LAKE COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

ANNEX 1

EMERGENCY OPERATIONS CENTER PLAN

July 1, 2003

TABLE OF CONTENTS
ANNEX 1

I. Introduction 1
A. Purpose 1
B. Scope 1
C. Authority 1

II. Emergency Operations Center (EOC) Concept 2
A. EOC Activation in Response to Impending Tropical Cyclone 2
B. EOC Activation in Response to an Accident/Event That Has An On-Scene Incident Commander 2
Figure 1 – EOC Activation – Tropical Cyclone 3
Figure 2 – EOC Activation – On-Scene Incident Commander 4

III. Location(s) of the Emergency Operations Center 5

IV. EOC Operational Focus 5

V. EOC Activation 6
A. EOC Activation Levels 7
1. Tropical Cyclone 7
2. Other Incidents 10

VI. EOC Notification 11

VII. EOC Roles and Responsibilities 11
A. EOC Director (EOC-D) 11
B. Liaison Officer 12
C. Public Information Officer 13
D. Safety Officer 14
E. Section Chiefs 15
1. Planning Section 15
2. Operations Section 20
3. Logistics Section 23
4. Finance Section 29

VIII. Emergency Support Function (ESF) Concept 32

IX. Lake County Emergency Support Function (ESF) Primary Agencies 33

Figures

Figure 3 – Lake Government Organization Chart..... 37
Figure 4 – Emergency Operations Organization for Response 38
Figure 5 – Emergency Operations Organization for Recovery & Mitigation..... 39

I. INTRODUCTION

Lake County must be ready to organize and direct the operations of all existing and incoming resources in the event of a disaster affecting Lake County. The Lake County Emergency Operations Center in coordination with other county departments and municipalities, will act as the direction and control facility during disasters for the assignment of resources and the coordination and approval of all requests for assistance from other jurisdictions.

A. PURPOSE

To establish procedures for the organization, staffing, activation and operation of the Lake County Emergency Operations Center (EOC).

B. SCOPE

These procedures are applicable to all personnel who have designated responsibilities during emergency operations of the EOC.

C. AUTHORITY

In the event of a natural disaster or any significant emergency affecting the county, the EOC will be activated by the Chairman of the Board of County Commissioners, the County Manager, who is also the County Disaster Preparedness Officer (CDPO), the Director of Public Safety and the Director of Emergency Management. Upon EOC activation the Emergency Management Director reports directly to the County Manager and is designated the EOC Director (EOC-D). All county departments, under the County Manager, will come under the Operational Control of the EOC-D. The County Manager acting as the CDPO, as necessary, will call into session the Executive Policy Group (EPG). The EPG is the decision making body for the EOC. The CDPO will Chair the EPG. The EPG, as a minimum, will consist of the County Manager, County Attorney, and Director of Public Safety. Others may be added at the discretion of the CDPO.

II. EMERGENCY OPERATIONS CENTER CONCEPT

A. EOC ACTIVATION IN RESPONSE TO IMPENDING TROPICAL CYCLONE

The Emergency Operations Center, when activated in response to an impending threat by a tropical cyclone, is the central point for directing and coordinating the Board of County Commissioners response. Response operations will be managed using the Incident Command System (ICS). For this response the EOC will also serve as the Incident Command Post with the CDPO (County Manager) as the Incident Commander. The Incident Commander will designate the EOC-D as the Deputy Incident Commander responsible for coordinating the activities of the EOC and the Board of County Commissioners response.

The EOC is organized with five major functions: command, planning, operations, logistics, and finance, each of which may be divided into sub-functional units. The Incident Commander has overall responsibility for the event and will establish, as needed, a Public Information Office, a Safety Office and a Liaison Office as part of his Command Staff. He will also assign to the General Staff, Section Chiefs for Planning, Operations, Logistics, and Finance. Section Chiefs will determine their requirements for sub-functional units and, if needed, will organize in accordance with the Organization Charts shown in Figures 4 and 5 (See pages 38 and 39).

B. EOC ACTIVATION IN RESPONSE TO AN INCIDENT/EVENT THAT HAS AN ON-SCENE INCIDENT COMMANDER

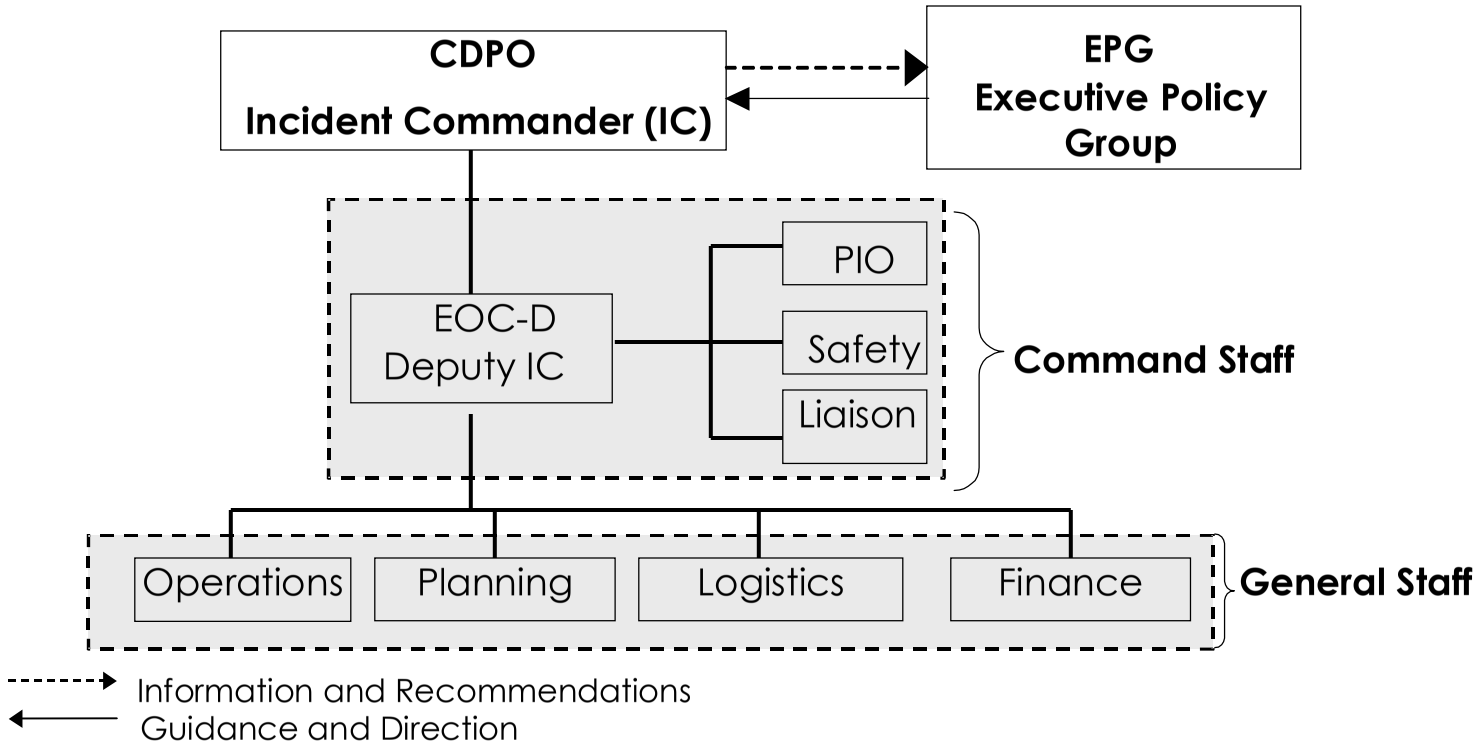
Upon EOC activation in response to an Incident/Event that has an established on-scene Incident Commander, the EOC will function in support of the Incident Commander. The Incident Commander may report directly to the CDPO (County Manager) based on seniority or experience.

