FLORIDA
FIELD OPERATIONS GUIDE

Florida's Approach to All Hazards Incident Management

October 2012

FLORIDA FIELD OPERATIONS GUIDE

2012

Incident Command System Publication

A Cooperative Effort by

Florida's Emergency Management Agencies
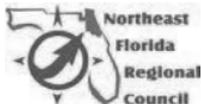
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Foreword

Florida Field Operations Guide

The first edition of Florida's all-risk emergency response field operations guide was published in 2003. The guide was the first of its kind in the nation to incorporate all facets of our emergency response program.

With today's rapidly evolving world of emergency response, it is necessary to update this document on a regular basis. Once again, the response disciplines of the State Working Group for Domestic Preparedness have come together to provide input for this guide.

Particular attention has been paid to assure this document meets the Federal requirements set forth by the Department of Homeland Security, Presidential Policy Directive 8 and for the implementation of the National Incident Management System (NIMS).

Florida remains the lead in developing an Operating Guide used for all hazards encountered by any jurisdiction in the State.

The State of Florida thanks all emergency response disciplines involved with the development and revision of the Guide.

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Chapter 1

Introduction

INTRODUCTION

Purpose and Focus of the Florida Operations Guide (FOG)

The purpose of the FOG is to provide guidance and serve as a next step for coordination and command personnel being assigned to a response. It is not intended to provide detailed Incident Command System (ICS) understanding. Persons using this guide are assumed to have completed the appropriate level of National Incident Management System (NIMS) and ICS training to perform their assigned duties and tasks. Reading this guide will provide a refresher on key concepts and ensure understanding of Florida's unique response structure. A review of this document will provide the reader with appropriate ICS to understand their role in the response, what their primary responsibilities encompass and to whom they report.

Florida's Structure

Florida uses an "all events are locally managed" approach. Through this concept, the local county Emergency Operations Center (EOC) coordinates and supports all personnel and resources involved in an incident within its County. The County EOC is supported by the State EOC, which has a series of forward elements available to support the local government. Each forward element brings with it more resources, unifies and/or coordinates with earlier forward elements and provides for an increasing presence in the County.

State forward elements include Regional Multi Agency Coordination system (MAC), Regional Task Force, State Management Team, and the Forward State Emergency Response Team.

The State is in turn supported by the Federal response and the Federal response elements are immediately unified with their State counterparts to ensure maximum coordination, which includes the State Coordinating Officer (SCO) and the Federal Coordinating Officer (FCO). This process ensures that the Federal and State coordinators identify resources needed to support the local response. The joining of counterparts reduces time required to collaborate and minimizes the duplication of effort, while increasing overall coordination. The State EOC structure is built around an Emergency Support Function (ESF) based system, with ESFs and Branches formed in the ICS structure.

Florida is divided into seven emergency response regions. Each region has a series of coordination elements to aide in preparedness and response. The Florida Division of Emergency Management has a Regional Coordinator for each Region, to liaise with the local county Emergency Management office. Each region also contains a Regional Domestic Security Task force that assists in coordinating pre-disaster training and equipment, and will take a leading role during a terrorism response.

Florida's Resources

Florida uses several tools to coordinate support to the local county EOC. More information on each of these resources can be found in the Tools, Resources, and Information chapter (10E). These include:

EM Constellation: A Statewide messaging system designed to track local needs, tasking and resource allocations. This software is web based and accessed through the County EOC. The State EOC uses this system to coordinate resources based on EM Constellation messages received.

GATOR: A Statewide situational awareness tool. This web-based tool provides critical information in a visual format that allows for a statewide understanding of the current situation.

Statewide Response Plan: A uniform plan used throughout the State to ensure mutual aide responders are able to integrate into the local response seamlessly.

Florida Statewide Mutual Aid System: Each county in the State is a signatory to the Statewide Mutual Aide Agreement, which allows local jurisdictions to obtain assistance across county lines through a local request. It also facilitates the ability of every county to render assistance through a request from the State EOC. When the State EOC cannot fill requests by utilizing resources within the State, they will frequently use the Emergency Management Assistance Compact (EMAC) to locate and obtain resources from other States to assist the local response.

USNG: As directed in the Florida Comprehensive Emergency Management Plan (CEMP), the State of Florida has adopted the

U.S. National Grid (USNG) for use during response and recovery efforts. The USNG is the geographic grid reference system identified by the National Search and Rescue Committee as the primary catastrophic incident search and rescue geo-referencing system that must be used by federal land Search and Rescue (SAR) responders, including the land SAR & aerial SAR interface. The Chairman of the Joint Chiefs of Staff of the DoD has directed use of the USNG by the military in support of homeland security and homeland defense in Directive CJCSI 3900.01C.

How to Use This FOG

This document's structure provides a reference to Florida operating procedures and response structures. By reviewing the relevant sections, responders should be able to re-familiarize themselves with the roles and responsibilities they will need to complete assignments. The FOG is not intended to provide a complete documentation of NIMS and the ICS system, which is the foundation of Florida Response, but to provide guidance for recently activated personnel to understand Florida response elements. Responders should refer to the NIMS Emergency Responder Field Operations Guide for a review of NIMS ICS during the management of an incident and event planning. The following organizational chart represents the overall Florida Response Structure; additional elements will fit into or supplement this structure.

The document, when viewed in a digital version, contains links to more detailed procedures, subject area Standard Operating Procedures (SOP) and subject-specific Field Operations Guides. Please note some links will require password based access to sensitive response procedures.

Figure 1 – The Florida Response Structure

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Chapter 2—Common Responsibilities

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Chapter 2

Common Responsibilities

GENERAL

Check-In

Upon arrival at an incident or work location, all resources are required to check in. Doing so enhances responder safety, supports the provision of logistical support for the resource, ensures that compensation is provided for, initiates the personnel accountability process, and maximizes the resource's effectiveness during the assignment. It is also an opportunity for the resource to be given an initial incident assignment. Check-In is typically documented on an Incident Check-In List (ICS 211).

Incident Action Plan (IAP)

Incident/event operations should be directed and coordinated as outlined in the IAP. Any significant deviation from a signed IAP should be approved by the Operations Section Chief, communicated to and approved by the Incident Commander (IC), and then communicated to the Planning Section Chief for documentation on the official version of the IAP. Personnel accountability procedures for operational resources should be documented in the IAP.

Unity of Command

In order to prevent accountability breakdowns, each individual assigned to an ICS incident position shall report to only one supervisor.

Span of Control

Supervisors should be able to adequately supervise, communicate with, manage, and control all personnel under their supervision. Span of control may vary between 3 and 7 personnel per supervisor, with a recommended ratio of 1 supervisor to 5 subordinates.

Resource Tracking

Supervisors should record resource status changes as they occur and report those changes to the Resources Unit. Accountability is dependent upon the incident management organization having a standard resource tracking method.

ICS Personnel Common Responsibilities

The following is a checklist of responsibilities that are applicable to all ICS personnel:

- a. Receive assignment from home agency, including:
  - Job assignment (designation, position, etc.)
  - Brief overview of the incident
  - Resource order number and incident number
  - Travel instructions including reporting location(s), time, and authorized travel methods
  - Any special communications instructions
  - Assess personal equipment readiness for specific incident and climate (e.g., medications, money, medical record, approved electronic devices such as cellular telephones and computers, etc.).
  - Assemble items for travel and personal support
  - Inform necessary individuals as to incident assignment and contact information
- b. Upon arrival at the incident, check in at one of the following designated check-in locations:

- Incident Command Post (ICP)
- Incident Base or Camp
- Staging Areas, or
- Helibases

Note: If instructed to report directly to a tactical/line assignment, check in with the Division/Group Supervisor or the Operations Section Chief. As soon as feasible, follow up with the Resources Unit or one of the other check-in locations.

   c. If instructed to report to an EOC or other administrative post, check in as directed.
   d. Receive briefing from immediate supervisor and document briefing on an Activity Log (ICS 214).
   e. Responders from assisting and mutual aid agencies and organizations are provided with tactical supervision as noted in the IAP. Acquire work materials.
   f. Participate in *Incident Management Team* meetings and briefings as appropriate.
   g. Ensure compliance with all safety practices and procedures. Report unsafe conditions to those potentially affected, through the chain of command, and/or to the Safety Officer.
   h. Supervisors: Maintain accountability for assigned personnel with regard to exact location(s), personal safety, and welfare at all times, especially when working in or around incident operations.
   i. Know the assigned communications frequencies, methods and procedures for the area of responsibility, and ensure that communications equipment is operating properly.
   j. Use plain language/clear text and ICS terminology (no codes) in all radio communications.
   k. Complete forms, reports, and Activity Logs (ICS 214) that are required of the assigned position and ensure proper

      disposition of incident documentation as directed by the Documentation Unit.

l.   Report any signs/symptoms of extended incident stress, injury, fatigue, or illness to a supervisor.

m. Brief/debrief replacement about ongoing operations when relieved.

n.   Complete demobilization checkout process before being released from the incident, including the return of all equipment.

o.   Participate in after-action activities as directed.

Leadership Responsibilities

A number of responsibilities are unique to each ICS Unit Leader position, but some are common to all ICS Unit Leaders in any part of the ICS organization. The common responsibilities of Unit Leaders are listed below. These responsibilities will not be repeated in any Unit Leader Position Checklists in subsequent chapters.

Unit Leader Responsibilities

a.   Review Common Responsibilities (page 2-18).

b.   Determine current status of Unit activities and personnel. Determine resource needs.

c.   Request additional resources, as needed. Confirm dispatch and estimated time of arrival of staff, equipment, and supplies.

d.   Assign specific duties to staff and supervise staff.

e.   Provide Supply Unit Leader with a list of supplies to be replenished and equipment to be repaired.

f.   Complete Incident Personnel Performance Rating (ICS 225), if required.

g.   Attend incident-planning meetings, as required.

h. Develop and implement accountability, safety and security measures for personnel and resources.
i. Supervise demobilization of unit, including storage of supplies.
j. Maintain unit records, including Unit/Activity Log (ICS Form 214).

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Chapter 3—Personnel Incident Safety

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Chapter 3

Personnel Incident Safety

INTRODUCTION

One of the most important issues facing the Incident Commander is personnel safety and accountability at the scene of emergencies. The top priority in every emergency is the safety of personnel.

Risk management evaluations should be constantly applied during an all-hazards incident response. In many cases, all-hazard response personnel may be assigned to a mission that could involve exposures that are unknown or unrecognized prior to their arrival on site. These hazards must be evaluated and mitigated in order to protect personnel.

Hazards which could be encountered may include: sewage; chemicals; biological wastes; downed power lines; poor or no communications; poisonous plants, animals and insects; mold; fungus; human and animal remains; exposure to infectious diseases; lack of traffic control; additional storms; and exposure to disaster victims often in desperate situations.

All teams should develop and utilize an emergency medical plan and it is the responsibility of the Incident Commander to ensure that all team members understand the procedures to implement the plan.

*Procedures for Identification
and Management of Life Hazards*

Incident Commanders are responsible for the safety of all incident personnel and may have to take action to protect personnel from life threatening conditions that on-scene personnel and other responders do not have the capabilities, tools, or training to mitigate immediately. This responsibility begins with ensuring a Safety Officer is appointed.

Whenever a life hazard or an immediate threat to the health and safety of incident personnel is present at an incident, any person who recognizes the potential life hazard shall immediately implement the emergency plan or contact the Incident Commander using EMERGENCY TRAFFIC to advise of the situation. Included in the Emergency Traffic notification:

- Type/Nature of the hazardous condition (downed electrical wires, imminent building collapse, etc.)
- Specific location
- Resource needs
- Any immediate exposure needs or issues

The Incident Commander shall request the appropriate resources or agency to respond to the incident to evaluate and mitigate the life hazard (i.e., Utility Company, Structural Engineer, etc.) and assign a lookout or Assistant Safety Officer until the Life Hazard is mitigated.

Personnel Emergencies

In an incident, where a threat to life or serious injury is imminent or involved, any unit involved with the incident will/can implement emergency communications procedures. The purpose of these procedures is to enable personnel to expedite the handling of the emergency. The following procedures will apply:

- The emergency will be denoted by transmitting "EMERGENCY TRAFFIC" followed by a brief announcement to the effect that a serious incident is in progress or imminent and only essential radio traffic will be transmitted.
- When the emergency announcement has been transmitted, all units will refrain from using the radio except for transmitting information directly related to the emergency. Units not directly involved in the emergency will locate the nearest safe zone and standby to assist as necessary.
- The Incident Commander (or designee) will assess the situation, determine the assistance required at the incident, and initiate requests through dispatch or by cell phone as required by the situation. Directions to the incident location will be communicated clearly and concisely to the dispatch center.
- When the emergency is concluded the Incident Commander (or designee) will transmit an "All Clear" over the tactical channel in use and notify Dispatch. Dispatch will then transmit an "All Clear" over all Field Unit Repeaters.

