Commander and Logistics Section Chief.

The Support Branch Director reports to the Logistics Section Chief.

r. Ground Support Unit Leader

The Ground Support Unit Leader is primarily responsible for:

- ◆ Providing for the transportation of personnel, supplies, food, and equipment.
- ◆ Providing for the fueling, service, maintenance, and repair of vehicles and other ground support equipment.
- ◆ Collecting and recording information about the use of rental equipment and services initiated and requested.
- ◆ Implementing the traffic plan for the incident.

The Ground Support Unit Leader reports to the Logistics Section Chief.

s. Food Unit Leader (ESF-11 – Food and Water Unit)

The Food Unit Leader is responsible for determining feeding and cooking facility requirements at all incident facilities, menu planning, food preparation, serving, providing potable water, and general maintenance of the food service areas.

The Food Unit Leader reports to the Service Branch Director (if activated) or the Logistics Section Chief.

t. Communications Unit Leader (ESF-2 – Communications Unit)

The Communications Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is responsible for developing plans for the effective use of incident communications equipment and facilities. These include:

- ◆ Installing and testing of communications equipment.
- ◆ Supervision of the incident communications center.
- ◆ Distribution of communications equipment to incident personnel.
- ◆ Maintenance and repair of communications equipment.

u. Logistics Service Branch Director

The Service Branch Director is responsible for the management of all service activities at the incident. The Service Branch Director position will be activated only as needed in accordance with incident characteristics, the availability of personnel, and the requirements of the Incident Commander and Logistics Section Chief.

The Service Branch Director reports to the Logistics Section Chief.

v. Medical Unit Leader (ESF-8 – Health and Medical Unit)

The Medical Unit Leader is primarily responsible for the development of the medical emergency plan, obtaining medical aid and transportation for injured and ill incident personnel, and preparation of reports and records. The Medical Unit may also assist operations in supplying medical care and assistance to civilian casualties at the incident. The Medical Unit Leader may require the services of a Welfare Officer to assist in resolving personal matters or to support the general well-being of personnel assigned to the incident.

The Medical Unit Leader reports to the Service Branch Director in large incidents and directly to the Logistics Section Chief in smaller incidents when a Service Branch Director is not assigned.

w. Facilities Unit Leader

The Facilities Unit Leader is primarily responsible for the activation of incident facilities (i.e., the base, camp(s), and Incident Command Post). The unit provides sleeping and sanitation facilities for incident personnel, and manages base and camp operations. Each facility is assigned a manager who reports to the Facilities Unit Leader and is responsible for managing the operation of the facility. The basic functions or activities of the base and camp manager are to provide security service and facility maintenance.

The Facilities Unit Leader reports to the Support Branch Director. Close liaison must be maintained with the Food Unit Leader, who is responsible for providing food for all incident facilities.

x. Supply Unit Leader

The Supply Unit Leader is primarily responsible for:

- ◆ Ordering personnel.
- ◆ Ordering, receiving, and storing all supplies for the incident.
- ◆ Maintaining an inventory of supplies.
- ◆ Servicing non-expendable supplies and equipment.

The major functions of the unit are grouped into the ordering of equipment and supplies and the receiving and/or distribution of equipment, other than primary supplies. The Supply Unit Leader reports to the Support Branch Director during large incidents and directly to the Logistics Chief in smaller incidents when a Support Branch Director is not assigned.

ADMINISTRATION / FINANCE

y. Administration / Finance Section Chief

The Finance/Administration Section Chief, a member of the general staff, is responsible to organize and operate the Finance/Administration Section within the guidelines, policy, and constraints established by the Incident Commander and the responsible agency. The Finance/Administration Section Chief participates in the development of the incident action plan and activates and supervises the units within the section.

The finance/administration function within the Incident Command System is heavily tied to agency-specific policies and procedures. The Finance/Administration Section Chief will normally be assigned from the agency with incident jurisdictional responsibility. The organization and operation of the finance/administration function will require extensive use of agency-provided forms.