The Emergency Management Director will be designated as the EOC Director and report directly to the CDPO. The EOC Director will assume operational control of all county departments, under the County Manager, and will coordinate and direct their activities in support of the Incident Commander.

Figure 1

EOC Activation In Response To Impending Tropical Cyclone

Command Structure



County Manager = County Disaster Preparedness Officer (CDPO) = Incident Commander:

Chairs the Emergency Policy Group and responds to the Chairman of the BCC

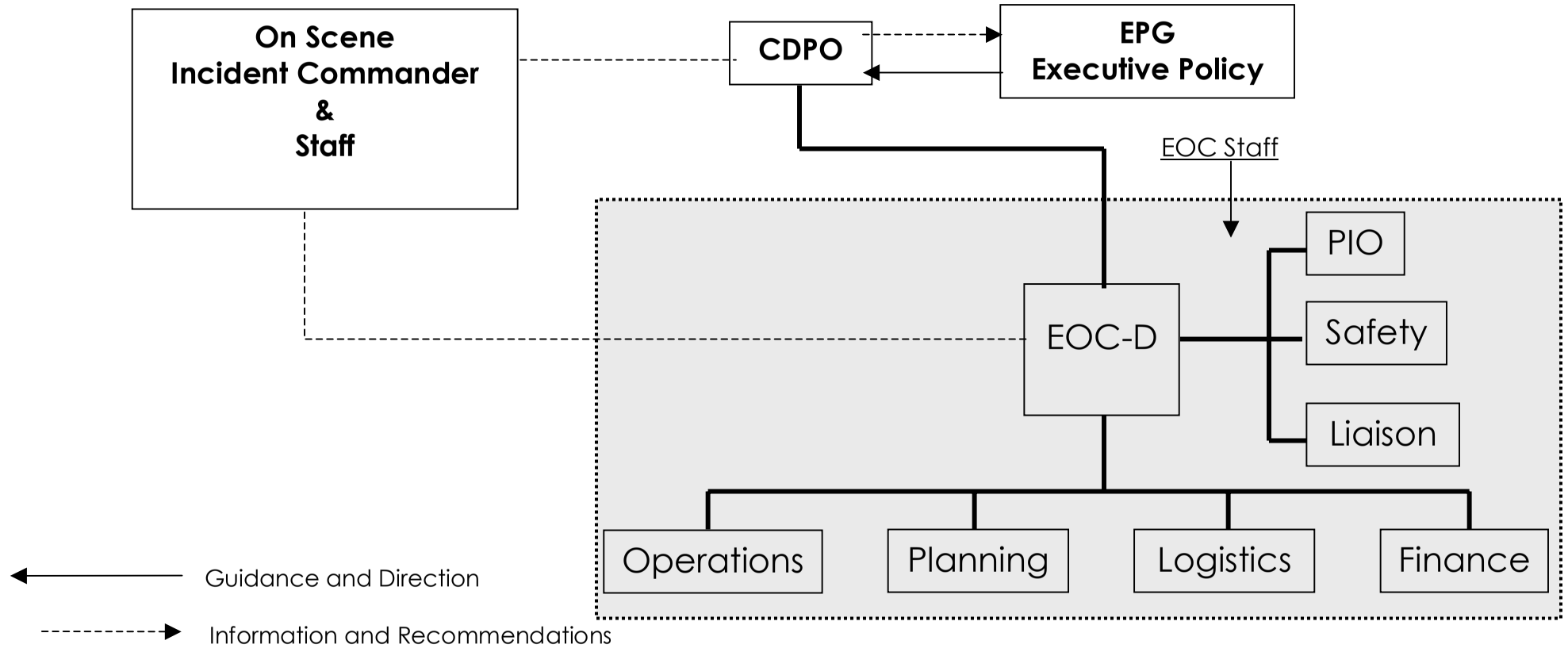
County Emergency Management Director = EOC Director (EOC-D) = Deputy Incident Commander:

Runs the EOC and coordinates the activities for the response

Figure 2

EOC Activation In Response To Incident/Event with an On-Scene Incident Commander

Command Structure



County Manager = County Disaster Preparedness Officer (CDPO)
Chairs the Emergency Policy Group and responds to the Chairman of the BCC

County Emergency Management Director = EOC Director (EOC-D)
Runs the EOC and coordinates directly with the On-Scene Incident Commander in response to the On-Scene Incident Commanders requirements

Incident Commander (On-Scene):
Commands On-Scene resources to manage the Incident and coordinates with the EOC for resource support

III. LOCATION(S) OF THE EMERGENCY OPERATIONS CENTER

When activated, for a declared State of Emergency, the EOC serves as the county's central coordination, command and control point for emergency related operations and activities, and requests for deployment of resources. In the event the primary EOC is threatened, the secondary or alternate EOC will be activated.

- Primary EOC: 315 W. Main St., Room 233
  Tavares, FL

- Secondary EOC: Lake-Sumter EMS
  2761 West Old Hwy 441
  Mt. Dora, FL

- Alternate EOC: Lake County Mobile Command and
  Communications Trailer

IV. EOC OPERATIONAL FOCUS

Emergency operations span three separate but contiguous phases: emergency response, relief, and recovery. For the purpose of this plan, operations will focus on emergency response and relief efforts and measures to be taken for a smooth transition into intermediate and long term recovery from a major or catastrophic emergency. The scope of these operations and response actions will include:

- Providing emergency notification and warning.

- Describing emergency mobilization procedures.

- Delineating emergency decision-making processes.

- Describing types and methods of implementation of emergency protective actions.

- Conducting rapid assessment of emergency impacts and immediate emergency resource needs.

- Providing security to the hardest hit areas.

- Coordinating information and instructions to the public.

- Conducting emergency relief operations to victims.

- Conducting preliminary damage assessments to determine the need for Federal Assistance.
- Summarizing procedures for requesting Federal disaster assistance.
- Relaxation of protective actions and coordination of re-entry into evacuated areas.
- Restoration of essential public facilities and services
- Preparing for Federal disaster assistance (public and private).
- Coordination of resources and materials.
- Coordination of volunteer organizations.
- Dissemination of information and instructions to the public.
- Restoration of public infrastructure damaged by the emergency or disaster.

V. EOC ACTIVATION

The County must be able to respond quickly and effectively to developing events. When an event or potential event is first detected, the Department of Public Safety, Division of Emergency Management may initiate Level III activation (monitoring).

When a major or catastrophic emergency has occurred or is imminent, the Board of County Commissioners Chairman may issue a declaration of a local state of emergency. Such an action will activate immediately all portions of this plan. In the absence of a local state of emergency, the County Manager in his role as the County Disaster Preparedness Officer, the Director of Public Safety or the Director of Emergency Management may activate portions of this plan in accordance with the appropriate levels of mobilization to facilitate response readiness or monitoring activities.

After initial activation is accomplished, the CDPO will call together the Executive Policy Group. While emergency response actions necessary to protect public health and safety are being implemented, the Executive Policy Group will convene to provide guidance and direction to the CDPO to facilitate the rapid deployment of resources, fully activate the County's EOC, and implement this plan.

The Executive Policy Group may through the CDPO, direct county evacuations, open shelters, and request state assistance. They may also activate mutual aid agreements with neighboring counties, and may broker mutual aid agreements between municipalities within the county.

A. EOC ACTIVATION LEVELS

To facilitate the use of the EOC for disasters resulting from a variety of hazards, graded levels of response to varying levels of events have been identified. An event may escalate through the different activation levels sequentially. These levels have been identified in coordination with the State Division of Emergency Management.