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Chapter 4—Command and Coordination Structure

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Chapter 4

Command and Coordination Structure

ORGANIZATION CHART

Figure 2 – Organization Chart: Command & Coordination
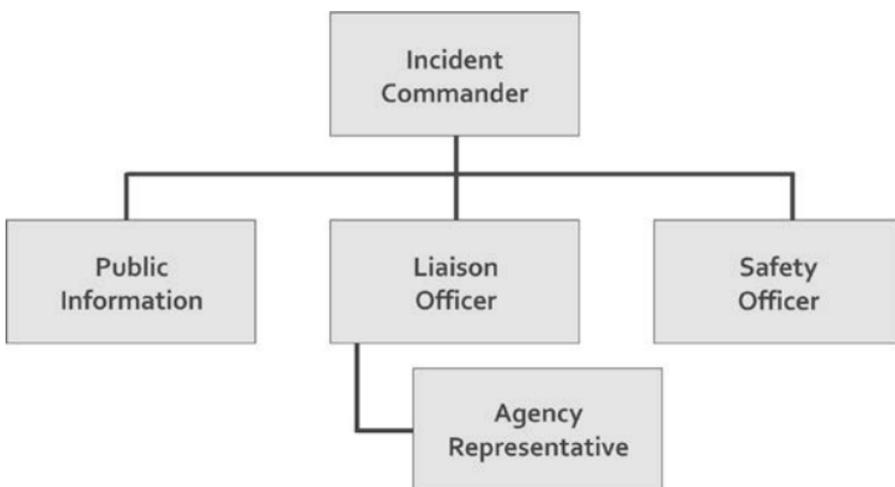
Position Checklists

Incident Commander: The Incident Commander's responsibility is the overall management of the incident. On most incidents, a single Incident Commander carries out the command activity. The Incident Commander is selected by qualifications and experience.

The Incident Commander may have a deputy, who could be from the same agency, or from an assisting agency. Deputies may also be used at section and branch levels of the ICS organization. Deputies must have the same qualifications as the person for whom they work, as they must be ready to take over that position at any time. Duties include:

a. Review Common Responsibilities (page 2-18).
b. Assess the situation and/or obtain a briefing from the prior Incident Commander.
c. Determine Incident Objectives and strategy.
d. Establish the immediate priorities.

Public Information Officer: The Public Information Officer is responsible for the development and release of information about the incident to the media, incident personnel, and other appropriate agencies and organizations.

Only one Public Information Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Information Officer may have assistants as necessary, and they may represent agencies or jurisdictions that have a role in the incident.

Agencies have different policies and procedures relative to the handling of public information. The following are the major responsibilities of the Public Information Officer, which are generally applicable to any incident:

a. Review Common Responsibilities (page 2-18).
b. Determine from the Incident Commander if there are any limits on information release.
c. Develop material for use in media briefings and releases.
d. Obtain Incident Commander's approval of media releases.

Joint Information System (JIS) and Joint Information Center (JIC) Intent and Purpose

The intent and purpose of organizing a JIC is to support impacted communities by providing public information to allow them to make

informed decisions and to avoid unnecessary risks. The guidelines provide an organizational process and structure to pre-identify trained and qualified PIOs from statewide jurisdictions and disciplines, when requested or directed, may be deployed to support local jurisdictions in their efforts to coordinate press and public information during an emergency. Florida Statute 943 indicates that the Florida Department of Law Enforcement has the lead responsibility for terrorism-based events. In all other events, the local EOC provides the Lead PIO.

Definition of the Joint Information System (JIS) and Joint Information Center (JIC)

The Public Information Joint Information System (JIS) is the organizational model and process for providing pre and post event emergency communications support for impacted communities. The system is designed to promote consolidated public information through inter-agency cooperation. Florida is governed by the Florida Comprehensive Emergency Plan (CEMP), which is comprised of local governments including the Emergency Operation Centers (EOC), the State EOC, representatives of federal agencies and the seven Regional Domestic Security Task Forces (RDSTF). The Joint Information Center (JIC) is the designated location from which public information is written and distributed. The JIC should be established at a location pre-determined by the local jurisdiction(s). Those in the JIC should work closely with the local EOC and liaison(s). The JIC functions best when all components are co-located in a single location. The designated site should be evaluated to ensure that it is large enough accommodate sufficient staff, telecommunications equipment and computer support. If circumstances prohibit co-location, the JIC components can operate

from different physical locations as long as the organizational integrity is maintained; operational support is available and the chain-of-command is adhered to.

The JIC is responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements. The JIC develops accurate and complete information on the incident's cause, size, and current situation; resources committed; and other matters of general interest for both internal and external communication. The JIC may also perform a key public information-monitoring role.

Key elements include the following:
- Inter-agency coordination and integration
- Developing and delivering coordinated messages
- Support for decision-makers
- Flexibility, modularity, and adaptability

JIC Organization Structure *(Figures 3 & 4)*
The JIC organizational structure set forth and defined below is the recommended footprint for use by local jurisdictions and RDSTF Public Information Officers to manage large-scale events or catastrophic incidents. The structure is scalable and flexible, which means that the functional components contained within the JIC can be established, as needed, and expanded or contracted to match the information needs of the event or incident.

The JIC structure works equally well for a local a PIO, EOC, MAC, Area Command or any other coordination entity. Accordingly, the three organization charts depict JIC structures at various levels of operation within the Florida EOC activation system.

Local jurisdictions that do not possess sufficient number of trained personnel to staff a full function JIC may use resources from other local jurisdictions or request JIC staff support from the County EOC.

Local JIC Organization
Note: JIC can be established using only the components required to support the incident.

Figure 3 – Local JIC Organization
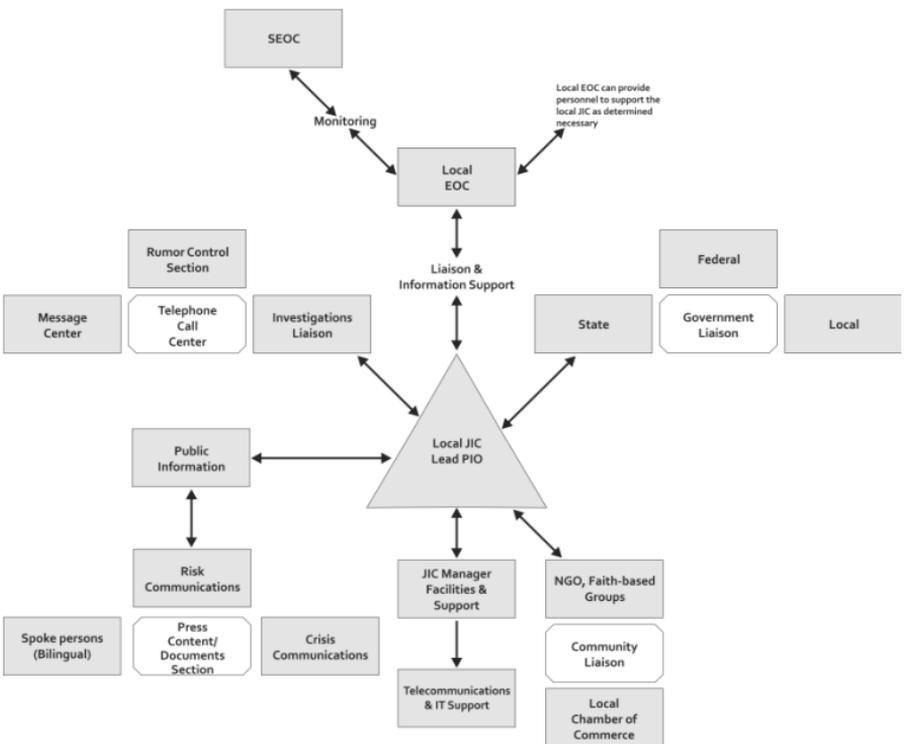
JIC Minimum Staffing

Figure 4 – JIC Minimum Staffing
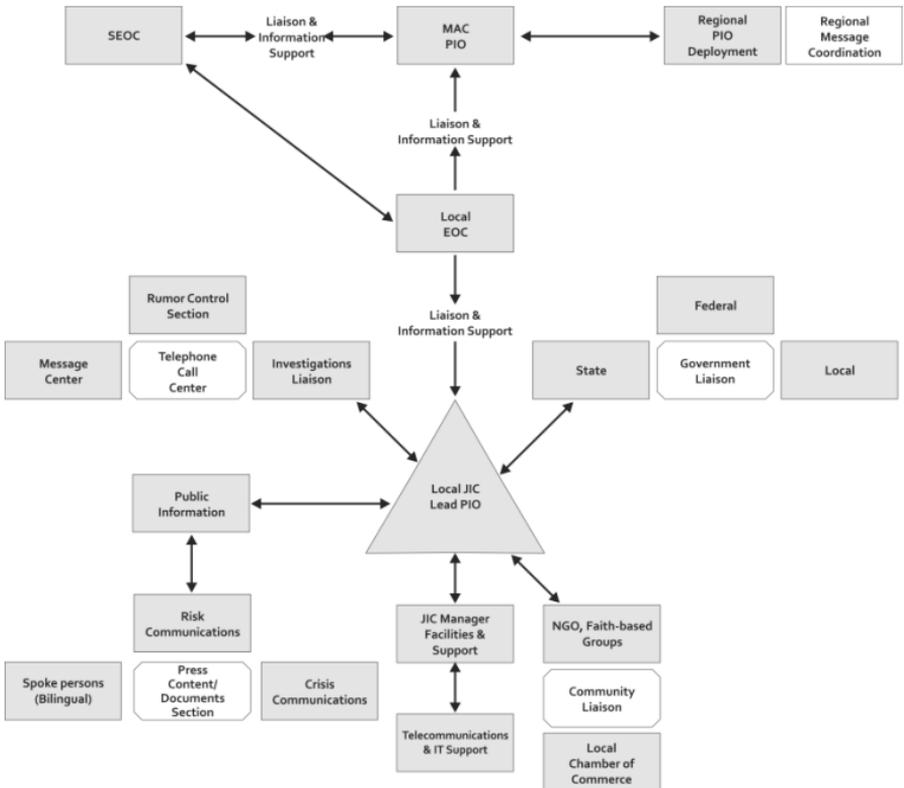
Each JIC will consist of representatives of the primary agencies affected by the incident, members of the task force and additional support staff deemed necessary depending on the nature of the incident or event. Each JIC will have a designated JIC Manager to support the Lead PIO. Pre-designated individuals will be trained to fill key positions from local jurisdictions and each RDSTF.

The following positions are recommended:

- Public Information Officer (Local Jurisdiction-Lead PIO for the JIC)
- MAC Public Information Officer (RDSTF Liaison to the JIC)
- JIC Manager
- Telephone Manager
- Rumor Control Officer
- Community Liaison Officer
- Government Liaison Officers
- Content Experts Coordinator (Chemical, Biological, Public Health, Hazardous Devices, etc.)

JIC Procedures

Each organization covered by the JIC protocol should develop procedures and specific action-oriented checklists for use during incident management operations to accomplish its assigned tasks. Procedures are documented and implemented with:

- Checklists, resource listings, maps, charts, and other pertinent data
- Mechanisms for notifying staff and processes for obtaining and using equipment, supplies, and vehicles
- Methods of obtaining mutual aid
- Mechanisms for reporting information to organizational work centers and EOCs
- Communications operating instructions, including connectivity with private-sector and non-governmental organizations
- Procedures for the mobilization, staffing, and operation of a Mobile JIC, if available within the region

Liaison Officer: Incidents that are multi-jurisdictional, or have several agencies involved, may require the establishment of the Liaison Officer position on the Command Staff.

   a. Only one Liaison Officer will be assigned for each incident, including incidents operating under Unified Command and multi-jurisdiction incidents. The Information Officer may have assistants as necessary and they may represent agencies or jurisdictions that have a role in the incident. The Liaison Officer is the contact for all representatives assigned to the incident by supporting agencies, outside those involved in a Unified Command. Chief responsibilities of the Liaison officer include:
   • Identify stakeholders within the affected local government
   • Be a conduit of information between the team and the key stakeholders.
   b. Review Common Responsibilities(page 2-18)
   c. Be a contact point for Agency Representatives
   d. Maintain a list of assisting and cooperating agencies and Agency Representatives

Agency Representatives: In many multi-jurisdiction incidents, an agency or jurisdiction will send a representative to assist in coordination efforts.

An Agency Representative is an individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident.

Agency Representatives report to the Liaison Officer or to the Incident Commander in the absence of a Liaison Officer and have the following responsibilities:

a. Review Common Responsibilities (page 2-18).
b. Ensure that all agency resources are properly checked in at the incident.
c. Obtain briefing from the Liaison Officer or Incident Commander.
d. Inform assisting or cooperating agency personnel on the incident that the Agency Representative position for that agency has been filled.