The Finance/Administration Section Chief reports directly to the Incident Commander.

z. Time Unit Leader

The Time Unit is responsible for establishing files, collecting employee time reports, and providing a commissary operation to meet incident needs.

The Time Unit Leader reports directly to the Finance/Administration Section Chief.

aa. Cost Unit Leader

The Cost Unit Leader is responsible to prepare summaries of actual and estimated incident costs. The unit also prepares information on costs of resource use and provides cost effectiveness recommendations.

The Cost Unit Leader reports to the Finance/Administration Section Chief.

bb. Compensation / Claims Unit Leader

Compensation for injury and claims are handled together within one unit in NIMS / ICS.

The Compensation/Claims Unit is responsible for:

- ◆ The prompt preparation and processing of all forms required in the event of injury or death to any person.
- ◆ Gathering evidence and preparing claims documentation for any event involving damage to public or private properties which could result in a claim against the agency. The Compensation/Claims Unit Leader must have firsthand knowledge of all required agency procedures on claims handling.

The unit leader and assigned specialist must work in close coordination with the Medical Unit, Safety Officer, and Agency Representatives.

The Compensation/Claims Unit Leader reports to the Finance/Administration Section Chief.

cc. Procurement Unit Leader (ESf-7 – Resource Support Unit / Procurement Unit)

The Procurement Unit Leader (Hardee County Purchasing Department) is responsible to develop a procurement plan for the incident and to perform equipment time recording. The Procurement Unit Leader (Hardee County Purchasing Department) will ensure that goods and services are procured to meet the needs of the incident within his or her authority and the constraints of the Finance/Administration Section and the jurisdictional agency.

The Procurement Unit (Hardee County Purchasing Department) will work closely with the Supply Unit, which will implement the procurement plan and perform all incident ordering.

The Procurement Unit Leader (Hardee County Purchasing Department) reports to the Finance/Administration Section Chief.

6. Unified Command and Area Command

For incidents that require a multi-agency / multi-jurisdictional response, it may be necessary to initiate a **Unified Command** Structure. Incoming agencies or units who are not already part of the Hardee County NIMS / EOC interface will be assigned to work with their counterparts in the already-existing structure. This will ensure consistency of information, efficiency in use of resources, and an overall consistent response and recovery. No one will work outside of this structure.

When multiple incidents occur which may require the same jurisdictional or regional resources, it may be necessary to initiate an **Area Command** which may integrate the ICS / NIMS Structures of multiple jurisdictions. This would be required if identical resources (personnel or equipment) were being sought after for multiple incidents within the same area / region. In cases where area command is established:

- a. The Unified / Area Command shall work with the Planning Section to ensure that overall incident-related priorities are set. With little exception, priorities shall generally be, listed in order:
 - i. Protection of Life
 - ii. Protection of Health and Welfare
 - iii. Protection of Property

This is consistent with overall incident priorities whether in Area Command or in a single agency response.
- b. The Unified / Area Command shall work with the Administration Section / Procurement Unit (Hardee County Purchasing Department) to ensure that critical resources are allocated according to the established Unified / Area Command priorities.
- c. The overall Incident Commander (IC) shall work through the Unified / Area Command, along with the Planning Section, Logistics Section, Operations Section, and the Administration Section to ensure that the incident is being managed correctly, efficiently, and in accordance with incident goals and objectives set forth in the IAP.
- d. The IC shall also work through the Unified / Area Command to ensure that incident management objectives do not conflict with each other or policies set forth by the response / recovery agencies.
- j. The Unified / Area Command shall ensure that all requests for critical resources are directed to the Logistics Section in the EOC so that they can be analyzed, prioritized, and filled as deemed appropriate.

- k. The overall IC shall work with the Planning Section to ensure that short-term emergency recovery is coordinated to assist in the transition to full recovery operation.

The Hardee County Board of County Commissioners is the lead authority in all emergency and disaster situations per Florida Statute 252. However, there may be a variation in who will act as lead advisory or lead response agency. The following table illustrates the lead response agencies and their legal authorities for each of the hazards to which Hardee County is vulnerable. These lead agencies would have a representative serving as Incident Commander for the incidents to which they are responsible.