1. Tropical Cyclone

- **Level III: Monitoring Phase - Operating under normal conditions, however monitoring the situation**

  Notification shall be made to the appropriate local agencies, municipalities and the Emergency Support Functions (ESFs) who would need to take action as part of their everyday responsibilities. Upon notification all participants shall keep up-to-date on the progress of the storm and make an initial assessment of readiness in their particular area of responsibility. Level III activation will be initiated when a tropical cyclone poses a threat to Lake County. Initiation will be tied to the need for a preliminary assessment of resources and the need for initial preparedness actions to be taken.

  Recommended Actions:

  - Review emergency procedures and your emergency checklist.
  - Alert ESFs, individuals, and departments on emergency notification roster, of emergency condition.
  - Notify respective personnel of conditions.
  - Test communications equipment (i.e., verify emergency numbers, fax, radios, etc.).
  - Identify your hazard vulnerability.

- **LEVEL II: Partial Activation - Operating under standby conditions preparing for conditions of possible danger within 36 - 72 hours**

  The EOC will be staffed by Public Safety personnel and specific ESFs and Municipalities, as requested. A Level II activation will be initiated when a tropical cyclone poses a threat to Lake County and a **Hurricane Watch or a Tropical Storm Warning** is issued for the east coast of Florida anywhere between Indian River County and Flagler County or for the west coast anywhere between Manatee County and Levy County. All operating ESFs are notified. Lake County is operating under standby conditions of possible danger within 36 - 72 hours. The following recommended actions are in addition to those in Level III.

  Recommended Actions:

  - Increase EOC staffing by 50%.

  - Suspend some non-essential services, (i.e., station maintenance, visitors to stations, training, etc.).

  - Notification/warning of potential evacuation to mobile home residents, flood prone residents and special needs citizens.

  - Possible requests for State assistance.

  - Standby procedures in effect for the following ESFs:

    - ESF 1 - Transportation (Lake County Transit & School Board – notification for possible shelter openings)
    - ESF 2 – Communications (Lake-Sumter EMS)
    - ESF 3 - Public Works and Engineering (Lake County Public Works Department)
    - ESF 4 - Firefighting (Lake County Public Safety - Fire/Rescue)
    - ESF 5 - Information and Planning (Lake County Public Safety - Fire/Rescue)
    - ESF 6 - Mass Care (American Red Cross)
    - ESF 7 - Resources (Lake County Procurement Services)

  - ESF 8 - Health and Medical (Lake County Health Department)
  - ESF 11- Food and Water (The Salvation Army)
  - ESF 14 - Public Information (Lake County Health Department)
  - ESF 16- Law Enforcement and Security (Lake County Sheriff's Office)
- Communications facilities visually checked for security.
- Fuel all vehicles and generators to capacity.

- **LEVEL I: Full Activation - Operating under standby procedures preparing for conditions of probable danger within 24 - 36 hours**

  This is a **"FULL ACTIVATION"** of the Lake County Emergency Operations Organization and the Lake County Emergency Operations Center, with 24 hour per day staffing, including around-the-clock staffing of all Emergency Support Functions (ESFs). Lake County is preparing for conditions of probable danger within 24-36 hours. A Level I activation will be initiated when a tropical cyclone poses an imminent threat to Lake County and a **Hurricane Warning** is issued for the east coast of Florida anywhere between Indian River County and Flagler County or for the west coast anywhere between Manatee County and Levy County. Notification shall be made to the appropriate local agencies, municipalities and Emergency Support Functions (ESFs).

  Recommended Actions:

  - EOC is fully staffed by all operating department ESFs.
  - All communications systems and networks operational and staffed.
  - Continuous monitoring of all circuits for outages and malfunctions.
  - Open shelters.
  - Evacuate mobile homes.
  - Evacuate flood prone areas.
  - Evacuate persons with special needs.
  - Open employee dependent shelter.
  - Prepare to increase emergency condition.
  - Continue/increase public announcements.
  - Assess the need to terminate alarm response until adverse conditions subside.

- Full evacuation - special attention re: local flooding and high wind conditions.
- Road closures.
- Activate special ordinances - declaration of local state of emergency.
- Review recovery operations.
- Prepare to activate recovery operations.

2. Other Incidents

- **Level III: Monitoring**

  Notification shall be made to the appropriate local agencies, municipalities and the Emergency Support Functions (ESFs) who would need to take action as part of their everyday responsibilities.

- **Level II: Activation of Select ESFs and EOC Staff**

  Incidents other than storms (i.e., airplane down, major accident with multiple injuries, etc.). Limited response required.

  This will be a **"LIMITED AGENCY ACTIVATION."** This level will be determined by the County Manager/Deputy or as delegated to the Director of Public Safety. The Emergency Management Director will be notified to activate the EOC. All primary or lead ESFs will be notified, but may not be required to man their ESF station. The EOC will be staffed by representatives of the Public Safety Director's Office, Emergency Management, Telecommunications, EMS, and Fire/Rescue. Communications shall inform the Emergency Management Director who shall then direct the notification list.

- **LEVEL I: Full Activation**

  Catastrophe or accidents other than storms that require an all call response.

  This will be a **"FULL ACTIVATION"** of the Lake County Emergency Operations Organization (EOC) and all ESFs. This activation will be determined by the County Manager, the Director of Public Safety or the Emergency Management Director.

VI. EOC NOTIFICATION

Once the decision has been made to activate the EOC, notification of the EOC staff will be initiated by the Director of Emergency Management or other Emergency Management personnel. Primary notification will be through Emergency Management's automated dial-up system. Each EOC staff member will be notified by voice message that the "EOC has been activated" and that they should immediately report to the EOC. They will also be given a number to contact to verify receipt of this notification. If necessary, a back-up notification system using a manual call down method will be used.

Emergency Management will maintain a current list of all EOC staff positions. EOC staff personnel will immediately report any changes in their contact information to the Emergency Management staff. EOC staffing shortfalls and subsequently identified EOC staffing requirements will be filled by personnel from each of the County Departments. Every Department will develop and maintain a contact list of personnel that would be available to fill needed positions within the EOC. Each Department will maintain these lists current and provide a monthly status to Emergency Management.

VII. EOC ROLES AND RESPONSIBILITIES

Staffing and Responsibilities are as listed below.

A. EOC Director

The Director of Emergency Management will normally serve as the EOC Director (EOC-D); however, circumstances may dictate the designation of another individual to serve as the EOC-D. The Director of Public Safety will then designate the EOC-D. Once designated the EOC-D reports directly to the CDPO. The ECO-D is responsible for EOC activities including the development and implementation of strategic decisions and for approving the ordering and releasing of resources.

The EOC-D will:

- Obtain situation briefing from prior EOC-D (if applicable).
- Assess incident situation.
- Conduct initial briefing
- Activate elements of the EOC staff.

- Brief the EOC staff.
- Ensure planning meetings are conducted.
- Approve and authorize implementation of incident action plan.
- Determine information needs and inform staff personnel of needs.
- Coordinate staff activity.
- Manage event operations.
- Approve requests for additional resources and requests for release of resources.
- Responsible for overseeing the mutual aid process, in coordination with the Liaison Officer
- Coordinate with Executive Policy Group on event progress.
- Recommend that a "state-of-emergency" be declared when indicated.

B. Liaison Officer

The Liaison Officer is the point of contact for assisting and cooperating agency and municipal representatives. This includes agency representatives from other fire agencies, support agencies, law enforcement, public works, and engineering organizations not yet represented in the EOC, and the state EOC and any teams responding from the state for assistance. The County will respond to local requests for assistance through the EOC Liaison Officer.

The Liaison Officer will:

- Obtain briefing from EOC-D.
- Provide a point of contact for assisting/cooperating agencies, including those municipal representatives located within the EOC.
- Identify agency representatives from each agency including communications link and location.