Safety Officer: The Safety Officer's function is to develop and recommend measures for assuring personnel safety, and to assess and/or anticipate hazardous and unsafe situations.

Only one Safety Officer will be assigned for each incident. The Safety Officer may have assistants as necessary, who may represent assisting agencies or jurisdictions. Safety assistants may have specific responsibilities such as air operations, hazardous materials, etc., and shall:

a. Review Common Responsibilities (page 2-18).
b. Participate in planning meetings.
c. Identify hazardous situations associated with the incident.
d. Review the Incident Plan for safety implications.
e. Exercise emergency authority to stop and prevent unsafe acts.

State Management Teams

The State Management Team (SMT) is the most common Florida forward element and serves as the forward coordinating element for

the State Emergency Response Team (SERT) and the State Coordinating Officer (SCO). There are currently five SMT's within the State the SERT Chief can employ. In this role, they will provide situational awareness and operational planning to the SERT and the SCO by incorporating information collected from the State Emergency Operations Center (SEOC), County EOC's, local agencies, and SMT reconnaissance. The SMT will also supply all necessary logistical support to the SERT and SCO for forward deployment. Further, the SMT, in coordination with SERT Liaisons may be tasked with assisting the State Emergency Response Team (SERT) Chief with other missions as assigned by the SEOC.

Missions to Be Achieved By the State Management Team
State Management Teams have six predefined missions they may be assigned.

   a. Support the SERT and the SCO in forward deployment.
   b. Provide direct coordination with, and support to assigned SERT liaisons.
   c. Support the Recovery process to include the initial coordination and staffing for the Joint Field Office (JFO).
   d. Support the State Logistics Resource Center (SLRC).
   e. Provide initial support for a larger forward Coordinating Element (Forward-SERT).
   f. Support for Natural, Technological, and Man-made events to include the nuclear power plants.

Details for each Mission type can be found in the "Florida SERT– State Management Team Standard Operating Guidelines"

Command & Coordination Responsibilities of the SMT
   a. Think and act strategically in accordance with mission dictates.

b. Provide clear, strong, and effective communication to the SMT and mission participants.

c. Facilitate a collaborative atmosphere.

d. Adapt actions and SMT activities to the assigned mission's needs.

e. Be cognizant of both the current operational needs of the mission, as well as event's political context, local, state, and federal.

f. Delegate authority as necessary in order to accomplish the mission.

g. Contact SMT members for deployment.

h. Implement the assigned SMT Mission, and complete the established mission priorities.

i. Establish an appropriate SMT Command Post that will meet both the current mission needs as well as potential requirements.

j. In accordance with the mission requirements, coordinate the activities of the SMT with appropriate key officials– local, state, and federal.

k. Establish an SMT organizational structure as necessary to support the mission, and request additional staffing and assets if required.

l. Ensure that the SMT is conducting comprehensive planning in support of the mission requirements. This includes:
    •   Conducting reconnaissance in order to develop situational awareness
    •   Liaise with other agencies
    •   Holding SMT planning meetings, and
    •   Develop and approve SMT Incident Action Plan (IAP).

m. Review and approve all SMT procurements and requests for additional assistance.

n. In accordance with the assigned tasking, keep the SEOC informed on both the SMT and mission status.

   o. Authorize the release of information to the media in support of mission tasking.
   p. Ensure that the SMT is implementing adequate safety measures.
   q. Direct the demobilization to the SMT when ordered or the mission has been completed.

Regional Multi-Agency Coordination (MAC)

The mission of Florida's Regional MAC Groups, though rarely used, is to function as a regional coordination entity to support the local Incident Command in coordination with the County Emergency Operations Centers (CEOCs) and the SEOC, by assisting with the identification and deployment prioritization of regional resources, in multi- county incidents.

MAC Groups are all-hazards, multi-discipline, multi-jurisdictional regional resource-coordinating elements generally comprised of regional representatives from un-impacted jurisdictions, or first responder disciplines whose resources are committed to the incident.

When activated, each MAC Group will be organized according to the Florida Emergency Support Function (ESF) structure and will coordinate with the CEOCs and the SEOC, to provide resource coordination and support within its designated region. MAC Groups will primarily coordinate the initial emergency services resource response for ESFs 4, 9, 8, 10 and 16, and other ESF assets as assigned.

Missions to Be Achieved By Regional MAC
   a. **ACTIVATE** and operate in support of the incident,

b.   **ASSESS** the situational impact and need for resources,
c.   **REPORT** situational awareness to the SEOC,
d.   **COORDINATE** the regional response deployment and demobilization, and
e.   **DEPLOY** regional State assets to augment local resources in coordination with CEOC

The MAC Group, in conjunction with local emergency managers, will evaluate available resources in the affected area and coordinate the request and deployment of in-region assets. If the event exceeds the resources available at the regional level, the MAC Group shall coordinate requests for additional out-of-region resources with the CEOC and the SEOC. Multi-agency coordination will not supersede the municipal, county, or state operations plans, nor will it direct local agency efforts. The MAC Group is NOT designed to replace tactical Incident Command or function as an Incident Management Team (IMT). A MAC may be absorbed by a SMT or FSERT.

Details for each Mission type can be found in the "Florida – Regional Multi-Agency Coordination Group–Standard Operating Guidelines".

Regional Asset Deployment Philosophy
Regional assets will be deployed, as needed, to augment local response consistent with direction provided by the State's Comprehensive Emergency Management Plan (CEMP). The MAC Group or Area Command, in conjunction with local EOCs, will monitor the deployment of local assets or those requested through Mutual Aid in accordance with existing plans.

Forward SERT

The Forward State Emergency Response Team (FSERT) serves as the forward coordination element of the State Emergency Response Team (SERT) under the command of the Deputy State Coordinating Officer (SCO). It operates as the State Emergency Operations Center (SEOC) under the coordination of the FSERT Chief within the predefined area of operation with fully delegated authority to manage all missions and resources on behalf of the SERT. The FSERT provides resources and technical assistance in support of local tactical operations.

Missions to Be Achieved By Forward SERT

   a. Coordinate decision-making support to the impacted local leadership.
   b. Resources Management
   c. Technical Assistance and decision making coordination
   d. Situational Awareness
   e. Information Coordination.
   f. Support for Natural, Technological, and Man-made events to include the nuclear power plants.

The FSERT is the highest-level field coordination element that the State of Florida utilizes. Once assigned an area of operation, the FSERT operates in support of local response operations and does not take over command and control of any response operation. The FSERT will absorb all other coordinating elements operating within the area of operations. Details for each Mission type can be found in the "Florida SERT–Forward SERT Standard Operating Guidelines".

Emergency Support Functions

The State EOC structure is built around an Emergency Support Function (ESF) based system, with ESFs and Branches formed in the ICS structure.

The following table lists the name and branch of the Emergency Support Functions in the State Emergency Operations Center.

ESF1 Transportation -O/I

ESF2 Communications -O/I

ESF3 Public Works & Engineering -O/I

ESF4 Firefighting -O/ES

ESF5 Plans -P

ESF6 Mass Care -O/HS

ESF7 Resource Management -L

ESF8 Health & Medical Services -O/ES

ESF9 Search & Rescue -O/ES

ESF10 Environmental Protection -O/ES

ESF11 Food & Water -O/HS

ESF12 Energy -O/I

ESF13 Military Support

ESF14 External Affairs - Public Information

ESF15 Volunteers & Donations -O/HS

ESF16 Law Enforcement & SECURITY -O/ES

ESF17 Animal & Agricultural Issues -O/HS

ESF18 Business, Industry & Economic Stabilization -P

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Chapter 5—Operations

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Chapter 5

Operations

ORGANIZATION CHART

Figure 5 – Organization Chart: Operations
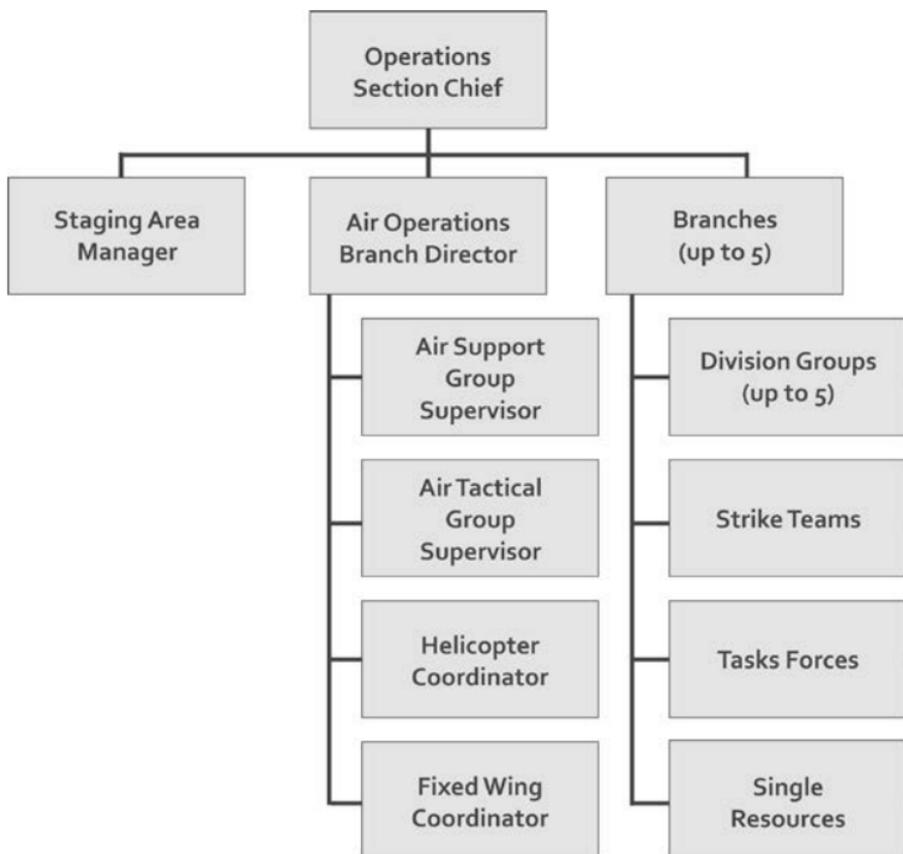
Position Checklists

Operations Section Chief: a member of the general staff responsible for the management of all operations directly applicable to the primary mission. The Operations Chief activates and supervises 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, releases resources, makes expedient changes to the incident action plan as necessary; and reports such to the incident commander. The Operations Section Chief shall:

    a. Review Common Responsibilities (page 2-18).
    b. Develop operations portion of incident action plan.
    c. Brief and assign operations section personnel in accordance with incident action plan.
    d. Supervise operations section.
    e. Determine need and request additional resources.

Deputy Operations Section Chief: the Deputy Operations Section Chief should have the same qualifications as the Operations Section Chief and shall:

    a. Be prepared to assume the role operations section chief.
    b. Assist in maintaining mission flow and documentation.
    c. Keep EM Constellation (and other mission tracking systems) updated and accurate.

Branch Director: the Branch Directors when activated, are under the direction of the operations section chief, and are responsible for the implementation of the portion of the incident action plan appropriate to the branches. The Branch Director shall also:

    a. Review Common Responsibilities (page 2-18).
    b. Develop with subordinates alternatives for branch control operations.
    c. Attend planning meetings at the request of the operations section chief.

    d.   Review division/group assignment lists (ICS form 204) for divisions/groups within branch. Modify lists based on effectiveness of current operations.

    e.   Assign specific work tasks to division/group supervisors.

    f.   Supervise branch operations.

    g.   Resolve logistical problems reported by subordinates.

    h.   Report to Operations Section Chief when incident action plan is to be modified; additional resources are needed; surplus resources are available; hazardous situations or significant events occur.

    i.   During wildfire deployments, respond to incidents that occur within the branch to ensure firefighter safety.

    j.   Approve accident and medical reports (home agency forms) originating within the branch.

    k.   Maintain unit/activity log (ICS form 214).

    l.   Review and approve Crew Time Reports (CTS) and equipment shift tickets for subordinates assigned

Division/Group Supervisor: reports to the Operations Section Chief (or Branch Director when activated). The Supervisor is responsible for the implementation of the assigned portion of the incident action plan, assignment of resources within the division/group, and reporting on the progress of control operations and status of resources within the division/group. The Supervisor shall:

    a.   Review Common Responsibilities (page 2-18).

    b.   Implement incident action plan for division/group.

    c.   Provide incident action plan to strike team/task force leaders, when available.

Strike Team/Task Force Leader: reports to a Division/Group Supervisor and is responsible for performing tactical assignments tasked to the strike team or task force. The Leader reports work progress, resources status, and other important information to a

Division/Group Supervisor, maintains work records on assigned personnel, and shall:

    a. Review Common Responsibilities (page 2-18).
    b. Review assignments with subordinates and assign tasks.
    c. Monitor work progress and make changes when necessary.
    d. Coordinate activities with adjacent strike teams, task forces, and single resources.
    e. Travel to and from active assignment area with assigned resources.