HARDEE COUNTY HAZARD RESPONSE FREQUENCY & MATRIX

Hazard/Special Planning Consideration	Frequency	Population Affected	Lead Agency	Applicable Statute	Comments
Civil Disorder	Infrequent	Varied	Sheriff	F.S. 870.041-8	FDLE, FHP, FMP, FLNG
Drought	Semi-frequent	Population & Agriculture	Extension		
Flood	Semi-frequent	All	Emergency Management	F.S. 252	FDEM
Freeze - Winter Storm	December - April	Population & Agriculture	Extension		
Hurricane	June-November	All	Emergency Management	F.S. 252	FDEM
Tornado	Year Round	All	Emergency Management	F.S. 252	FDEM
HAZMAT	Infrequent	All	Fire	F.S. 252 & 29 CFR 1910.120	FDEP
Power Failure	Semi-frequent	All	Utilities/FPL		FDCA
Radiological	Infrequent	All	Public Health	F.S. 252	FDEP
Subsidence	Infrequent	All	Public Works	F.S. 252	USACE
Transportation – Air	Infrequent	All	Fire/Rescue	F.S. 252	FDLE, FHP, FBI, FAA, NTSB
Urban Fire	Frequent	Varied	Fire/Rescue	F.S. 252	Local Mutual Aid, FLFCA
Wildland Fire	Frequent	Varied	Fire/Rescue	F.S. 252	Local Mutual Aid, FLFCA, FDOF
Mass Casualty	Infrequent	Varied	Fire/Rescue	F.S. 252	Local Mutual Aid, FLFCA
Terrorist	Infrequent	Varied	Sheriff	F.S. 252	FDLE, PDD 29(FBI)
Mass Migration	Infrequent	Varied	Sheriff	F.S. 252 & 870	FMP, USCG, INS
Distinguished Visitor	Infrequent	Varied	Sheriff		FBI, USSS
Public Health Emergency	Semi-frequent	Varied	Public Health	F.S. 388.45	FDOH, CDCA
Chemical Spill –	Semi-	Varied	Fire/Rescue		FMP, FDEP, USCG

Hazard/Special Planning Consideration	Frequency	Population Affected	Lead Agency	Applicable Statute	Comments
Waterway	frequent				

7. EOC Functions

a. Operational Functions of the EOC

The Hardee County EOC serves as the official warning point during activation and provides 24-hour communication capabilities. The Hardee County EOC serves as the central focus point for the coordination and direction of emergency preparedness, response, recovery, and mitigation activities. The functions to be performed by the Hardee County EOC during activation include, but are not limited to the following:

- Receipt and dissemination of emergency information and instructions ;
- Direction and control of emergency preparedness, response, recovery, and mitigation activities in Hardee County;
- Coordination with appropriate public safety agencies or emergency-related officials, agencies, and organizations;
- Collection and analysis of pertinent emergency data;
- Management of emergency resources (i.e., personnel, facilities, equipment, and supplies);
- Issuance of emergency public information, instructions, and directives for protection of lives and property.

b. Location of Primary EOC

The Hardee County Emergency Operations Center (EOC) is located adjacent to the Hardee County Courthouse at 404 West Orange Street.

c. Location of Alternate EOC

- * 200 South Florida Ave (School Board Training Facility)
Wauchula

4. Levels of EOC Activation

Level III - Monitoring Activation - Level III is primarily a “monitoring phase”. During this level of activation, Hardee County Emergency Management staff will monitor and disseminate any pertinent information.

Notification will be made only to those County or City agencies and/or ESFs who would need to take action as a part of their daily activities.

The EOC is constantly at a Level III level.

Level II - Partial Activation of EOC

Level II activation is limited agency activation. All primary ESFs are notified. NIMS is instituted. Hardee County Emergency Management personnel and necessary NIMS staff / ESFs will only staff the EOC.