- Respond to requests from event personnel for inter-organizational contacts.
- Monitor EOC operations to identify current or potential inter-agency/organizational problems.
- Coordinate with State assigned liaison officer.
- Maintain Unit Log.

C. Public Information Officer (PIO)

The Public Information Officer, a member of the EOC staff, is responsible for the formulation and release of information about the event to the news media, other appropriate agencies and organizations, and the public.

The Public Information Officer will:

- Obtain briefing from EOC-D.
- Contact the jurisdictional agency (if event is not within the unincorporated areas of Lake County) to offer information coordination.
- Arrange for necessary workspace, materials, telephones, and assistance.
- Prepare initial information summary as soon as possible after arrival.
- Observe constraints on the release of information imposed by incident commander.
- Obtain approval for release from incident commander.
- Release news-to-news media, post information in designated media information area and in operational area of the EOC.
- Attend meetings to update information releases.
- Arrange for meetings between media and event personnel.
- Respond to special requests for information.
- Provide copies of all news releases to ESF 14 in State EOC.

- Establish and arrange for staffing of the Citizens Information Center (CIC)

- As required establish a Joint Information Center (JIC)

D. Safety Officer

The Safety Officer, a member of the EOC staff is responsible for monitoring and assessing hazardous or unsafe situations and developing measures for assuring EOC personnel safety. Although the safety officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required, the officer will generally correct unsafe acts or conditions through the regular line of authority. The officer maintains awareness of active and developing situations, approves the Medical Plan, and includes safety messages in each Incident Action Plan.

The Safety Officer will:

- Obtain briefing from the EOC-D.

- Identify potentially unsafe situations and pre-plan possible solutions.

- Participate in planning meetings.

- Review Incident Action Plans.

- Exercise emergency authority to stop and prevent unsafe acts.

- Investigate accidents that have occurred within the EOC or in conjunction with EOC operation.

- Review and approve Medical Plan.

- Maintain Unit Log.

E. Section Chiefs

An individual may be designated as the Section Chief for a number of reasons. The individual may have a statutory responsibility to perform that function, or the individual has developed the necessary expertise to lead that section. Whatever the reason an individual is designated as a Section Chief, they have the necessary contacts and expertise to coordinate the activities to support that Function. Upon activation of the EOC, the lead agencies for Planning, Operations, Logistics and Finance Functions will designate a Section Chief. It is up to the Section Chiefs discretion as to how many support agencies they will require to be present with them in the EOC. However, due to the limited space available in the EOC, the attendance of support agencies will be closely coordinated with the Emergency Management Director in the development of standard operating procedures.

The Section Chief will be responsible for obtaining all information relating to their functional activities and requirements caused by the emergency and disaster response. This information gathering may frequently require the Section Chief to step outside their traditional information gathering protocols. Information gathering and resource request will be coordinated through the Planning Section Chief in the EOC.

Within the EOC, requests for assistance will be tasked to the appropriate Functional Section Chief for completion. The Section Chief will be responsible for coordinating the delivery of that assistance.

The Section Chief will be responsible for identifying the particular resource or resources that will best accomplish the mission and coordinate the delivery of that resource to the local government.

The Section Chief's actions shall not adversely affect the jurisdiction and responsibilities of Constitutional Officials.

1. **Planning Section** (Coordinating Agency – Lake County Fire Rescue)

   The Planning Section is responsible for the collection, evaluation, dissemination and use of information about the development of the event and the status of resources. Information is needed to 1) understand the current situation; 2) predict probable course of incident events; and, 3) prepare alternative strategies and control operations for the

incident. The EOC-D in conjunction with the Planning Section Chief, will issue mission statements to the Operations, Logistics and Finance Section Chiefs, for each identified resource shortfall. The Planning Section is comprised of four branches as follows: (See Figure 4 & 5, pages 34 and 35)

- Plans Branch: (Coordinating Agency – Lake County Fire Rescue)
- Situation and Documentation Branch: (Coordinating Agency – Lake County Community Services)
- Check-in and Security Branch: (Coordinating Agency – Lake County E-911)
- Message Center: (Coordinating Agency – Lake County Growth Management)

The Planning Section Chief will:

- Obtain briefing from EOC-D.
- Activate Planning Section branches.
- Establish information requirements and reporting schedules for all EOC organizational elements for use in preparing the Incident Action Plan.
- Establish a weather data collection system.
- Supervise preparation of Incident Action Plan.
- Assemble information on alternative strategies.
- Identify need for specialized resources.
- Perform operational planning for Planning Section.
- Provide periodic predictions on event potential.
- Compile and display event status summary information.
- Advise general staff of any significant changes in incident status.
- Supervise Planning Section branches.

- Prepare and distribute EOC-D orders.
- Instruct Planning Section branches in distribution of messages.
- Ensure that normal agency information collection and reporting requirements are met.
- Prepared recommendations for release of resources for submission to the Incident Commander.
- Coordinate taking and processing of calls for service or assistance as follows:
    - Calls will be taken by the Call-Takers and prioritized according to the following guidelines:
        - Priority 1- Lives endangered -Immediate response required.
        - Priority 2- Timely operational response required.
        - Priority 3- Routine logistical/administrative.
    - Priority numbers will be annotated in the appropriate spaces on the Message Forms and routed to the proper section(s) for handling. Request will be logged on the Incident Action Board.

a. Plans Branch

The Plans Branch is responsible for 1) coordinating and publishing the Incident Action Plan, 2) assembling information on alternate strategies and 3) providing periodic predictions on event potential.

The Plans Branch Leader will:

- Obtain briefing and special instructions from the Planning Section Chief.
- Prepare predictions at periodic intervals or upon request of the Planning Section Chief.
- Publish the Incident Action Plan.
- Maintain Unit Log.

b. Situation and Documentation Branch

The Situation and Documentation Branch is responsible for the collection and organization of incident status and situation information. They are also responsible for the evaluation, analysis, and display of information obtained for use by EOC personnel and upon review by the PIO in coordination with the EOC-D, may provide information for release to the media.

The Situation and Documentation Branch Leader will:

- Obtain briefing and special instruction from Planning Section Chief.
- Prepare and maintain EOC information display.
- Collect incident data at earliest possible opportunity and continue for duration of incident.
- Post data on work displays and EOC displays at scheduled intervals.
- Participate in incident planning meetings as required by the Incident Commander.
- Prepare the Incident Status Summary form.
- Provide photographic services and maps.

- Provide resource and situation status information in response to specific requests. (All requests will be made on the Message Form.)

- Maintain Situation Branch records.

- Receive order to demobilize situation unit.

- Dismantle Situation Unit displays and place in storage.

- Maintain a list of expendable supplies that will need to be replenished.

- Maintain Unit Log.

c. Check-In/Security Branch

The Check-In/Security Branch ensures that only authorized personnel are given access to the EOC; entrance and exit to the EOC will be strictly controlled. All personnel granted access to the EOC must be badged. Persons will enter EOC through Check-In and will check out upon leaving or being relieved.

The Check-In/Security Branch Leader will:

- Obtain briefing from the Planning Section Chief.

- Obtain work materials, including check-in lists and participant badges.

- Issue EOC badges.

- Post sign so that arriving participants can easily find Check-In.

- Post sign so that media can easily find Media Center.

- Record check-in information on Check-in Lists.

- Transmit check-in information to Planning Section Chief on regular prearranged schedule.

- Ensure that only authorized personnel gain access to the EOC.

d. Message Center

The Message Center is responsible for documenting events, initiating messages, determining priority of messages and routing to proper section(s) for handling.

The Message Center Leader will:

- Complete phone extension assignments sheet and give copy to each person in the EOC.
- Answer calls coming into the EOC and complete Message Form as needed or forward call to appropriate section.
- Date and time stamp all incoming and outgoing messages
- Assign priority to messages and route to proper section (s) for action.
- Assign message numbers to messages and log on Message Log.
- Document events on event board and update as appropriate.
- File all EOC/event messages when returned in time-received order.
- Update relief personnel as to Message Center status.
- Demobilize when advised.