Single Resource: the person in charge of a single tactical resource will carry the unit designation of the resource, and:

    a. Review Common Responsibilities (page 2-18).
    b. Review assignments.
    c. Obtain necessary equipment/supplies.
    d. Review weather/environmental conditions for assignment area.
    e. Brief subordinates on safety measures.

Staging Area Manager: the staging area manager is responsible for managing all activities within a staging area, including:

    a. Review Common Responsibilities (page 2-18).
    b. Proceed to staging area.
    c. Establish staging area layout.
    d. Determine any support needs for equipment, feeding, sanitation, and security.
    e. Establish check-in function as appropriate.
    f. Post areas for identification and traffic control.

Air Operations Branch Director: the air operations branch director, who is ground based, is primarily responsible for preparing the air

operations portion of the incident action plan. The plan will reflect agency restrictions that have an impact on the operational capability or utilization of resources (e.g., night flying, hours per pilot). After the plan is approved, air operations is responsible for implementing its strategic aspects–those that relate to the overall incident strategy as opposed to those that pertain to tactical operations (specific target selection).

Additionally, the air operations branch director is responsible for providing logistical support to helicopters operating on the incident. The air tactical group supervisor working with ground and air resources normally performs specific tactical activities (target selection, suggested modifications to specific tactical actions in the incident action plan), as well as:

   a. Review Common Responsibilities (page 2-18).
   b. Organize preliminary air operations.
   c. Request declaration (or cancellation) of restricted air space area, (FAA regulation 91.137).
   d. Participate in preparation of the Incident Action Plan through the operation section chief. Insure that the air operations portion of the incident action plan takes into consideration the air traffic control requirements of assigned aircraft.
   e. Perform operational planning for air operations.
   f. Prepare and provide air operations summary worksheet (ICS form 220) to the air support group and fixed-wing bases.
   g. Determine coordination procedures for use by air organization with ground branches, divisions, or groups.
   h. Ensure compliance with SERT Air Operations Branch procedures

Air Operations

Federal, state, and local government agencies have diverse roles, statutory authorities, and unique capabilities for domestic incident aviation operations. On a day-to-day basis, local responders are utilizing air operations as a response asset to local incidents. Therefore, development of a centralized command and control structure to direct all independent local air missions is impractical. However, as the size, scope, and severity of incidents requiring aviation resources dramatically escalates, there is a need for a unified coordination system that takes into account varied federal, state, and local government aviation operations. This coordinated response enhances response efforts by providing a safer operating environment through flight coordination, reduced redundancy, and money saved by combining missions.

Based on the level or magnitude of the event, within the scope of the State Comprehensive Emergency Management Plan, the State Emergency Response Team may create an air operations branch within the operations section of the State emergency operations center for the State of Florida. This action may come at the request of a local jurisdiction, or created directly at the state level consistent with the guidelines as promulgated in the Florida Division of Emergency Management Air Operations Branch Guide (see below).

This measure will consolidate the various efforts of multiple agencies with aviation responsibilities and/or assets into a single point-of-contact at the statewide level for better coordination and more efficient use of valuable aviation-related resources.

Enhanced efficiency and effectiveness of air operations will add to the state's disaster response capability. More importantly, improved

flight safety will result from the coordination of all flight operations in highly congested airspace within a disaster area, through the benefit of better aircraft separation and increased pilot awareness of other agency flight operations in the vicinity.

SERT Air Operations Branch Guide
The purpose of the SERT air operations branch guide is to outline the organizational structure and operating procedures of the air operations branch within the State EOC and to identify agencies, assets, and infrastructure within Florida that are expected to be employed in a disaster or emergency situation. This guide will enable personnel assigned to the air operations branch to better coordinate air operations with federal, state, and local entities and serve as a working reference document for all those needing to interact with Florida's single point-of-contact for disaster-related aviation issues.

Air Operations Branch (AOB)
The air operations branch will be activated at the direction of the SERT chief and will coordinate all disaster-related State and local agencies and volunteer organizations air operations efforts with appropriate federal authorities and the aviation branch at the federal level, if activated at the joint field office.

The AOB will operate under the authority of the operations section in the same timeframe and manner as the state emergency operations center, as a whole, using the same level 1, 2, and 3 activation levels. The air operations branch will coordinate its efforts with appropriate emergency support functions within the State EOC, as well as appropriate federal, state, and local government

agencies, plus private sector, volunteer and non-government organizations supporting disaster aviation operations.

Responsibilities

The air operation branch's primary responsibility is to plan for and implement the efficient and effective use of aviation-related resources, aircraft assets, and support infrastructure, including airports, communications, and airspace management to enhance overall disaster and emergency management response efforts in Florida. As a coordination authority, the air operations branch serves only to ensure the efficient and effective use of aviation resources

The air operations branch is intended to provide a unified planning and operations coordination mechanism that integrates all aviation-related resources for missions carried out by federal, state, and local agencies participating in the response efforts. Command and control of aviation-related resources remains the exclusive authority of the respective, individual agencies.

Key Operational Functions

- Ensure the timely and appropriate support of air mission requests
- Review of air mission requests to determine prioritization of critical needs
- Review of available resources and capabilities to determine best utilizations
- Review mission planning and coordination to ensure safe aircraft deconfliction
- Promote federal, state, and local aviation-related interagency communications

- Monitor and update the State EOC's comprehensive air picture of flight operations
- Coordinate essential airport and aviation ground support infrastructure needs
- Coordinate air operations communication requirements, including frequency management, data and image transfer capabilities, and transponder codes
- Coordinate airspace management procedures, including temporary flight restriction requests and management with the federal aviation administration.
- Promote attention to flight safety by incorporating best practices and lessons learned and monitoring operations to identify and mitigate potential hazards to flight operations through timely implementation of warnings and corrective action.

Aviation Mission Priorities

Aviation mission priorities vary depending on the type and severity of a disaster. Personnel involved with aviation operations should be briefed on the requirements for and knowledgeable of their agency roles with respect to the following priorities:

  a. Lifesaving (airborne search and rescue)
  b. Life sustaining (medical evacuation and distribution of food and water)
  c. Property protection (firefighting, law enforcement and national security)
  d. Reconnaissance for rapid needs assessment (critical infrastructure, healthcare, transportation systems and hazardous materials)
  e. Logistical support (personnel, response, relief and recovery resources)
  f. Environmental protection (prevent or minimize damage)

Aviation Mission Sets

Aviation missions are assigned based on the Air Operations Branch assessment of availability of suitable and properly equipped aircraft and availability of qualified aircrews. Aviation mission sets may include, but are not limited to, the following types of activities:

   a. Airborne search and rescue (SAR)
   b. Aero medical evacuation (medical evacuation, patient movement)
   c. Evacuation and relocation
   d. Incident Awareness and Assessment (IAA)
   e. Firefighting and suppression
   f. Airborne Command and Control (c2)
   g. Airfield recovery and sustainment
   h. Response team personnel movement
   i. Relief and recovery logistical support
   j. Aerial imagery and air quality sampling
   k. National defense and homeland security
   l. VIP and media flight operations support

Key Operational Elements

   •   The Air Operations Branch will ensure coordination among applicable state and local agencies and volunteer organizations for planning, managing, and implementing all air operations in Florida.
   •   Operation of the national airspace system is the responsibility of the federal aviation administration before, during, and after a major incident regardless of the initiation of federal assistance. Disaster response air missions must be carried out with the local air traffic control facilities responsible for the airspace over or adjacent to an area impacted by a disaster or emergency situation.
   •   Liaison officers or identified points of contact will be provided to the air operations branch by appropriate

agencies with aviation assets planned for disaster relief operations to assist, advise, plan, and communicate applicable aviation operating procedures, and to share feedback and other information to and from their agencies.

- Aviation units with resources planned for use in disaster relief may relocate away from impact areas to preserve their viability to perform their mission or preposition at closer, designated, staging areas to decrease their response time, if feasible. Non-participating aircraft (civilian and military) may evacuate the impact area, if feasible.
- Public-use and private-use airports and military airfields may be suitable as disaster relief airports due to their location and capabilities. Prior permission will be obtained from private-use airport owners and prior coordination for their use will be effected with all anticipated airport and/or airfield operators.

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Chapter 6—Planning

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Chapter 6

Planning

Important Note Regarding This Chapter

While nearly all of the Planning Section functions are strictly aligned with the Incident Command System (ICS) Planning Section organization, this chapter will highlight some subtle differences between the Planning Section organization in a field setting and the Planning Section organization within Florida's State and County EOCs. For example, ICS forms used in the field may be modified for use within an EOC setting while other forms may not be required for EOC use. Personnel assigned to work in an EOC Planning Section should consult the respective EOCs Planning Section SOGs and/or SOPs for more specific information.

Figure 6 – Standard ICS Planning Organization Chart
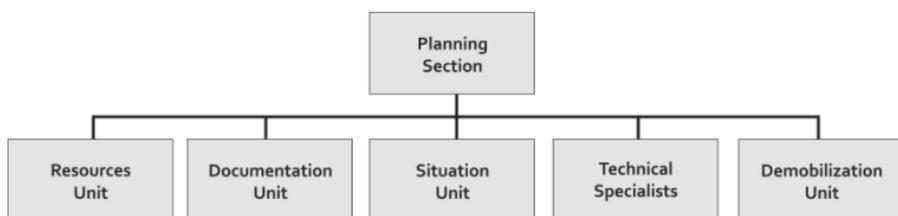
Figure 7 – State EOC Planning Organization Chart
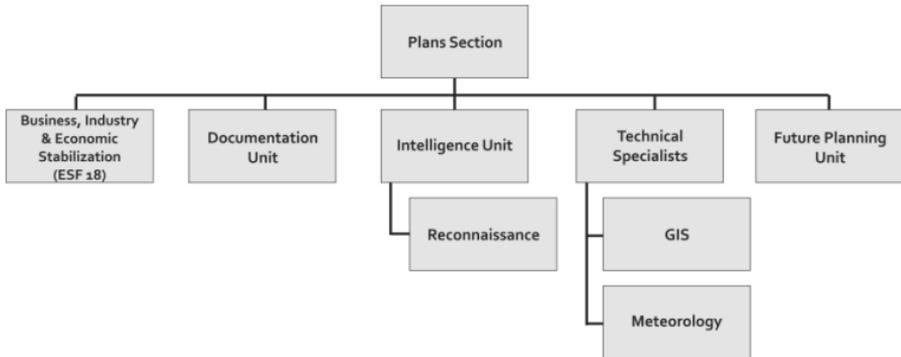
Note: County Organization Charts may differ from County to County

Planning Section Chief: The Planning Section Chief is a member of the Incident Commander's General Staff. They are responsible for the collection, evaluation, dissemination, and use of information in the development of the incident documents and status of resources. Such documents include, but are not limited to, Situation Reports, Flash Reports, Reconnaissance Reports, and Incident Action Plans.

Information is needed to:

- understand the current situation
- predict probable course of incident events
- prepare alternative strategies and control operations for the incident
- submit required incident status reports and documents

Additional responsibilities include:

a. Review Common Responsibilities (page 2-18).
b. Collect and process situation information about the incident.

c. Supervise preparation of the Incident Action Plan.
d. Provide input to the Incident Commander and Operations Section Chief in preparing the Incident Action Plan.
e. Establish information requirements and reporting schedules for Planning Section units.
f. Determine need for any specialized resources in support of the incident.
g. Establish specialized planning cells as necessary in order to collect information unique to an event/incident, e.g., weather, environmental, toxics, etc.
h. Assemble information on alternative strategies.
i. Provide periodic predictions on incident potential.
j. Report any significant changes in incident status.
k. Compile and display incident status information.
l. Oversee preparation and implementation of Incident Demobilization Plan and other specialized plans as required.
m. Incorporate other plans, (e.g., Traffic, Medical, Communications, and Site Safety) into the Incident Action Plan as necessary.
n. Maintain Unit/Activity Log (ICS Form 214).
o. Assist Operations Section Chief in the development of response strategies.
p. Facilitate Planning meetings and briefings.
q. Supervise the tracking of incident personnel and resources.
r. Assign personnel already onsite to Incident Command System (ICS) organizational positions, as appropriate
s. Develop other incident supporting plans (e.g. salvage, transition, security).
t. Maintain battle rhythm awareness.