Level I - Full Scale Activation of the EOC

Level I is a full scale activation. All primary and support agencies under the County Comprehensive Emergency Management Plan are notified. NIMS is instituted. Hardee County Emergency Management staff and all other NIMS staff / ESFs will staff the EOC.

Level I includes 24 hour staffing of the EOC. State may send Florida Division of Emergency Management liaison to the EOC. FEMA may send a liaison to the EOC.

8. Direction and Control

1. EOC Activation Criteria

- a.** The EOC may be activated at the discretion of the Board of County Commissioners (BCC), Emergency Management Director, or the County Manager.
- b.** The Mayors, City Managers, or any Incident Commander may request that the EOC be activated.
- c.** The EOC may be activated prior to or not until after an incident is underway, depending upon the nature of the incident. The EOC will normally be activated under the following circumstances:
 - (1.)** Two or more incidents under field incident commanders and have the potential for stressing normal resources.
 - (2.)** An impending or actual incident that threatens to affect a major portion of the County.
 - (3.)** The County Manager and / or Emergency Management Director perceives the need to activate the EOC in order to support NIMS on the local or area level in order to: collect and disseminate information, plan for response and recovery, coordinate between involved officials and jurisdictions, arrange for facilities and equipment and exercise command and control.
 - (4.)** To effect NIMS / ICS coordination among and between County and City officials and with officials of adjacent counties or with State and Federal agencies.
 - (5.)** Upon request from city officials in an emergency situation that has or is predicted to overwhelm City resources and coordination with multiple county agencies is necessary.

2. EOC Activation Staffing

- a.** Activation of the EOC means that it is staffed to the appropriate level by the Office of Emergency Management and by command representatives of the ESF Lead and Support agencies, and others from public, private, and volunteer sectors that are, or are expected to be, involved in a specific incident, to include all members required to staff the County NIMS / ICS structure. Emergency Management will make notifications to the appropriate RSF / NIMS components that the EOC is being activated and that their presence is required in the EOC.
- b.** The entity activating the EOC will direct the staffing that is desired as recommended by the Director of Emergency Management and/or Incident Commander.

- c. Off-Duty emergency telephone numbers for organizational heads are on file in the EOC and furnished to the Central Dispatch Office. Private phone numbers are not listed in this CEMP, as many are unlisted numbers.
- d. Staffing may change as the incident progresses. Persons directed to staff the EOC / NIMS structure are to arrive with knowledge of their organization's capabilities, resources, and mutual aid agreements. They are to remain in the EOC until released and must be authorized to act with full authority for the organization they represent.
- e. Departments and agencies not directed to the EOC will be expected to conduct business from their normal or designated alternate headquarters in coordination with Emergency Management.
- f. Basic EOC staffing is depicted in the EOC SOP, located in the Hardee County OEM library & SOP Section of the CEMP.

3. EOC Activation Level Requirements

- a. When the EOC is activated beyond Level III, the State Warning Point will be advised of it and the reason for it. Adjacent and other jurisdictions will be advised if the incident may affect them in any way. The same will apply for all other elevations in EOC activation.
- b. In any EOC activation beyond Level III, the following support organizations will also be normally alerted to support EOC operations:
 - (1.) Facilities Management / Facilities Unit Leader (NIMS). Duties include building services such as maintenance, janitorial needs, set up ,etc.
 - (2.) Hardee Amateur Radio Group (HARG) Coordinator (back-up communications). This agency supports the Communications Unit Leader (NIMS) / ESF-2.
 - (3.) Hardee County Purchasing Agent / Procurement Unit Leader (NIMS). Duties include procurement needs for incident, as well as for EOC, such as feeding.
 - (4.) Red Cross
 - (5.) Hardee County Sheriff's Office (EOC physical security)
 - (6.) Budget Office and Clerk of Courts / Cost Unit Leader (NIMS). Duties include financial management and tracking of costs for incident.
- c. Upon activation of the EOC beyond Level III:
 - (1.) The Director of Emergency Management may recommend that the County Manager request the Board of County Commissioners go into continuous session in its conference room to facilitate policy support for operations in the EOC.
 - (2.) The specified EOC activation Level will persist until the Director of Emergency Management recommends change in activation Level.
 - (3.) Organizations involved are expected to activate corresponding levels of their own internal implementing plans and SOP.