2. Operations Section

The Operations Section is responsible for the management of all operations directly applicable to the primary mission. The Operations Chief activates and supervises response organization elements in accordance with the Incident Action Plan and directs its execution. The Operations Chief

also directs the preparation of unit operational plans, requests or releases of resources, makes expedient changes to the Incident Action Plan as necessary, and reports such to the Incident Commander. The Operations Section is composed of three branches as follows: (See Figures 4 and 5, pages 38 and 39)

- Emergency Response Branch: (Coordinating Agency – Lake County Fire Rescue)
- Human Needs Branch: (Coordinating Agency – Lake County Public Health)
- Infrastructure Branch: Coordinating Agency – Lake County Public Works)

The Operations Section Chief will:

- Obtain briefing from EOC-D.
- Develop operations portion of the Incident Action Plan.
- Brief and assign operations personnel in accordance with Incident Action Plan.
- Supervise operations.
- Determine need and request additional resources.
- Review suggested list of resources to be released and initiate recommendation for release or resources.
- Report information about special activities, events, and occurrences to the Incident Commander.

Operations Branches

The Branch Leaders report to the Operations Section Chief when activated. Each leader is responsible for the implementation of the assigned portion of the Incident Action Plan, assignment of resources within the branch, and reporting on progress of the operation and status of resources within the branch.

Operations Branch Leaders will:

- Obtain briefing from Operations Section Chief.
- Implement Incident Action Plan for represented branch.
- Review division assignments and incident activities with subordinates and assign tasks.
- Ensure that incident communications and/or resources branch is advised of all changes in status of resources assigned to each branch.
- Coordinate activities with adjacent branches.
- Determine need for assistance on assigned tasks.
- Submit situation and resource status information to Operations Section Chief.
- Report special occurrences or events to the Operations Section Chief.
- Resolve logistics problems within branches.
- Participate in development of plans for the next operational period.
- Maintain Unit Logs.

Emergency Response Branch

The Emergency Response Branch is responsible for responding to immediate calls for assistance, coordinating and supervising evacuations and conducting search and rescue operations in all emergency situations, providing command, control and coordination of all State and local law enforcement personnel and equipment used to support law enforcement responsibilities, and coordinating the use of military assets supporting the emergency.

Human Needs Branch

The Human Needs Branch is responsible for the opening and staffing of shelters, to include the provision of nursing staff, security, and radio communications. The Human Needs Branch is also responsible for the provision of food and water for shelter occupants, and when large mass care is initiated, and the coordination necessary to meet those needs.

Infrastructure Branch

The Infrastructure Branch is responsible for damage assessment, emergency debris clearance, temporary construction of emergency access routes, emergency restoration of critical facilities including potable water, water supply systems, and water for firefighting; emergency demolition or stabilization of structures deemed hazardous to public health; technical assistance and damage assessment including structural inspection, restoration of public facilities, and coordinate the provisions of emergency power and fuel to support response operations as well as provide power and fuel to normalize community function.

3. **Logistics Section** (Coordinating Agency – Lake County Fire Rescue)

The Logistics Section is responsible for providing facilities, services, and material in support of the event. The Section Chief participates in the development and implementation of the Incident Action Plan, coordinates the activation of the EOC and supervises the branches within the Logistics Section. The Logistics Section is composed of three branches as follows: (See figures 4 and 5, pages 34 and 35)

- Resource/Support and Supply Branch: (Coordinating Agency – Lake County Procurement)
- Communications Branch: (Coordinating Agency – Lake County E-911)
- Volunteers and Donations Branch: (Coordinating Agency - Lake County Community Services)

The Logistics Section Chief will:

- Obtain briefing from EOC-D.
- Plan organization of Logistics Section.
- Assign work locations and preliminary work tasks to section personnel.
- Assemble and brief agency representatives.
- Participate in preparation of the Incident Action Plan.
- Identify service and support requirements for planned and expected operations.
- Provide input to and review communications plan and safety plan.
- Coordinate and process requests for additional resources.
- Review Incident Action Plan and estimate section needs for next operational period.
- Ensure Incident Communications Plan is prepared.
- Advise on current service and support capabilities.
- Estimate future service and support requirements.
- Prepare service and support elements of the Incident Action Plan.
- Receive Demobilization Plan from Planning Section.
- Recommend release of unit resources and agencies in conformity with Demobilization Plan.

Resource/ Supply and Support Branch

The Resource Branch is responsible for 1) transportation of public to shelters and when necessary personnel, supplies, food, and equipment, 2) the preparation and processing of resource status change information, 3) the preparation and

maintenance of displays, charts, and lists that reflect the current status and location of resources, transportation, and support vehicles, 4) maintaining a master check-in list of resources assigned to an incident, 5) support of out-of-service resources, 6) coordination of fueling, service, maintenance, and repair of transportation vehicles, 7) implementing the traffic plan for the incident, 8) placing all orders for supplies and equipment for the Incident/event, and 9) receiving and distributing of all supplies and equipment.

The Resource/Supply and Support Branch Leader will:

- Report to and obtain briefing and special instruction from Logistics Section Chief.
- Using the Incident Briefing, prepare and maintain the EOC display including the organizational chart and resource allocation.
- Assign duties to Resources Branch personnel, if applicable.
- Participate in meetings as required by the Logistics Section Chief.
- Gather, post, and maintain incident resource status.
- Gather, post and maintain resource status of transportation, support vehicles and personnel.
- Maintain master roster of all resources checked in through the EOC.
- Provide resource summary information to Situation and Documentation Branch as requested.
- Dismantle and store Resource Branch displays.
- List expendable supplies that need replenishing.
- Implement traffic plan.
- Support out-of-service resources.

- Arrange for and activate fueling, maintenance, and repair of ground resources
- Maintain inventory of support and transportation vehicles.
- Provide transportation services.
- Collect use information on rented equipment.
- Requisition maintenance and repair supplies such as fuel and spare parts.
- Obtain necessary agency order forms.
- Establish ordering procedures.
- Establish name and telephone numbers of agency personnel receiving orders.
- Set up filing system for ordering, receiving and distribution of supplies and equipment.
- Place orders in a timely manner.
- Consolidate orders when possible.
- Identify times and locations for delivery of supplies and equipment.
- Maintain inventory of supplies and equipment.
- Establish procedures for receiving supply and equipment
- Maintain Unit Log.

Communications Branch

The Communications Branch, under the direction of the Logistics Section Chief, is responsible for supervision of Incident Communications, distribution of communications equipment to EOC personnel, the maintenance and repair of communications equipment and coordination with RACES for shelter communications. The person assigned as Communications Unit Leader will coordinate with the

Operations Section Chief to ensure that all communication needs are being met.

The primary agency for the Communications Branch is Lake County E-911. The support agencies for communications include:

- Lake-Sumter EMS
- Public Works
- RACES

The Communications Branch Leader will:

- Obtain briefing from Section Chief.
- Advise on communications capabilities and/or limitations.
- Prepare and implement the Radio Communications Plan.
- Ensure the Incident Communications Center and Message Center are established.
- Set up the telephone and close circuit TV system.
- Establish appropriate communications distribution and/or maintenance location within the EOC vicinity.
- Ensure communications systems are installed and tested.
- Ensure an equipment accountability system is established.
- Provide technical information as required on:
  - Adequacy of communications systems currently in operation
  - Geographic limitation on communications systems.
  - Equipment capabilities
  - Amount and type of equipment available.
  - Anticipated problems in the use of communications equipment
- Supervise communications activities.
- Maintain records on all communications equipment as appropriate

- Ensure equipment is tested and repaired.