Documentation Unit Leader: The Documentation Unit Leader is responsible for the development and maintenance of accurate, up-to-date incident files. Files to be developed and/or maintained

include, but are not limited to, Situation Reports and Situation Summary Reports. Some of the documents may originate in other Sections. Additionally, the Documentation Unit Leader is responsible for recording and preserving information for After Action Reports (AAR) and reviews. The Unit Leader also provides duplication services for all other sections and will store incident files for legal, analytical, and historical purposes and shall:

    a.   Review Common Responsibilities (page 2-18).
    b.   Review Unit Leader Responsibilities (page 2-20).
    c.   Set up work area; begin organization of incident files.
    d.   Establish duplication service; respond to requests.
    e.   File all official forms and reports.
    f.   Review records for accuracy and completeness; inform appropriate units of errors or omissions.
    g.   Ensure all situation reports are reviewed and approved by the Planning Section Chief and the Incident Commander/Unified Command prior to distribution.
    h.   Provide incident documentation as requested.
    i.   Store files for post-incident use.
    j.   Maintain Activity Log (ICS 214)

Resources Unit Leader: The Resources Unit Leader is responsible for maintaining the status of all assigned resources (primary and support) at an incident. This is achieved by overseeing the check-in of all resources, maintaining a status-keeping system indicating current location and status of all resources, and maintenance of a master list of all resources, e.g., key supervisor personnel, primary and support resources, etc.

The State EOC does not utilize a Resources Unit. Rather, any resource tracking occurs within the Intelligence Unit. Resource

tracking within County EOCs may also differ from county to county, but should include:

a. Review Common Responsibilities (page 2-18).
b. Review Unit Leader Responsibilities (page 2-20).
c. Establish check-in function at incident locations.
d. Prepare Organization Assignment List (ICS Form 203) and Organization Chart (ICS Form 207).
e. Prepare appropriate parts of Division Assignment Lists (ICS Form 204).
f. Prepare and maintain the Command Post display (to include organization chart and resource allocation and deployment).
g. Maintain and post the status and location of all resources.
h. Maintain master roster of all resources checked in at the incident.
i. A Check-in/Status Recorder reports to the Resources Unit Leader and assists with the accounting of all incident assigned resources.
j. Obtain required work materials, including Check-in Lists (ICS 211), Resource Status Cards (ICS 219), and status display boards.
k. Attend meetings and briefings, as required by the Planning Section Chief.
l. Maintain Activity Log (ICS 214)

Check-In/Status Recorder: Check-in/Status Recorders are needed at each check-in location to ensure that all resources assigned to an incident are accounted for.

Please note that while this function would be used in a field setting, it is not used within the State EOC, where tracking resources is a function of the Intelligence Unit. Resource tracking within County EOCs may also differ from county to county, but should include:

a. Review Common Responsibilities (page 2-18).
b. Obtain required work materials, including Check-in Lists (ICS Form 211), Resource Status Cards (ICS 219), and status display boards.
c. Establish communications with the Communication Center and Ground Support Unit.
d. Post signs so that arriving resources can easily find incident check-in location(s).
e. Record check-in information on Check-in Lists (ICS Form 211).
f. Transmit check-in information to Resources Unit on regular pre-arranged schedule or as needed.
g. Forward completed Check-in Lists (ICS Form 211) and Status Change Cards (ICS Form 210) to the Resources Unit.
h. Receive, record, and maintain resources status information on Resource Status Cards (ICS Form 219) for incident assigned single resources, strike teams, task forces, and overhead personnel.
i. Maintain files of Check-in Lists (ICS Form 211).
j. Report to the Resource Unit Leader and assist with the accounting of all incident assigned resources.

Situation/Intelligence Unit Leader: The collection, processing, and organization of all incident information take place within the Situation Unit. The Situation Unit may prepare future projections of incident growth, maps, and other intelligence information. The Situation Unit Leader shall:

a. Review Common Responsibilities (page 2-18).
b. Review Unit Leader Responsibilities (page 2-20).
c. Begin collection and analysis of incident data as soon as possible.
d. Prepare, post, or disseminate resource and situation status information as required, including special requests.

e. Prepare periodic predictions or as requested by the Planning Section Chief.
f. Prepare the Incident Status Summary (ICS Form 209).
g. Provide photographic services and maps if required.
h. Conduct situation briefings at meetings and briefings, as required by the Planning Section Chief.
i. Develop and maintain master chart(s)/map(s) of the incident.
j. Maintain chart/map of incident in the common area of the Incident Command Post for all responders to view.

Within the State EOC, such functions are the responsibility of the Intelligence Unit. The Intelligence Unit performs the same functions as a Situation Unit along with coordinating post-disaster Reconnaissance operations.

Display Processor: See Technical Services Unit/Technical Specialists

Field Observer/Reconnaissance Unit: The Field Observer (referred to as Reconnaissance in the Florida State EOC) is responsible for collecting situation information from personal observations at the incident and providing this information to the Situation (Intelligence) Unit Leader. Duties include:

a. Review Common Responsibilities (page 2-18).
b. Determine:
    • Location of assignment
    • Type of information required.
    • Priorities
    • Time limits for completion.
    • Method of communication
    • Method of transportation
c. Obtain copy of Incident Action Plan for the Operation Period.

   d.   Obtain necessary equipment and supplies.
   e.   Perform Field Observer responsibilities to include but not
        limited to the following:
        •   Map perimeters of incident
        •   Map locations of trouble spots
        •   Observe weather conditions
        •   Observe hazards, including escape routes and safe
            areas.
        •   Observe progress of operational resources
        •   Observe pre-identified locations and routes within the
            area of operations for potential damage.
   f.   Be prepared to identify all facility locations (e.g., helispots,
        Division and Branch boundaries).
   g.   Report information to Situation (Intelligence) Unit Leader
        by established procedure.
   h.   Immediately report any condition observed which may
        cause danger and safety hazard to personnel.
   i.   Gather intelligence that will lead to accurate predictions.
   j.   Maintain Activity Log (ICS 214)

Demobilization Unit Leader (*Future Planning Unit Leader* in the
Florida State EOC and may be known by other names at the County
level): At the outset of an incident, considerations must be made for
activities that may be or will be required in future operational
periods. The Future Planning Unit is responsible for development of
plans involving potential response-related issues that may occur in
future operations. Such plans include, but are not limited to,
Continuity of Operations plans and Deployment plans as well as
Demobilization plans. For the State EOC, this unit also develops the
IAP for each operational period. On large incidents, demobilization
can be quite complex, requiring a separate planning activity. Note
that not all agencies require, or have, specific demobilization
instructions. Duties include:

a.   Review Common Responsibilities (page 2-18).
b.   Review Unit Leader Responsibilities (page 2-20).
c.   Review incident resource records to determine the likely size and extent of demobilization effort.
d.   Based on above analysis, increase personnel, workspace, and supplies as needed.
e.   Coordinate demobilization with Agency Representatives.
f.   Monitor ongoing Operations Section resource needs.
g.   Identify surplus resources and probable release time.
h.   Develop incident checkout function for all units.
i.   Evaluate logistics and transportation capabilities to support demobilization.
j.   Establish communications with off-incident facilities, as necessary.
k.   Develop an Incident Demobilization Plan detailing specific responsibilities and release priorities and procedures.
l.   Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan
m.   Ensure that all plans developed by the unit (including the Demobilization Plan) are reviewed by Command and General Staffs and approved by Incident Commander/Unified Command
n.   Distribute demobilization plan (on and off-site).
o.   Ensure that all Sections/Units understand their specific demobilization responsibilities.
p.   Supervise execution of the Incident Demobilization Plan.
q.   Brief Planning Section Chief on demobilization progress
r.   Provide status reports to appropriate requestors.
s.   Maintain Activity Log (ICS 214)

Technical Specialists/Technical Services Unit: Certain incidents or events may require the use of Technical Services Specialists who have specialized knowledge and expertise. Specialists may function

within the Planning Section, or be assigned wherever their services are required. Duties include:

   a. Review Common Responsibilities (page 2-18).
   b. Provide technical expertise to command staff as needed.
   c. Attend meetings and briefings, as appropriate, to clarify and help resolve technical issues within area of expertise.
   d. Display incident status information.
   e. Maintain Activity Log (ICS 214).

Examples of Technical Specialists that may be used by the SERT include, but are not limited to the following:

   • Geographic Information System Specialist
   • Display Processor
   • Meteorologist
   • Environmental Specialist
   • Training Specialist
   • Public Health Specialist
   • Webmaster

Planning Process

The chart below provides basic steps appropriate for use in almost any incident situation. However, not all incidents require written plans and the need for written plans and attachments are based on incident requirements and the decision of the Incident Commander.

The Planning Process works best when the areas of operation are divided into logical geographical units for planning purposes. The tactics and resources are then determined for each of the planning units and then the planning units are combined into divisions/groups utilizing span-of-control guidelines.

Planning "P"
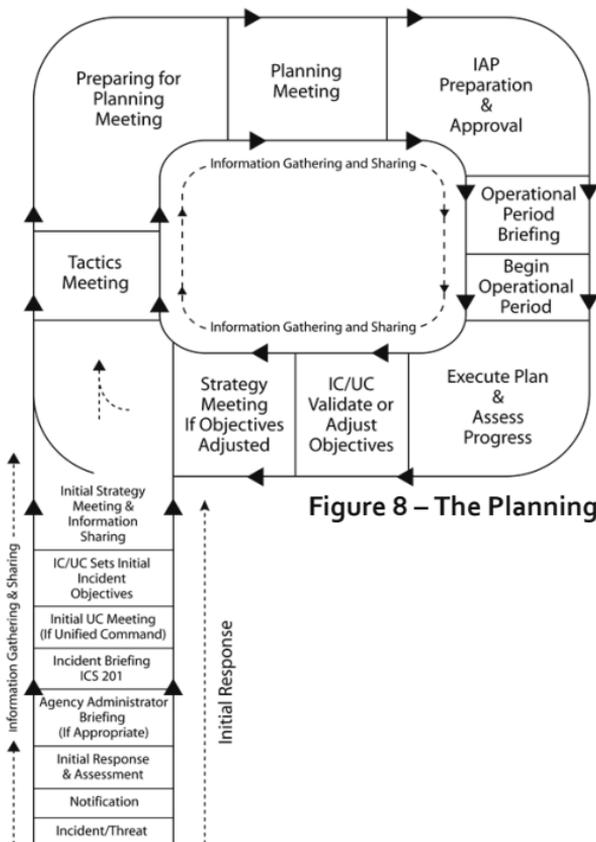
Figure 8 – The Planning Process

Battle Rhythm

During the course of an incident response, battle rhythm is a deliberate, daily cycle of activities, which is used to synchronize current and future operations. The battle rhythm may already be set in an EOC environment; however, in an incident command that is in the field, this may not be the case. Responsibility for establishing the battle rhythm lies with the Incident Commander, with input from the Planning and Operations Section Chiefs. The Planning

Section maintains the battle rhythm by keeping the entire incident command aware of the time and location of those established activities and ensuring participation.

Chapter 7—Logistics

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Chapter 7

Logistics

INTRODUCTION

The State of Florida Unified Logistics Plan represents the collective efforts of the Florida Division of Emergency Management and the State Emergency Response Team. The Unified Logistics Plan is compliant with the National Incident Management System (NIMS) and the National Response Plan. In its design, the Unified Logistics Plan:

- • Is comprised of a Base Plan, with supporting Annexes;
- • Eliminates duplication of information through the use of a consistent format and structure;
- • Ensures the Base Plan incorporates the Regional Domestic Security Multi-Agency Coordination Groups and the Disaster Recovery Center Plan.

The Unified Logistics Plan provides a single-source document that includes plans, procedures, and supporting documentation needed to ensure the State of Florida maintains a strong and viable logistics capability. Additional details can be found there.

Requesting Resources through the State
Requests are channeled through the County EOC to the State EOC for support of assets or personnel. Once the State has established a State Logistics Staging Area (LSA), agencies may draw from these based on how the operation has been structured. If the State has established specific Areas of Responsibility, and tasked a Team to support the incident, the County may then request resources

through the State Management Team (SMT) to the LSA. If an SMT has not been established, resource requests continue to be coordinated through the State EOC from the County EOC.

Position Checklists

Logistics Section Chief: The Logistics Section Chief, a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The Section Chief participates in development and implementation of the Incident Action Plan, activates, and supervises the Branches and Units within the Logistics Section and is responsible to:

   a. Review Common Responsibilities (page 2-18).
   b. Plan organization of Logistics Section.
   c. Assign work locations and preliminary work tasks to Section personnel.

Service Branch Director: The Service Branch Director, when activated, is under the supervision of the Logistics Section Chief, and is responsible for the management of all service activities at the incident. The Branch Director supervises the operations of the Communications, Medical, and Food Units and shall also:

   a. Review Common Responsibilities (page 2-18).
   b. Obtain working materials.
   c. Determine level of service required to support operations.