4. Emergency Workers operational, logistical, and administrative support needs will be coordinated from the EOC and, as necessary, field offices. Further information on these support functions are further described in the Hardee County EOC SOP.

9. EOC Operations

All information on EOC Functional Operations can be found in the EOC SOP. The following is a summary of what can be found in this document:

- Staffing patterns of the EOC to ensure 24-hour operations
 - Internal information flow in the EOC
 - Activation/Deactivation measures
 - Security/EOC Access
 - EOC Setup
 - Emergency Power Capabilities
 - Procedures for disseminating warnings to necessary officials and organizations;
 - Procedures for the activation of the public notification system, and who has authority to activate it.
2. Full activation of the Emergency Operations Center (EOC) does not occur in every emergency event. Even situations with multi-discipline and mutual aid involvements are often managed effectively in the field using the Incident Command principles practiced by responders in the county.
 - a. The EOC may be activated simply to provide support to the Incident Commander(s) (ICs) in the field.
 - b. Any incident may escalate from a field command emergency to one managed from the EOC.
 - c. Any activation of the EOC may be accompanied by activation of a recovery-mitigation team. The timing and level of recovery-mitigation team activation will depend upon the severity of the event.

10. Public Awareness and Education

1. Representatives of the mass media will have access to the Joint Information Center (JIC) for information. The JIC will be located adjacent to the EOC. This center will release general public preparedness, response, recovery, and mitigation information, as well as certain information on the disaster or emergency at hand such as shelter information, danger zones, and open or closed businesses.
2. A listing of local media outlets that will be using the JIC and the JIS, and are outlets for public information. is located in ESF-14 of this CEMP.
3. Hardee County has a series of pre-staged press releases, which will be used in the case of a pending, or actual, emergency or disaster situation. Copies of these press releases can be found on file in the Hardee County Emergency Management library.
4. Informational materials are provided to tourist lodging operators, area real estate and insurance sales organizations for distribution to their constituents. This and other information is available at the Hardee County Office of Emergency Management. All efforts will be made to notify and inform those not in contact with traditional media. In times of emergency, PA systems in emergency vehicles can be used.

5. A list of vulnerable areas can be found in the Hardee County Office of Emergency Management. A copy of the Hardee County floodplain map can also be found in the Hardee County Comprehensive Plan.
6. The listing of the Hardee County Office of Emergency Management main phone number can be found in the local phone books. This number can be used to obtain emergency preparedness information, register for the Hardee County Special Needs Program, to report an emergency, to get general information on disasters, and to obtain information on retrofitting structures in flood prone areas.
7. Listings of shelters can be found in ESF-6 of this CEMP.
8. Current critical facility evacuation maps will be distributed to the stakeholders in electronic and hardcopy annually.

11. Training and Exercise

This element of the CEMP addresses general and specific training of CEMP participants and public outreach program activities. Hardee County Emergency Management, in conjunction with the Hardee County Human Resources, will make people aware of training opportunities as they arise. A copy of the recommended courses for employees involved in emergency management functions can be found in the current Hardee County Training Matrix, located on file in the Hardee County Emergency Management Office along with training attendance records.