- Maintain Unit Log.

RACES Coordinator

The Races Coordinator, under the direction of the Communications Unit Leader is responsible for coordinating the installing and testing of amateur radio equipment in shelters.

The RACES Coordinator will:

- Obtain briefing from the Branch Leader or Section Chief.

- Advise on communications capabilities and/or limitations.

- Prepare and implement the Radio Communications Plan for shelters.

- Ensure communications systems are installed and tested.

- Ensure an equipment accountability system is established.

- Provide technical information as required on:
  - Adequacy of communications systems currently in operation.
  - Geographic limitation on communications systems.
  - Equipment capabilities.
  - Amount and types of equipment available.
  - Anticipated problems in the use of communications equipment.

- Supervise shelter communications activities.

- Maintain records on all communications equipment as appropriate

- Ensure equipment is tested and repaired.

- Maintain Unit Log.

Volunteers and Donations Branch

The Volunteers and Donations Branch will coordinate the requirements for volunteers to assist with all phases of the emergency. The branch will coordinate for the housing and delivery of all donated goods for support to the emergency.

4. Finance Section

The Finance Section is responsible for all financial and cost analysis aspects of the incident and for supervising members of the Finance Section. The Finance Section is composed of two Branches; they are respectively, the Time/Personnel Branch and the Procurement/Cost Branch. (See Figures 4 and 5, pages 38 and 39)

- Time/Personnel Branch: (Coordinating Agency – Lake County Budget & Administrative Services)

- Procurement/Cost Branch: (Coordinating Agency – Lake County Budget & Administrative Services)

The Finance Section Chief will:

- Obtain briefing from the EOC-D.

- Attend planning meeting to gather information.

- Identify and order supplies and support needs for Finance Section.

- Develop operating plan for finance function on incident.

- Prepare work objectives for subordinates, brief staff, make assignments, and evaluate performance.

- Inform Incident Commander and staff when section is fully operational.

- Meet with assisting and cooperating agency representatives as required.

- Provide input in all planning sessions on financial and cost analysis matters.

- Maintain contact with Lake County Finance Department on finance matters.

- Ensure that all personnel time records are transmitted to home agencies according to policy.

- Participate in demobilization planning.

- Ensure that all obligation documents initiated at the incident are properly prepared and completed.

- Brief Lake County Finance Department liaison on all incident related business management issues needing attention, and follow-up prior to leaving incident.

Time/Personnel Branch

The Time/Personnel Branch is responsible for personnel time recording.

The Time/Personnel Branch Leader will:

- Obtain briefing from Finance Section Chief.

- Determine incident requirements for time recording function.

- Establish contact with appropriate agency personnel/representatives.

- Organize and establish time unit.

- Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.

- Ensure that all employee identification information is verified to be correct on the time report.

- Establish unit objectives, make assignments, and evaluate performance.

- Ensure that daily personnel time recording documents are prepared and compliance to time policy is met.

- Submit cost estimate data forms to Cost Unit as required.

- Provide for records security.
- Ensure that all records are current or complete prior to demobilization.
- Ensure that time reports are signed.
- Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.
- Brief Finance Section Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
- Maintain Unit Log.

Procurement/Cost Branch

The Procurement/Cost Branch is responsible for administering all financial matters pertaining to vendor contracts and collecting all cost data, performing cost effectiveness analyses, providing cost estimates, and cost saving recommendations for the incident.

The Procurement/Cost Branch Leader will:

- Obtain briefing from Finance Section Chief.
- Contact appropriate branch leaders on incident needs and any special procedures.
- Coordinate with Lake County Finance Department on cost reporting procedures.
- Obtain and record all cost data.
- Prepared resources-use cost estimates for planning.
- Prepare and sign contracts and use agreements as necessary.
- Establish contracts with supply vendors as required.

- Interpret contracts/agreements, and resolve claims or disputes.
- Finalize all agreements and contracts.
- Make recommendations for cost savings to finance section chief.
- Maintain cumulative incident cost records.
- Ensure that all cost documents are accurately prepared.
- Complete final processing and send documents for payment.
- Coordinate cost data in contracts with finance section chief.
- Complete all records prior to demobilization.
- Maintain Unit Log.

VIII. EMERGENCY SUPPORT FUNCTION (ESF) CONCEPT

The Federal Response Plan, developed in 1992, describes the basic mechanisms and structures by which the Federal Government will mobilize resources and conduct activities to augment State and Local response efforts. The Plan is designed to address the consequences of any disaster or emergency situation in which there is a need for Federal response assistance under the authorities of the Stafford Act (Public Law 93-288, as amended). The Federal Response Plan uses a functional approach to group the type of Federal assistance that is most likely to be needed, under twelve Emergency Support Functions (ESFs). Each ESF is headed by a primary agency that has been designated, and support agencies for one or more ESFs based on their role and capabilities in a disaster.

The State Legislature passed House Bill 911, which revised Florida Statute 252, the Emergency Management Act, and Senate Bill 1858, which provided a funding mechanism for improving Emergency Management capabilities statewide. The Florida Division of Emergency Management (DEM) revamped procedures to implement the ESF concept and develop one comprehensive all-hazards emergency plan. The DEM has added five additional ESFs (13-17) to the Federal Response Plan to meet needs specific to Florida.

Lake County has adopted the ESF concept to facilitate coordination with State and Federal agencies. The Lake County Comprehensive Emergency Management Plan (CEMP) contains the following ESFs:

Emergency Support Functions

ESF 1	Transportation
ESF 2	Communications
ESF 3	Public Works and Engineering
ESF 4	Firefighting
ESF 5	Information and Planning
ESF 6	Mass Care
ESF 7	Resources
ESF 8	Health and Medical
ESF 9	Search and Rescue
ESF 10	Hazardous Materials
ESF 11	Food and Water
ESF 12	Energy
ESF 13	Military Support
ESF 14	Public Information
ESF 15	Volunteers and Donations
ESF 16	Law Enforcement and Security
ESF 17	Animal Services-Animal Control
ESF 18	Finance

IX. LAKE COUNTY EMERGENCY SUPPORT FUNCTION (ESF) PRIMARY AGENCIES

- **(ESF 1) Transportation**
  ESF 1 provides overall coordination of transportation assistance to city/county departments, other governmental and private agencies, and voluntary organizations requiring transportation capacity to perform disaster missions. A primary priority of this ESF will be the coordination of evacuation transportation.
  Primary Agency - Lake Special Transport (School Board)

- **(ESF 2) Communications**
  ESF 2 will assure the provisions of required communications support to operations.
  Primary Agency – Lake County Public Safety (Emergency Communications)

- **(ESF 3) Public Works and Engineering**
  ESF 3 is responsible for emergency debris clearance, temporary construction of emergency access routes, emergency restoration of critical facilities including potable water, water supply systems, and water for firefighting; emergency demolition or stabilization of

structures deemed hazardous to public health; technical assistance and damage assessment including structural inspection. This ESF has two primary responsibilities: debris clearance and removal, and restoration of public facilities.
Primary Agency - Lake County Public Works

- **(ESF 4) Firefighting**
  ESF 4 will detect and suppress wild-land, rural and urban fires resulting from or occurring coincidentally with a disaster. All fire personnel will report to this ESF.
  Primary Agency- Lake County Public Safety (Fire/Rescue)

- **(ESF 5) Information and Planning**
  ESF 5 will collect, process and disseminate information about a potential or actual disaster to facilitate response and planning processes; forward situation reports to State Emergency Operations Center and coordinate information for press release.
  Primary Agency - Lake County Public Safety (Fire/Rescue)

- **(ESF 6) Mass Care**
  ESF 6 will coordinate efforts to provide sheltering, feeding and emergency first aid in the event of a potential or actual disaster; operate a Disaster Welfare Inquiry system regarding status of victims; and coordinate bulk distribution of emergency relief supplies to disaster victims.
  Primary Agency – American Red Cross

- **(ESF 7) Resources**
  ESF 7 will provide logistical and resource support during the response and early recovery phases to include emergency relief supplies, space, office equipment, office supplies, telecommunications, contracting services, transportation services and personnel required to support response phase activities.
  Primary Agency - Lake County Procurement Services

- **(ESF 8) Health and Medical Services**
  ESF 8 will provide a coordinated response to medical needs following a disaster; provide a structure to receive assistance from Disaster Medical Assistance Teams (DMATs) and Volunteer medical personnel.
  Primary Agency - Lake County Health Department

- **(ESF 9) Search and Rescue**
  ESF 9 activities include developing search patterns and procedures to locate disaster victims in damaged urban areas; and locating, extricating and providing for the immediate medical treatment of victims trapped in collapsed structures.