Communications Unit Leader (COM-L): A key staff member under the direction of the Service Branch Director or Logistics Section Chief, responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing communications equipment; supervision of the Incident

Communications Center; distribution of communications equipment to incident personnel; and the maintenance and repair of communications equipment. The COM-L shall:

a.   Review Common Responsibilities (page 2-18).
b.   Review Unit Leader Responsibilities (page 2-20).
c.   Determine unit personnel needs.
d.   Prepare and implement the Incident Radio Communications Plan (ICS Form 205).
e.   Ensure the Incident Communications Center and Message Center are established

Incident Dispatcher: The Incident Dispatcher (including Incident Communications Manager) is responsible for receiving and transmitting radio and telephone messages among and between personnel and to provide dispatch services at the incident, and:

a.   Review Common Responsibilities (page 2-18).
b.   Ensure adequate staffing (Incident Communications Manager).
c.   Obtain and review Incident Action Plan to determine incident organization and Incident Radio Communications Plan.
d.   Set up Incident Radio Communications Center - check out equipment.

Medical Unit Leader: The Medical Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is primarily responsible for the development of the Medical Plan, obtaining medical aid and transportation for injured and ill incident personnel, and preparation of reports and records. Other duties include:

a.   Review Common Responsibilities (page 2-18).
b.   Review Unit Leader Responsibilities (page 2-20).

   c. Participate in Logistics Section/Service Branch planning
       activities.
   d. Establish Medical Unit.
   e. Prepare the Medical Plan (ICS Form 206).
   f. Prepare procedures for major medical emergency.
   g. Declare major medical emergency as appropriate.
   h. Respond to requests for medical aid, medical
       transportation, and medical supplies.

Responder Rehabilitation Manager: The Rehabilitation Manager
reports to the Medical Unit Leader and is responsible for the
rehabilitation of incident personnel who are suffering from the
effects of strenuous work and/or extreme conditions, and:

   a. Review Common Responsibilities (page 2-18).
   b. Designate responder rehabilitation location and have
       location announced on radio with radio designation
       "Rehab."
   c. Request necessary medical personnel to evaluate medical
       condition of personnel being rehabilitated.

Food Unit Leader: The Food Unit Leader is responsible for supplying
the food needs for the entire incident, including all remote locations
(e.g., Camps, Staging Areas), as well as providing food for personnel
unable to leave tactical field assignments. Duties include:

   a. Review Common Responsibilities (page 2-18).
   b. Review Unit Leader Responsibilities (page 2-20).
   c. Determine food and water requirements.
   d. Determine method of feeding to best fit each facility or
       situation.
   e. Obtain necessary equipment and supplies and establish
       cooking facilities.

Support Branch Director: The Support Branch Director, when activated, is under the direction of the Logistics Section Chief, and is responsible for development and implementation of logistics plans in support of the Incident Action Plan. The Support Branch Director supervises the operations of the Supply, Facilities, and Ground Support Units,, and shall also:

a. Review Common Responsibilities (page 2-18).
b. Obtain work materials.
c. Identify Support Branch personnel dispatched to the incident.
d. Determine initial support operations in coordination with the Logistics Section Chief and Service Branch Director.

Supply Unit Leader: The Supply Unit Leader is primarily responsible for ordering personnel, equipment, and supplies; receiving, and storing all supplies for the incident; maintaining an inventory of supplies; and servicing non-expendable supplies and equipment, as well as:

a. Review Common Responsibilities (page 2-18).
b. Review Unit Leader Responsibilities (page 2-20).
c. Participate in Logistics Section/Support Branch planning activities.
d. Determine the type and amount of supplies en route.
e. Review Incident Action Plan for information on operations of the Supply Unit.

Ordering Manager: The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident. The Ordering Manager reports to the Supply Unit Manager. Duties include:

a. Review Common Responsibilities (page 2-18).
b. Obtain necessary agency(s) order forms.
c. Establish ordering procedures.
d. Establish name and telephone numbers of agency(s) personnel receiving orders.
e. Set up filing system.
f. Get names of incident personnel who have ordering authority.
g. Check on what has already been ordered.

Receiving & Distribution Manager: The Receiving & Distribution Manager is responsible for receiving and distribution of all supplies and equipment (other than primary resources) and the service and repair of tools and equipment. The Receiving & Distribution Manager reports to the Supply Unit Leader. Duties include:

a. Review Common Responsibilities (page 2-18).
b. Order required personnel to operate supply area.
c. Organize physical layout of supply area.
d. Establish procedures for operating supply area.
e. Set up filing system for receiving and distribution of supplies and equipment.

Facilities Unit Leader: The Facilities Unit Leader is primarily responsible for the layout and activation of incident facilities, e.g., Base, Camp(s) and Incident Command Post. The Unit provides sleeping and sanitation facilities for incident personnel and manages Base and Camp(s) operations. Each facility (Base, Camp) 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 Managers are to provide security service, and general maintenance. The Facility Unit Leader reports to the Support Branch Director and shall:

a. Review Common Responsibilities (page 2-18).
b. Review Unit Leader Responsibilities (page 2-20).
c. Receive a copy of the Incident Action Plan.
d. Participate in Logistics Section/Support Branch planning activities.
e. Determine requirements for each facility.
f. Prepare layouts of incident facilities.
g. Notify unit leaders of facility layout.
h. Activate incident facilities.
i. Provide Base and Camp Managers.
j. Provide sleeping facilities.
k. Provide security services.
l. Provide facility maintenance services-sanitation, lighting, clean up.

Facility Maintenance Specialist: The Facility Maintenance Specialist is responsible to ensure that proper sleeping and sanitation facilities are maintained; to provide shower facilities; to provide and maintain lights and other electrical equipment; and to maintain the Base, Camp and Incident Command Post facilities in a clean and orderly manner. Duties include:

a. Review Common Responsibilities (page 2-18).
b. Request required maintenance support personnel and assign duties.
c. Obtain supplies, tools, and equipment.
d. Ensure all facilities are maintained in a safe condition.

Security Manager: The Security Manager is responsible to provide safeguards needed to protect personnel and property from loss or damage. Duties include:

a. Review Common Responsibilities (page 2-18).

  b. Establish contacts with local law enforcement agencies as required.
  c. Contact the Resource Use Specialist for crews or Agency Representatives to discuss any special custodial requirements, which may affect operations.
  d. Request required personnel support to accomplish work assignments.
  e. Ensure support personnel are qualified to manage security problems.
  f. Develop Security Plan for incident facilities.

Base Manager: The Base Manager is responsible to ensure that appropriate sanitation, security, and facility management services are conducted at the Base. The Base Manager duties include:

  a. Review Common Responsibilities (page 2-18).
  b. Determine personnel support requirements.
  c. Obtain necessary equipment and supplies.
  d. Ensure all facilities and equipment are set up and properly functioning.
  e. Supervise the establishment of:
      • Sanitation facilities (including showers).
      • Sleeping facilities.
  f. Make sleeping area assignments.
  g. Ensure strict compliance of all applicable safety regulations.
  h. Ensure all facility maintenance services are provided.

Camp Manager: On large incidents, one or more camps may be established by the General Staff to provide better support to operations. Camps may be in place for several days or may be moved depending upon the nature of the incident. Functional unit activities performed at the ICS Base may be performed at the Camp(s). These could include: Supply, Medical, Ground Support,

Food, Communications and Finance/Administration as well as the Facilities Unit functions of facility maintenance and security. Camp Managers are responsible to provide non-technical coordination for all units operating within the Camp. Units assigned to Camps will be determined by the ICS General Staff. Personnel requirements for units at Camps will be determined by the parent unit based on kind and size of incident and expected duration of Camp operations. Duties include:

   a. Review Common Responsibilities (page 2-18).
   b. Determine personnel support requirements.
   c. Obtain necessary equipment and supplies.
   d. Ensure all sanitation, shower, and sleeping facilities are set up and properly functioning.
   e. Make sleeping arrangements.
   f. Provide direct supervision for all facility maintenance and security services at Camp.
   g. Ensure strict compliance of all applicable safety regulations.

Ground Support Unit Leader: The Ground Support Unit Leader is primarily responsible for 1) support out-of-service resources 2) transportation of personnel, supplies, food, and equipment 3) fueling, service, maintenance, and repair of vehicles and other ground support equipment and 4) implementing a Traffic Plan for the incident. Other duties include:

   a. Review Common Responsibilities (page 2-18).
   b. Review Unit Leader Responsibilities (page 2-20).
   c. Participate in Support Branch/Logistics Section planning activities.
   d. Develop and implement a Traffic Plan.
   e. Support out-of-service resources.

    f.   Notify Resources Unit of all status changes on support and transportation vehicles.

    g.   Arrange for and activate fueling, maintenance, and repair of ground resources.

    h.   Maintain inventory of support and transportation vehicles (ICS Form 218).

Equipment Manager: The Equipment Manager provides service, repair, and fuel for all apparatus and equipment; provides transportation and support vehicle services; and maintains records of equipment use and service provided. Other duties include:

    a.   Review Common Responsibilities (page 2-18).

    b.   Obtain Incident Action Plan to determine locations for assigned resources, Staging Area locations, and fueling and service requirements for all resources.

    c.   Obtain necessary equipment and supplies.

    d.   Provide maintenance and fueling according to schedule.

    e.   Prepare schedules to maximize use of available transportation.

    f.   Provide transportation and support vehicles for incident use.

    g.   Coordinate with Agency Representatives on service and repair policies as required.

    h.   Determine supplies (e.g., gasoline, diesel, oil and parts needed to maintain equipment in efficient operating condition), and place orders with Supply Unit.

State Unified Logistics Section
(State Emergency Operations Center and State Logistics Response Center)

The purpose of the Unified Logistics Section is to work collectively to address critical logistics issues and actions that require multi-agency efforts and response. The Unified Logistics Section is responsible for the coordination and collaboration of all levels of logistics support to an event. It includes local, state, federal, and non-profit agencies as well as the commercial sector. Unified Logistics is managed at two levels; the State Emergency Operations Center (EOC) in Tallahassee, Florida and the State Logistics Response Center (SLRC) in Orlando, Florida. Logistics at the State EOC is responsible for major purchasing, mission management and policy issues. The SLRC in Orlando is responsible for the management of all field operations sites, fulfillment of all missions, multi-modal transportation management and total asset visibility tracking, and field support and maintenance.

The composition of the State Unified Logistics Section is staffed by multiple agencies working together to address the entire event and all aspects of logistics support at all levels. This has been reflected in updates to the *State Comprehensive Emergency Management Plan* (CEMP), under the State Logistics Plan.

At the State EOC Level, there are four Branches – Service Branch, Support Branch, Emergency Management Assistance Compact (EMAC) and In-state Mutual Aid, and Information Technology and Communications.

**Figure 10 – State EOC Logistics Section
Organizational Structure Overview**
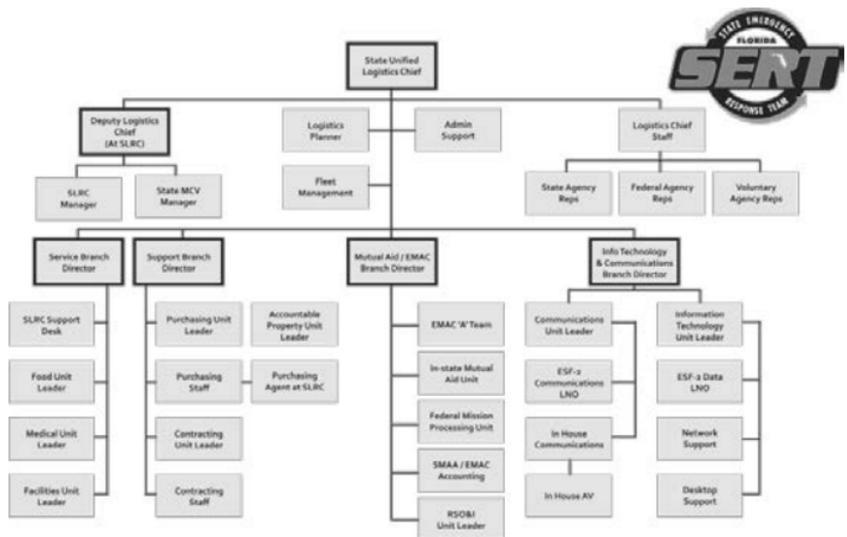
**Figure 9 – State Logistics Response Center
Organizational Structure Overview**
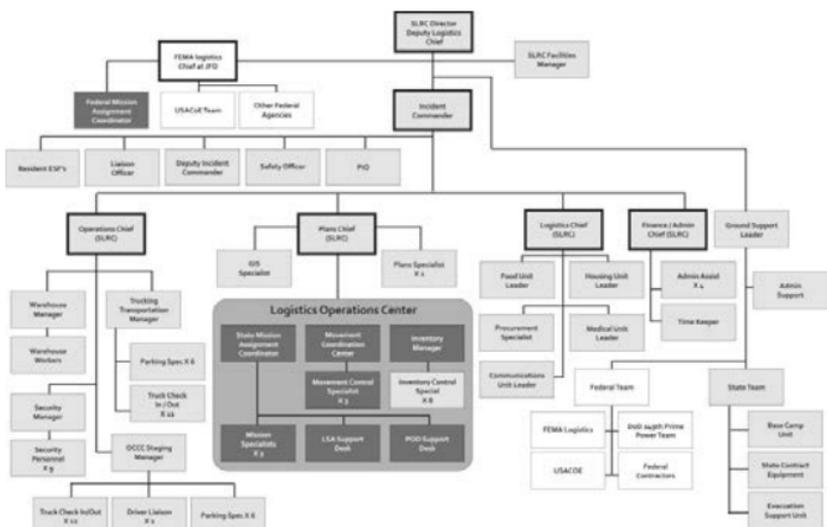
Refer to the State Unified Logistics plan for individual charts depicting each Branch organized under the State Logistics Section

Field Logistics Organization and Sites

The State Unified Logistics Section establishes and supports the following sites during emergencies. All field sites are under the management and support of the State Logistics Response Center (SLRC) in Orlando, Florida

State Mobilization Areas

One or more assembly sites are established out of the potential impact area(s), typically prior to an event, such as a hurricane or other advance warning event, for the purpose of receiving resources from various sources such as water, ice, food, generators, pumps, forklifts and other Material Handling Equipment (MHE), light trailers and cranes. In addition, resources such as personnel, structured teams, and task forces such as Urban Search and Rescue (USAR), firefighting, Disaster Medical Assistance Team (DMAT), National Guard and others may also be staged at these sites.