1. Training to develop disciplinary preparedness for mission operations is the individual responsibility of the Department and Office Directors. Hardee County Emergency Management will conduct annual and other requested "in-service" training to assist in integration of discipline-specific training with specifics in emergency management. Training includes emergency management exercises and post-event reviews.
2. The Emergency Management Core Team meets at least bi-annually to discuss training and exercise needs and opportunities. ESF teams will train with the Emergency Management Director at the start of each severe weather season in basic NIMS / ICS principles as well as their basic ESF functions and relationships with other ESFs and EOC operations. At a minimum, all emergency lead and support personnel shall be trained to ICS 100, ICS 200, ICS 300, and ICS 700 levels. The training program shall also include:
 - Incident management organizations and personnel participating in realistic exercises, including multidisciplinary and multi-jurisdictional events and private-sector and nongovernmental organization interaction.
 - The office of emergency management will determine what type of training is appropriate and implement set activities.
 - Standard courses on Incident Command and management and incident management structure.
 - Standard courses on operational coordination processes and systems.
 - Courses focused on *discipline-specific* subject matter expertise.
 - Courses focused on *agency-specific* subject matter expertise.
3. Hardee Amateur Radio Group (HARG) will be included in Emergency management staff meetings, exercises, and other Emergency Management training events such as the Florida Governor's Hurricane Conference and the FEPA-DEM conferences.

4. The County (as many departments and agencies as possible) participates in the annual statewide hurricane exercise as an opportunity to test and evaluate the ability to manage events that are not experiences on a daily basis. As permitted, Hardee County will participate in other all-hazards exercises to test and evaluate current plans and procedures.
5. Intra-governmental training promotes multi-agency participation in periodic exercises and training events held in the county at health care facilities and county government facilities.
6. An After Action Review shall be conducted within two weeks of the cessation of an emergency operation or exercise to identify improvements needed in training, planning and operations, and resource management. Information will be provided to all participants in an After Action Report. The After Action Report should be consistent with the Homeland Security Exercise Evaluation Program (HSEEP). The County Manager, or designee, shall follow-up on identified actions to be taken to ensure their completion.
7. The County Office of Emergency Management schedules a multitude of public speaking events on an annual basis to educate the public on hazards within the County and how citizens can mitigate, prepare for, respond to, and recover from emergencies and disasters which may affect Hardee County.
8. The Hardee County Emergency Management publicizes training opportunities available to CEMP participants that are offered by the State of Florida and the National Emergency Management Institute, among other providers. Ongoing training is required for OEM staff and is considered essential for all others, as well.
9. Exercises will be conducted according to the multi year training and exercise program (MYTEP) developed by Region 4 and the state of Florida, Division of Emergency Management (DEM)

D. Mutual Aid Agreements

1.

- a. Mutual aid agreements and memoranda of understanding will be entered into by duly authorized officials and will be formalized in writing.
- b. Unless otherwise provided, agreements remain in effect until rescinded or modified. A recorded review and update is required when circumstances of the agreement change and at least annually on the anniversary date of each mutual aid agreement.
- c. All mutual aid agreements shall contain the following:
 - definitions of key terms used in the agreement.
 - roles and responsibilities of individual parties.
 - procedures for requesting and providing assistance.
 - procedures, authorities, and rules for payment, reimbursement, and allocation of costs.
 - notification procedures.
 - protocols for interoperable communications.
 - relationships with other inter-jurisdictional agreements.
 - workers compensation.
 - treatment of liability and immunity.

- recognition of qualifications and certifications.

2. Mutual Aid Agreements / Memoranda of Understanding

- a. Mutual Aid Agreements and Memoranda of Understanding will be entered into by duly authorized officials and will be formalized in writing.
- b. Unless otherwise specified, agreements remain in effect until rescinded or modified. A recorded review and updating is required when circumstances of the agreement change and at least annually on the anniversary date of each mutual aid agreement.
- c. Officials who have signed Mutual Aid Agreements are responsible for ensuring that a current copy is on file in the Hardee County Emergency Management files.
- d. Mutual aid request for the County will be handled by the appropriate NIMS / ICS and/or ESF position in the EOC. All requests will be documented and resources will be listed as out of service resources for Hardee County. Upon return of the requested equipment or man-power, check-in with the EOC will be mandatory.