Primary Agency - Lake County Public Safety (Fire/Rescue)

- **(ESF 10) Hazardous Materials**
  ESF 10 will respond to an actual or potential discharge and/or release of hazardous materials.
  Primary Agency - Lake County Public Safety (Fire/Rescue)

- **(ESF 11) Food and Water**
  ESF 11 will identify, secure and arrange for the transportation of food and water assistance to the impacted areas to include obtaining disaster food stamp assistance.
  Primary Agency – The Salvation Army

- **(ESF 12) Energy**
  ESF 12 will facilitate restoration of energy systems following a disaster; coordinate the provisions of emergency power and fuel to support response operations as well as provide power and fuel to normalize community function.
  Primary Agency – Lake County Public Works

- **(ESF 13) Military Support**
  ESF 13 will coordinate the use of military assets in supporting all other ESFs.
  Primary Agency - Florida National Guard

- **(ESF 14) Public Information**
  ESF 14 will provide emergency information to the general public in the event of a disaster.
  Primary Agency - Lake County Health Department

- **(ESF 15) Volunteers and Donations**
  ESF 15 will expedite the delivery of donated goods and voluntary service to support relief efforts; will coordinate the operation of the Regional Relief Center. This ESF will work closely with ESF 6 and ESF 11.
  Primary Agency - Lake County Community Services

- **(ESF 16) Law Enforcement and Security**
  ESF 16 will provide command, control and coordination of all State and Local law enforcement operations.
  Primary Agency - Lake County Sheriff's Office

- **(ESF 17) Animal Services-Animal Control**
  ESF 17 will provide direction and coordination of animal issues before, during and after an actual or potential disaster situation to facilitate overall animal related activities.
  Primary Agency - Lake County Public Safety (Animal Control)

- **(ESF 18) Finance**
  ESF 18 will ensure that County employees effectively document by (fund) department, separately from normal operational expenses, disaster related costs during pre-disaster response, preliminary damage assessment and the recovery phase of a disaster; establish consistent procedures, accountability by departments and accurate documentation of disaster related expenses by location.
  Primary Agency- Lake County Budget and Administrative Services