These sites are typically open areas such as farmers markets, fair grounds or other large parking areas. Staffing is minimal, typically tasked by the State with a Type III Incident Management Team (IMT). Resources are checked in and staged. Convoys are formed and readied for deployment post event.

Once the event has occurred, such as a hurricane making landfall, these resources are then forwarded under a State law enforcement escorted convoy plan to forward sites such as State Logistics

Staging Areas, Forward Operations Bases, and Base Camps or directly to affected/impacted counties and locations. Joint Reception Staging & Onward Integration Centers (JROSI) Operations may be incorporated into State Mobilization Areas.

Joint Reception, Staging and Onward Integration (JRSOI) Sites
The JRSOI Operational Plan (OPLAN) establishes and provides the concept of operations and responsibilities for the Florida National Guard (FLNG) and other support agencies to JOINTLY RECEIVE, STAGE, ONWARD MOVE, and INTEGRATE (JRSOI) military and civilian support from inside or outside the State in order to rapidly and properly integrate them into the State's emergency response operation. State Mobilization Areas will be used to run JROSI operations.

The Florida National Guard (FLNG) JRSOI OPLAN is a supporting document to the Florida Division of Emergency Management's (FDEM) overall JRSOI plan and defines either how the FLNG will execute the JRSOI mission unilaterally or if tasked by FDEM to run a combined operation for the State.

State Logistics Staging Areas (LSA)
Three types of State and one County Logistics Staging Areas exist. Cross-docking is no longer conducted at State LSA's since the opening of the SLRC in Orlando. The SLRC, with 27 loading docks will cross-dock any shipments requiring immediate off-loading and reload the resource onto state contracted trailers. In addition, many commodities such as bottled water, ice, meals etc. will be dropped and swapped from the SLRC at LSA's. Each LSA will have a fleet of 25 – 50 tractors to then drop and swap trailers to field locations as required.

Type I State LSA: The largest site located on a facility that supports both fixed and rotor wing aviation assets. The site must support 300–400 semi tractor-trailer units, and at least 20,000 square feet of office space. Each LSA operates within an established Area of Responsibility (AOR) as designated by the State EOC to support the overall response for all agencies. Shipments from LSA's are typically direct to the points of end use such as county Points of Distribution (POD), shelters, critical facilities, Base Camps etc.

These sites include civil or military airports or fields, and are mission tasked by the State by a combination of Florida Forest Service, FL National Guard, and ESF's from 2, 4, 6, 8, and 11. Multiple sites will be established based on the required AOR's for the event. *(Refer to Helicopter Landing Zone specifications below – LSA's require at least two Landing Zones)*

Type I-A: Mission specific site that supports the Center for Disease Control, Strategic National Stockpile program. The site supports both fixed (Cargo 747), and rotor wing aviation assets. The site must have 20,000 square feet of office space that includes 10,000 square feet of air-conditioned warehouse space established as a high security inner perimeter, within an overall secure Logistics Staging Area. The site also supports the overall operation to include typical LSA resources, and shares common resources such as multi-modal transportation, mission tracking, MHE, communications and life safety and support.

These sites include civil or military airports or fields. Primary responsibility for the management for the SNS Package is that of ESF-8, State Health Department, supported by a typical LSA staffing by Florida Forest Service, Florida National Guard, and ESF's

from 2, 4, 6, 8, and 11 as required. *(Refer to Helicopter Landing Zone specifications below – LSA's require at least two Landing Zones)*

Type II: Similar to a Type I site except supports only rotor wing aviation assets; must be able to support 200-300 semi tractor-trailer units, and at least 80,000 square feet of warehouse space. Staffing and function remain the same as a Type I LSA. *(Refer to Helicopter Landing Zone specifications below – LSA's require at least two Landing Zones)*

Type III: This is referred to as a County Staging Area, or CSA. Counties may opt to establish these for purposes of supporting local operations such as County Point of Distribution, local shelters etc. or for smaller disaster operations. *(Refer to Helicopter Landing Zone specifications below – County LSA's require at least 1 Landing Zone)*

Forward Operations Bases (FOB)
FOB's may be established by the State to stage specialty teams preparing to deploy into an impact area. These can include USaR, RMAT/DMAT, RECON, FEMORS/DEMORS. Teams must be self-sufficient, and the site requires minimal support requirements outside of possibly a Type III IMT for check-in. *(Refer to Helicopter Landing Zone specifications below – LSA's require at least 2 Landing Zones)*

Helicopter Landing Zone (LZ) Planning:
Site Selection And Landing Points – The site incident commander or facility managers, in coordination with the Air Operations Branch Director and supporting aviation unit, selects the location of helicopter LZs that support the ground tactical plan.

Requirements – Minimum landing space requirements and minimum distance between helicopters on the ground depends upon a number of variables. These requirements are covered by aviation unit SOPs or they are prearranged by the aviation unit commander in coordination with the pathfinder leader. The final decision concerning minimum landing requirements rests with the Air Operations Branch Director. In selecting helicopter-landing sites from maps, aerial photographs, and actual ground or aerial reconnaissance, the Incident Commander considers the following factors.

   a. **Number of Helicopters.** An important factor is the number of helicopters required to land at one time at one site to accomplish the mission. It may be necessary to provide another landing site(s) nearby or to land helicopters in successive lifts at the same site.

   b. **Landing Formations.** When they can, helicopters should land in the same formation in which they are flying. However, planned formations may require modification for helicopters to land in restrictive areas.

   c. **Surface Conditions.** Surfaces must be firm enough to prevent helicopters from bogging down, creating excessive dust, or blowing snow. Rotor wash on dirt, sand, or snow-covered surfaces may obscure the ground and should be avoided, especially at night. Remove from landing points debris that could damage the rotor blades or turbine engine(s).

   d. **Ground Slope.** The ground should be relatively level and the slope should not exceed 7 degrees if the helicopter is to land safely. However, observation and utility helicopters can terminate at a hover over ground slopes exceeding 7 degrees to load or to off-load personnel or supplies. Large

utility and cargo helicopters can also land on terrain with a slope ranging from 0 degrees to 7 degrees. From a 7- to 15-degree slope, direct pilots to hover, as appropriate. Make landings upslope whenever possible and avoid landing down slope.

NOTE: To determine slope in percentage or degrees, all measurements may be expressed in feet or meters. If the elevation on the map sheet is expressed in meters, convert meters into feet by multiplying by three. If in feet, convert to meters by dividing by three.

   e. **Approach and Departure Directions.** The direction of landing should be over the lowest obstacles and generally into the wind, especially at night. However, if there is only one satisfactory approach direction, or if it is desired to make maximum use of the available landing area, most helicopters can land with a crosswind of 6 to 9 knots or a tailwind of 0 to 5 knots. For wind stronger than 9 knots, the pilot lands into the wind. The same considerations apply to departures from landing sites.

   f. **Prevailing Wind.** Consideration of approach and or departure routes is more important than that of prevailing wind unless a crosswind velocity exceeds 9 knots. The ability to land crosswind or downwind depends on the type of helicopter. Small helicopters can accept less crosswind or tailwind than larger, more powerful helicopters.

   g. **Density Altitude.** Density altitude is determined by altitude, temperature, and humidity. For planning, as density altitude increases, the size of the LZ must also be increased because high, hot, and humid conditions decrease the lift capabilities of helicopters using that site.

h. **Loads.** Most helicopters cannot climb or descend vertically when fully loaded. Therefore, a large area and better approach/departure routes are required for fully loaded helicopters than for empty or lightly loaded ones.

i. **Obstacles.** Landing zones should be free of tall trees, power lines, and similar obstructions on the approach/departure ends of the landing site. Obstacles within the landing site, such as rocks, stumps, holes, and thick grass or brush (over 0.45 meter or 18 inches), must be removed. For planning, an obstacle ratio of 10 to 1 should be used; that is, a landing point requires 100 feet of horizontal clearance from a 10-foot tree if helicopters must approach or depart directly over the tree.

NOTE: The Air Operations Branch Director makes the final decision on minimum landing requirements based on the effects of air density, slope, and surface conditions. These requirements should be available in oral instructions during early mission planning.

Emergency Worker Base Camps

The State will establish one or more Emergency Worker Base Camps contiguous to an event site in support of emergency responders when there are inadequate hotel and food service establishments in the immediate area to support a large force. The other condition would be if sending in a large number of responders would displace disaster clients from available hotel space, resulting in a prolonged mass sheltering requirement. Base Camps are established for ALL emergency responders on the incident. These include local, state, and voluntary agencies. Federal Base Camps would be established for federal workers.

Camps are established for a minimum of 30-days due to the high cost and can take from 73 – 120 hours to establish. Base Camps are not established by the State for profit-based corporations such as utility companies, debris contractors, or roofing contractors who have the ability to contract for services on their own.

Base Camps require 25 – 60 acres of open land and are typed as:

- Type I = 1000 persons
- Type II = 750 persons
- Type III = 500 persons
- Type IV = 250 persons.

Services provided include billeting, food services, laundry, showers and restrooms, and morale and welfare services. The United States Forest Service (USFS) menu plan is used for food services. Camps are configured either as CONEX (Container Express) living and support units, or floored air conditioned long span structures with privacy curtains. Once ordered, 96-hours are required to establish a camp for 500 or more persons. *(Refer to Helicopter Landing Zone specifications above. – Base Camps require at least one Landing Zone)*

Figure 11 – Sample Base Camp Layout
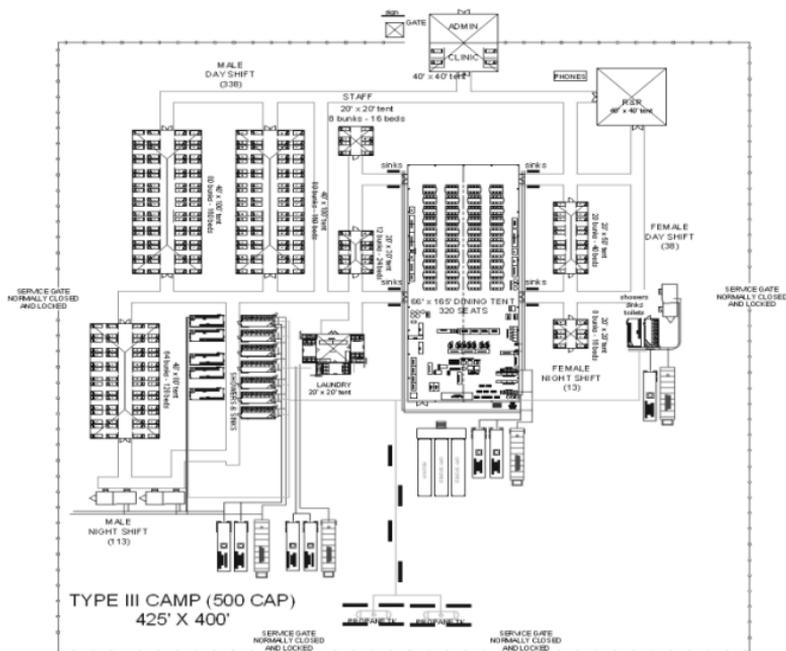
Catastrophic Client Shelter Encampments

The State, working with affected counties, may decide to establish Catastrophic Client Shelter Encampments (CCSE) for the general public in cases where inadequate public shelter space is available, clients cannot be evacuated out of the area to areas with shelters, and long term sheltering of at least 6 months or longer is anticipated.

The requirements for these encampments are very similar to an Emergency Worker base Camp, except housing is redesigned to accommodate privacy for family units. CCSE's also have additional services for case work, social services, religious services, sundries

stores and general meeting areas that are typically not provided on an Emergency Worker Base Camp.