IV. FINANCIAL MANAGEMENT

1. It is the practice of the Hardee County employees to use the same process to fill out and file financial reports on daily activities as it is during emergency and disaster situations. These procedures are compatible with State and Federal financial capturing and reporting procedures. Disaster financial management procedures will be included in the annual springtime CEMP review and training for all management personnel.
2. The Hardee County receives funding from numerous sources.
 - i. Local contribution from the Hardee County general revenue
 - ii. State and Federal grants
3. The Hardee County Purchasing Director and the Hardee County Budget Office will work as a team to support preparedness, response, recovery, and mitigation activities on an everyday basis. The procedures for disaster and emergency situations will be the same as daily operations. Depending on the magnitude of the disaster the Budget Office will activate a special account or a separate fund that will capture all revenues and expenditures of a particular event
4. The Hardee County Purchasing Director will serve as the Procurement Unit Leader (Hardee County Purchasing Department) under the Hardee County NIMS / EOC Interface , and will provide procurement support for supplies, facilities, equipment, and supplies needed by County agencies. Items that could be included are meals for emergency workers, tires, repair parts, construction materials, sanitary supplies, and rental equipment.
5. Depending on the magnitude of the disaster, the Budget office will amend the special accounts or a special fund by transferring any available allocations from the departments having functional responsibilities or from the County's Contingencies or Fund Balances with Board approval.
6. The County and Cities may allocate and expend funds as appropriate for local emergency operations in accordance with Chapter 252 F.S. As a general rule, funding availability may be assumed for all emergency response efforts. The City Managers or their Designee are responsible for the revenues and expenditures for a particular event.
7. Close expenditure controls must be exercised during any emergency operation. The County Manager, operating from the EOC, is the screen point for expense authorization through the Administrative / Finance Section. The Budget & Finance and the Clerk of Courts are on call to provide technical overview in this area. No individual EOC team members shall make funding commitments without the coordination of the Purchasing Director / Procurement Unit Leader (Hardee County Purchasing Department).
8. Complete and accurate accounts of emergency expenditures and obligations, including personnel and equipment costs, must be maintained. Despite the difficulties of maintaining such records in the stress of an emergency, accounts are required on a daily (sometimes more regular) basis to identify and document personnel costs, supplies and materials used, and materials used and equipment hours committed to each specific preparation, response, and recovery task. Equipment use charges must always be associated with an equipment operator. All personnel hours must be identified with a specific definable task.
9. When Federal public assistance is provided under the Disaster Relief Act, local projects approved by the Federal Emergency Management Agency (FEMA) are subject to both State and Federal audit (except small projects approved under Section 419 of Public Law 92-288 which require only Federal audit).
10. The purchasing director will provide training on all documentation which will be used during an activation event. This training will be coordinated with Emergency Management and State requirements.

V. AUTHORITIES AND REFERENCES

- A. Appendix A to the Basic Plan provides a listing of Authorities and References
- B. General
 - 1. The Board of County Commissioners, by authority of Chapter 252 F.S., has the power and authority:
 - a. To make formal declaration of a State of Local Emergency (SLE) as emergency conditions dictate. In accordance with Chapter 252.38 F.S., the Board of County Commissioners may declare a State of Local Emergency (SLE) for up to 7 days, and extend it in 7 day increments. A sample copy of the SLE can be found on file in the Office of Emergency Management.
 - b. To utilize all available resources of the County or City government as reasonably necessary to cope with a disaster or emergency within or outside the County.
 - c. To assign or transfer the personnel or change the functions of County Departments and Offices or units thereof, for the purpose of performing or facilitating emergency services.
 - d. To direct and compel the evacuation of all or part of the population from any threatened or stricken area within the County if a quorum, or the Chairman, acting alone in the absence of a quorum, deems this action necessary for the preservation of life or other disaster response or recovery.
 - e. To take action and give such direction to County law enforcement officers and agencies as may be reasonable and necessary for the purpose of securing compliance with the provisions of this act and with the orders, rules, and regulations made pursuant hereto.
 - f. To utilize personnel and other resources of existing agencies of the County and its political subdivisions as the primary emergency management forces of the County. All such officers and agencies shall cooperate with and extend their services and resources as it may require.
 - g. To waive procedures and formalities required by law pertaining to the:
 - (1.) Performance of public work
 - (2.) Entering into of contracts
 - (3.) Incurring of obligations
 - (4.) Employment of temporary and permanent workers
 - (5.) Utilization of volunteer workers
 - (6.) Rental of Equipment
 - (7.) Purchase and distribution, with or without compensation, of supplies, materials, and facilities
 - 2. EOC Staff work a 12-hour or 24 hour shift, depending on needs and severity of the disaster.
 - 3. Volunteers registered in service to Hardee County Emergency Management receive no pay but are covered for death or injury the same as paid full-time County employees.