Figure 3
Lake County Government Organization

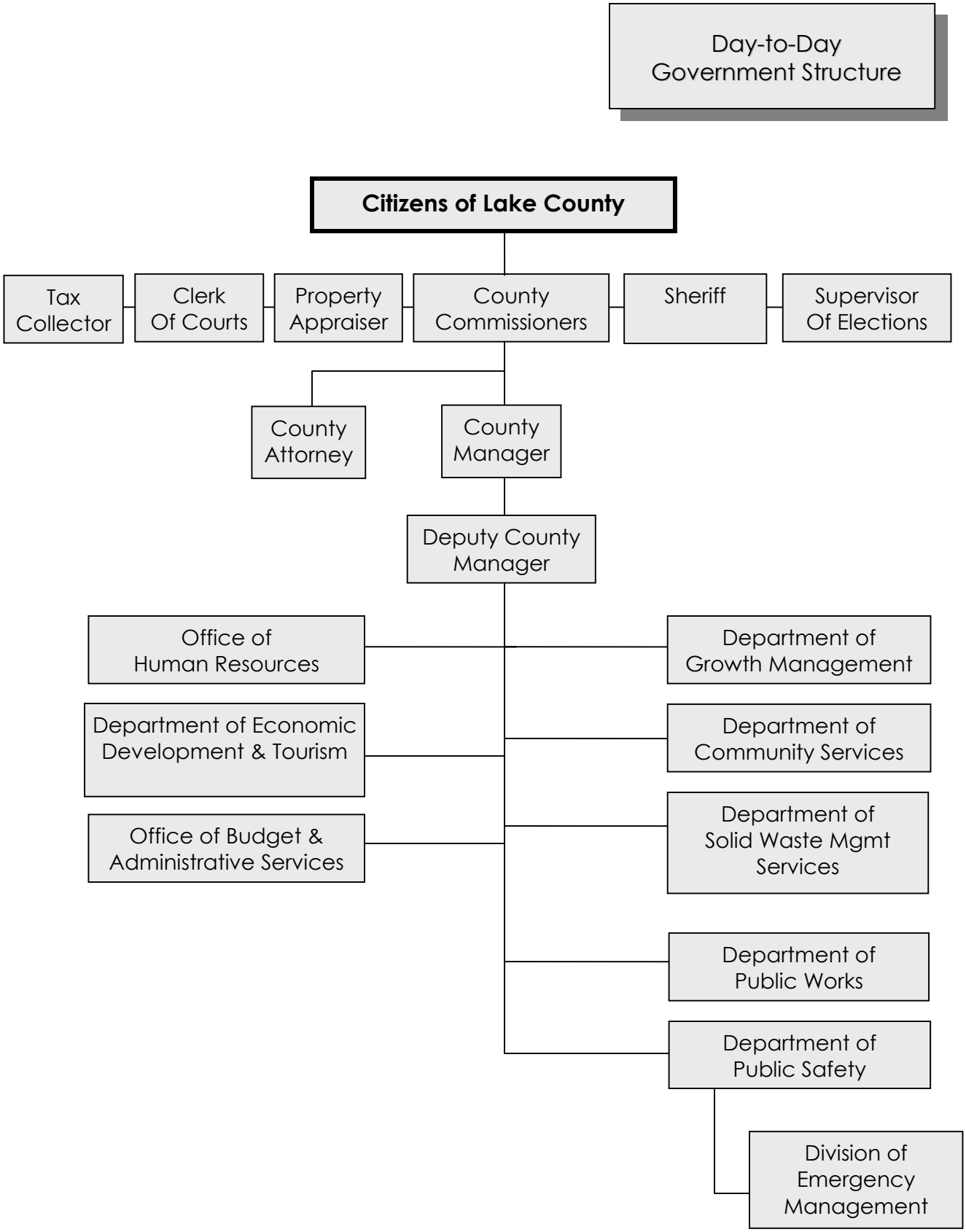


Figure 4
Lake County Emergency Operations Organization for Response

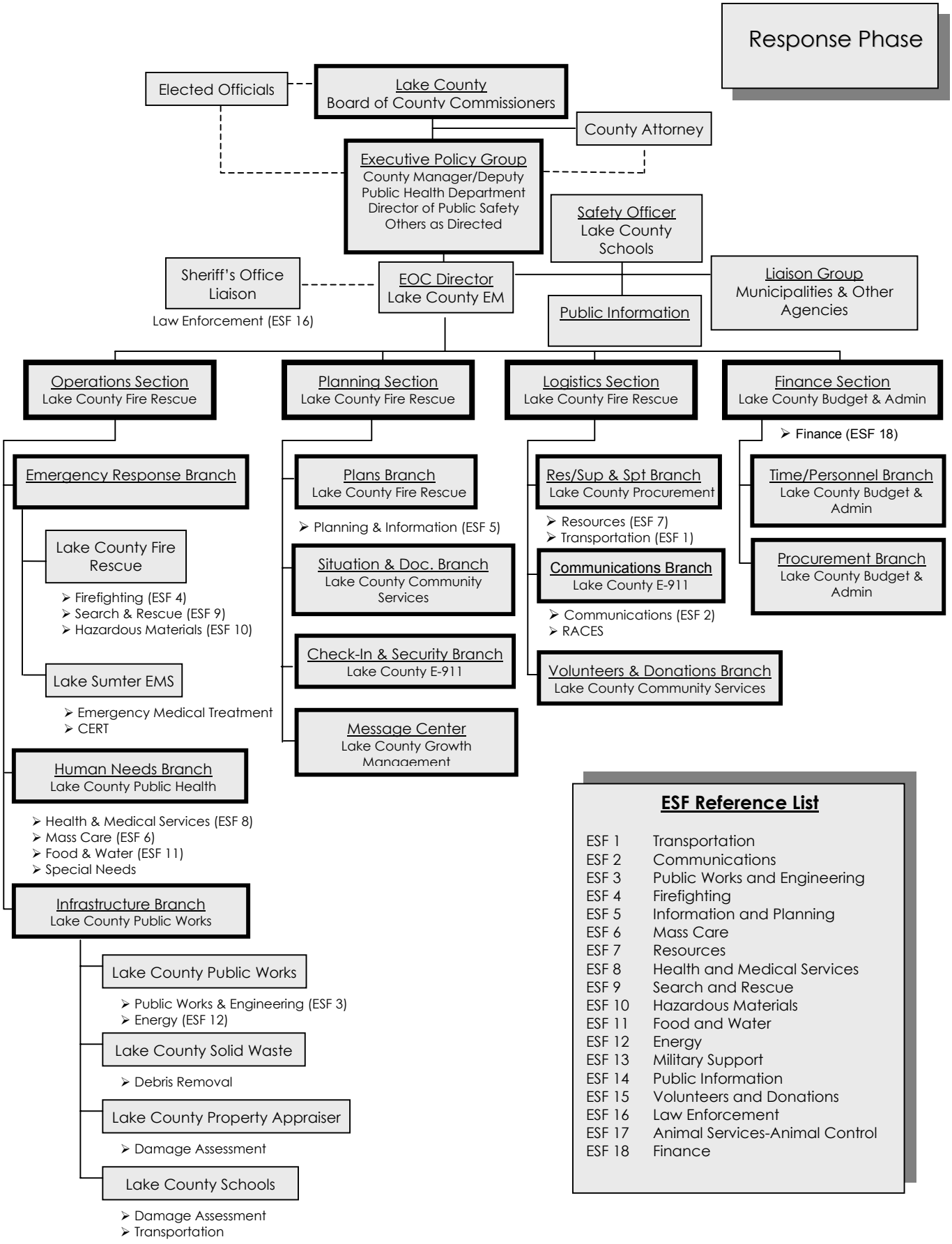
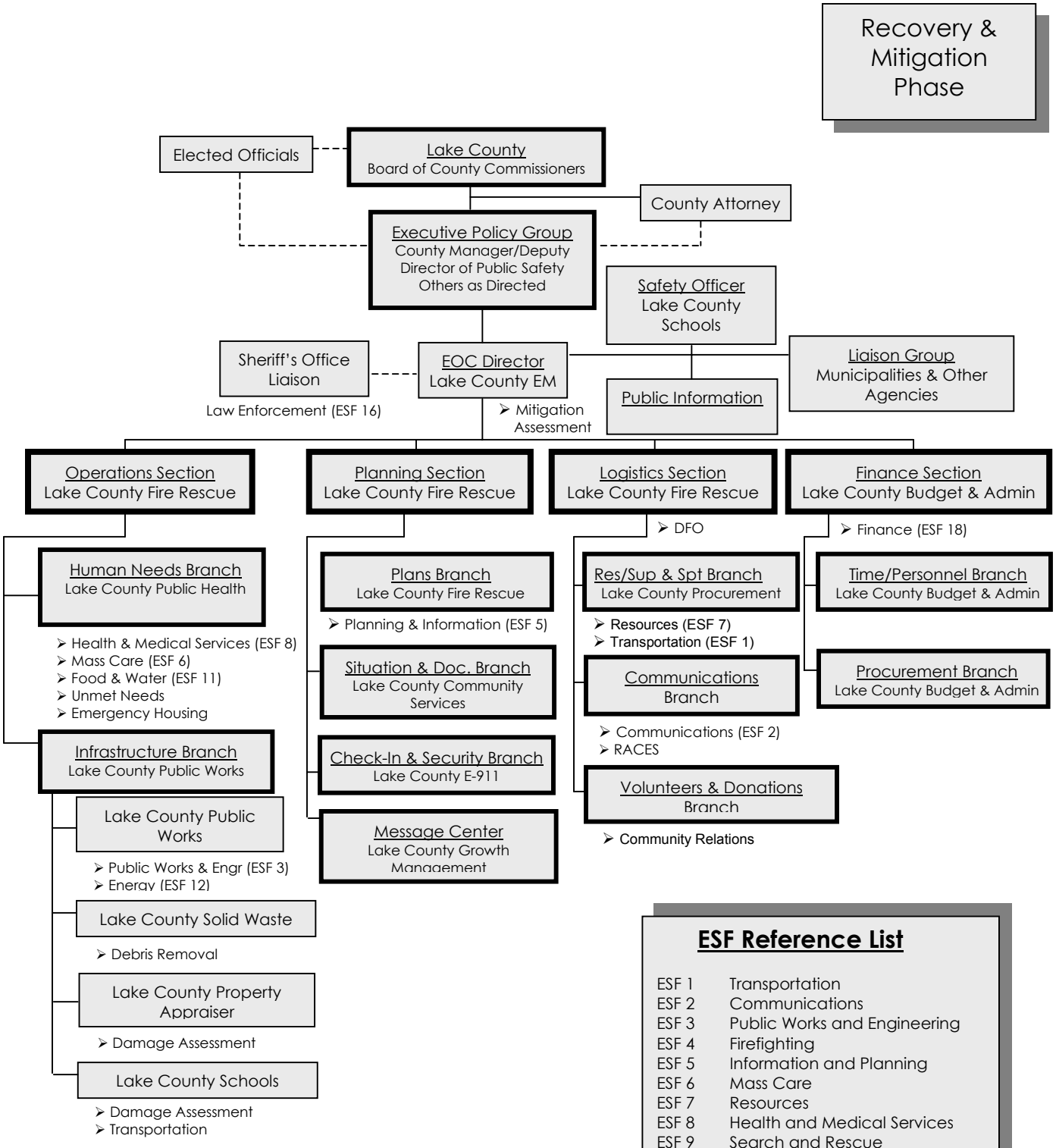


Figure 5
Lake County Emergency Operations Organization for Recovery & Mitigation



ESF Reference List

ESF 1	Transportation
ESF 2	Communications
ESF 3	Public Works and Engineering
ESF 4	Firefighting
ESF 5	Information and Planning
ESF 6	Mass Care
ESF 7	Resources
ESF 8	Health and Medical Services
ESF 9	Search and Rescue
ESF 10	Hazardous Materials
ESF 11	Food and Water
ESF 12	Energy
ESF 13	Military Support
ESF 14	Public Information
ESF 15	Volunteers and Donations
ESF 16	Law Enforcement
ESF 17	Animal Services-Animal Control
ESF 18	Finance

•Note – As the recovery effort unfolds through the different recovery periods, elements under other Functional areas may be either moved to Operations or terminated. The Recovery & Mitigation Organization will be tailored to the situation.

THIS PAGE INTENTIONALLY LEFT BLANK