ACRONYMS

This list is not designed to be an authoritative source nor to be all-inclusive. This listing is merely a reference. Certain organizations listed herein are obsolete, but are included in for the use of persons who may be referring to this page for definitions.

AHCA	Agency for Health Care Administration
ALF	Assisted Living Facility
ALS	Advanced Life Support
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ARL	Advanced Recovery Liaison
BCC	Board of County Commissioners
CAP	Civil Air Patrol
CEMP	Comprehensive Emergency Management Plan
CEO	Chief Executive Officer
CERT	Community Emergency Response Team
CISD	Critical Incident Stress Debriefing
DACS	Florida Department of Agriculture and Consumer Services
DBPR	Florida Department of Business and Professional regulations
DCA	Florida Department of Community Affairs
DCF	Florida Department of Children and Families
DEM	Florida Division of Emergency Management
DEP	Florida Department of Environmental Protection
DFO	Disaster Field Office
DMA	Florida Department of Military Affairs
DMAT	Disaster Medical Assistance Team
DOC	Department Operations Center
DOEA	Florida Department of Elder Affairs
DOH	Florida Department of Health
DOI	Florida Department of Insurance
DOT	Florida Department of Transportation
DRC	Disaster Recovery Center
DSR	Disaster Survey Report
EAS	Emergency Alert System
EMAC	Emergency Management Assistance Compact
EMPA	Emergency Management Preparedness and Assistance Fund
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESATCOM	Emergency Satellite Communications System
ESF	Emergency Support Function
FAC	Florida Administrative Code
FBI	Federal Bureau of Investigation
FDLE	Florida Department of Law Enforcement
FEMA	Federal Emergency Management Agency
FEPA	Florida Emergency Preparedness Association
FFCA	Florida Fire Chiefs Association
FF&WCC	Florida Fish and Wildlife Conservation Commission
FHP	Florida Highway Patrol
FIT	First In Team
FLNG	Florida National Guard
FMAP	Flood Mitigation Assistance Program
FOG	Field Operations Guide
FP&L	Florida Power and Light
FRP	Florida Response Plan
GIS	Geographic Information System

HAZMAT	Hazardous Material
HMGP	Hazard and Mitigation Grants Program
HSPD-5	Homeland Security Presidential Directive - 5
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IC/UC	Incident Command or Unified Command
IMT	Incident Management Team
IFG	Individual and Family Grant Program
JIC	Joint Information Center
JIS	Joint Information System
LNO	Liaison Officer
LSA	Logistical Staging Area
NDMS	National Disaster Medical System
NGO	Nongovernmental Organization
NHC	National Hurricane Center
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRP	National Response Plan
PDA	Preliminary Damage Assessment
PDM	Pre-Disaster Mitigation Program
PIO	Public Information Officer
POLREP	Pollution Report
PVO	Private Voluntary Organizations
R&D	Research and Development
RACES	Radio Amateurs in Civil Emergency Services
RIAT	Rapid Impact Assessment Team
RESTAT	Resources Status
ROSS	Resource Ordering and Status System
RRT	Rapid Response Team
SAR	Search and Rescue
SBA	Small Business Administration
SDO	Standards Development Organizations
SEOC	State Emergency Operations Center
SERT	State Emergency Response Team
SITREP	Situation Report
SO	Safety Officer
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
SNP	Special Needs Program
SWP	State Warning Point
UC	Unified Command
US&R	Urban Search and Rescue
USCG	United States Coast Guard
VOAD	Voluntary Organizations Active in Disasters