CCSE's can also be constructed by retrofitting existing vacant warehouse buildings into individual apartment style units.

County Points of Distribution
County Points of Distribution or POD's are locations where the general public may access government resources after an event. POD's are referred to in two plans. The first is in a typical major disaster where the public requires essential resources such as water, ice, food and other items in bulk quantities. In these cases, vehicles drive through without persons getting out of their vehicles, while workers load bulk commodities in the trunks of their vehicles.

The second reference to POD's is in the Strategic National Stockpile Plan. POD's in these cases remain points where the public may receive event specific antidotes due to the potential exposure to a chemical or biological event, or in cases of pandemic events where inoculations may be required.

Figure 12 – Type I Distribution Point

TYPE I - DISTRIBUTION POINT
Serves 20,000 persons per day
560 vehicles per hour

Note: Individual vehicles drive through and Ice & water is loaded into their trunks. Recommend One case water, 2 or 3 bags of ice per vehicle and 6 MRE's.

Supply trucks for Ice, Water, MRE's and Tarps are to be off-loaded promptly and returned for re-supply.
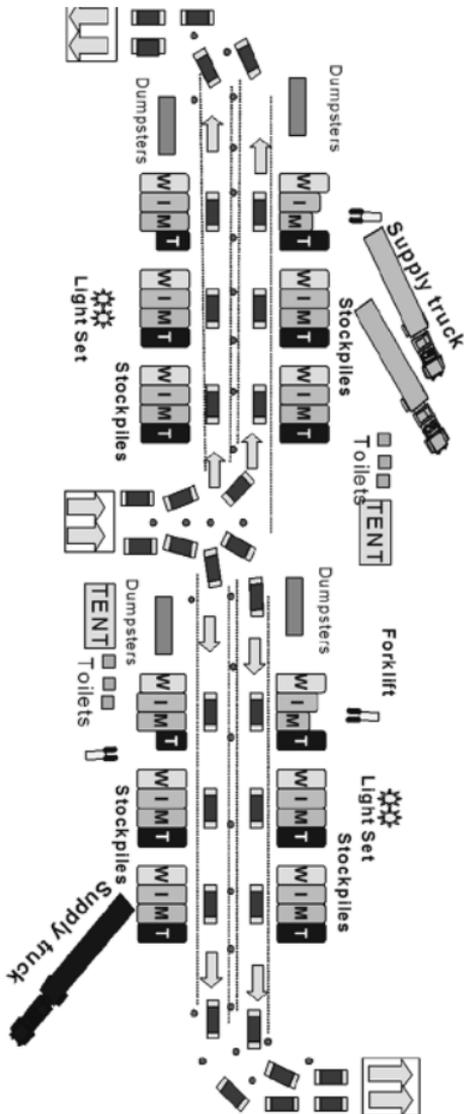
Figure 3

Maximum Loads per Day – Type I	
Water	4
Ice	4
MRE	2
Tarp	2

600,000 Person Projection Models

Water:
- 4 liters or 1 gal per person (3.79 liters per gal)
- 18,000 liters or 4,750 gal per truck
- 20 Pallets per Truck, 900 liters per Pallet, 237 gal per Pallet, 1900 # per pallet
- 212 Trucks = 1 Million Gal (1 Million persons) (1½ Day Supply)

Ice:
- 8# (1bag) per person per day
- 40,000 # per Truck Load
- 20 Pallets per Truck, 2000# per Pallet, 250 - 8# bags per pallet, 5,000 Bags per Truck
- 25 Trucks = 1 million #
- 200 Trucks = 1 Million Persons (1½ Day Supply)

Shelf Stable Foods:
- 2 MRE's per person per day
- 21,744 MRE's per truck load
- 20 Pallets per truck
- 12 MRE's per case, 1812 cases per truck
- 92 truckloads = 2 million MRE's = 1 Million Persons (1½ Day Supply)

Tarps:
- 4,400 tarps per truck load
- Tarp size is generally 20' x 25' or 20' X 40'

Distribution Sites

Based on experience, a well-planned and operated distribution point with one lane of traffic and three loading points can service 145 cars per hour. Based on a 12-hour workday, about 1,700 vehicles or 1,700 x 3 = 5,100 people can be served.

Chapter 8—Finance & Administration

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Chapter 8

Finance & Administration

ORGANIZATION CHART

Figure 13 – Organization Chart: Finance & Administration
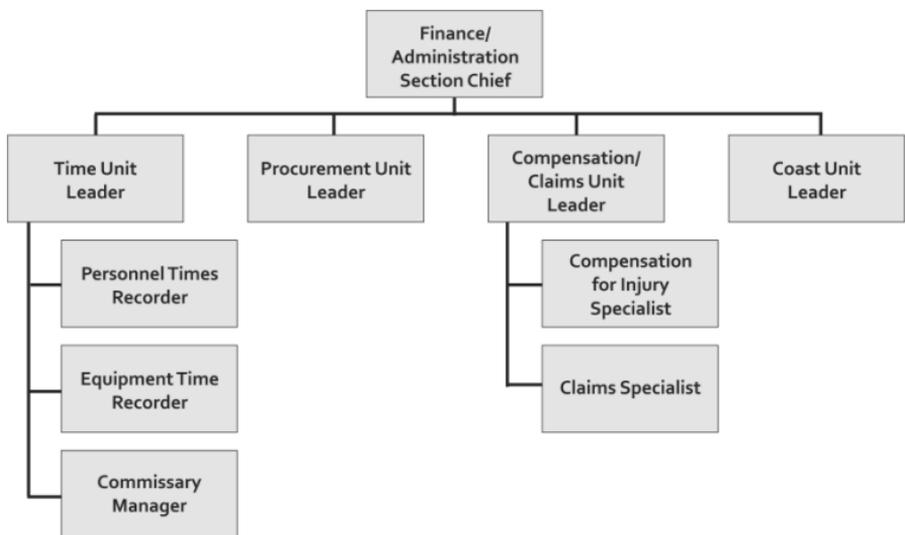
Position Checklists

Finance & Administration Section Chief: The Finance & Admin Section Chief is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance & Administration Section.

- a. Review Common Responsibilities (page 2-18).
- b. Manage all financial aspects of an incident.
- c. Provide financial and cost analysis information as requested.

d. Gather pertinent information from briefings with responsible agencies.
e. Develop an operating plan for the Finance & Administration Section; fill supply and support needs.
f. Determine need to set up and operate an incident commissary.
g. Meet with Assisting and Cooperating Agency Representatives as needed.
h. Maintain daily contact with agency(s) administrative headquarters on Finance & Administration matters.
i. Ensure that all personnel time records are accurately completed and transmitted to home agencies, according to policy.
j. Provide financial input to demobilization planning.
k. Ensure that all obligation documents initiated at the incident are properly prepared and completed.
l. Brief agency administrative personnel on all incident-related financial issues needing attention or follow-up prior to leaving incident.
m. Maintain Unit/activity Log (ICS Form 214).

Time Unit Leader: The Time Unit Leader is responsible for equipment and personnel time recording and for managing the commissary operations.

a. Review Common Responsibilities (page 2-18).
b. Review Unit Leader Responsibilities (page 2-20).
c. Determine incident requirements for time recording function.
d. Contact appropriate agency personnel and representatives.
e. Ensure that daily personnel time recording documents are prepared and in compliance with agency(s) policy.
f. Maintain separate logs for overtime hours.

g. Establish commissary operation on larger or long-term incidents as needed.
h. Submit cost estimate data forms to Cost Unit as required.
i. Maintain records security.
j. Ensure that all records are current and complete prior to demobilization.
k. Release time reports from assisting agency personnel to the respective Agency Representatives prior to demobilization.
l. Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.

Equipment Time Recorder: Under supervision of the Procurement Unit Leader, the Equipment Time Recorder is responsible for overseeing the recording of time for all equipment assigned to an incident.

a. Review Common Responsibilities (page 2-18).
b. Set up Equipment Time Recorder function in location designated by Time unit Leader.
c. Advise Ground Support Unit Facilities Unit, and Air support Group of the requirement to establish and maintain a file for maintaining a daily record of equipment time.
d. Assist units in establishing a system for collecting equipment time reports.
e. Post all equipment time tickets within four hours after the end of each operational period.
f. Prepare a use and summary invoice for equipment (as required) within 12 hours after equipment arrival at incident.
g. Submit data to Time Unit Leader for cost effectiveness analysis.

    h.   Maintain current posting on all charges or credit for fuel, parts, services, and commissary.
    i.   Verify all time data and deductions with owner/operator of equipment.
    j.   Complete all forms according to agency specifications.
    k.   Close out forms prior to demobilization.
    l.   Distribute copies per agency and incident policy.

Personnel Time Recorder: Under supervision of the Time Unit Leader, Personnel Time Recorder is responsible for overseeing the recording of time for all personnel assigned to an incident.

    a.   Review Common Responsibilities (page 2-18).
    b.   Establish and maintain a file for employee time reports within the first operational period.
    c.   Initiate, gather, or update a time report from all applicable personnel assigned to the incident for each operational period.
    d.   Ensure that all employee identification information is verified to be correct on the time report.
    e.   Post personnel travel and work hours, transfers, promotions, specific pay provisions and terminations to personnel time documents.
    f.   Post all commissary issues to personnel time documents.
    g.   Ensure that time reports are signed.
    h.   Close out time documents prior to personnel leaving the incident.
    i.   Distribute all time documents according to agency policy.
    j.   Maintain a log of excessive hours worked and give to Time Unit Leader daily.

Commissary Manager: Under the supervision of the Time Unit Leader, Commissary Manager is responsible for commissary operations and security.

a. Review Common Responsibilities (page 2-18).
b. Set up and provide commissary operation to meet incident needs.
c. Establish and maintain adequate security for commissary.
d. Request commissary stock through Supply Unit Leader
e. Maintain complete record of commissary stock including invoices for material received, issuance records, transfer records, and closing inventories.
f. Maintain commissary issue record by crews and submit records to Time Recorder during or at the end of each operational period.
g. Use proper agency forms for all record keeping. Complete forms according to agency specification.
h. Ensure that all records are closed out and commissary stock is inventoried and returned to Supply Unit prior to demobilization.

Procurement Unit Leader: The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

a. Review Common Responsibilities (page 2-18).
b. Review Unit Leader Responsibilities (page 2-20).
c. Review incident needs and any special procedures with Unit Leaders, as needed.
d. Coordinate with local jurisdiction on plans and supply sources.
e. Obtain Incident Procurement Plan.
f. Prepare and authorize contracts and land use agreements.
g. Draft memoranda of understanding.
h. Establish contracts and agreements with supply vendors.
i. Provide for coordination between the Ordering Manager, agency dispatch, and all other procurement organizations supporting the incident.

j. Ensure that a system is in place that meets agency property management requirements. Ensure proper accounting for all new property.
k. Interpret contracts and agreements; resolve disputes within delegated authority.
l. Coordinate with Compensation/Claims Unit for processing claims.
m. Coordinate use of impress funds as required.
n. Complete final processing of contracts and send documents for payment.
o. Coordinate cost data in contracts with Cost Unit Leader.
p. Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements

Compensation/Claims Unit Leader: The Compensation/Claims Unit Leader is responsible for the overall management and direction of all administrative matters pertaining to compensation for injury and claims-related activities (other than injury) for an accident.

a. Review Common Responsibilities (page 2-18).
b. Review Unit Leader Responsibilities (page 2-20).
c. Establish contact with incident Safety Officer and Liaison Officer (or Agency Representatives if no Liaison Officer is assigned).
d. Determine the need for Compensation for Injury and Claims Specialists and order personnel as needed.
e. Establish a Compensation for injury work area within or as close as possible to the Medical Unit.
f. Review Incident Medical Plan.
g. Review procedures for handling claims with Procurement Unit.

h. Periodically review logs and forms produced by Compensation/Claims Specialists to ensure compliance with agency requirements and policies.
i. Ensure that all Compensation for Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.

Compensation for Injury Specialist: Under the supervision of the Compensation/Claims Unit Leader, the Compensation for Injury Specialist is responsible for administering financial matters resulting from serious injuries and fatalities occurring on an incident. Close coordination is required with the Medical Unit.

a. Review Common Responsibilities (page 2-18).
b. Collate Compensation for Injury operations with those of the Medical Unit when possible.
c. Establish procedure with Medical Unit Leader on prompt notification of injuries or fatalities.
d. Obtain copy of Incident Medical Plan (ICS Form 206).
e. Provide written authority for persons requiring medical treatment.
f. Ensure that correct agency forms are being used.
g. Provide correct billing forms for transmittal to doctor and/or hospital.
h. Keep informed and report on status of hospitalized personnel.
i. Obtain all witness statements from Safety Officer and/or Medical Unit and review for completeness.
j. Maintain log of all injuries occurring on incident.
k. Coordinate/handle all administrative paper work on serious injuries or fatalities.
l. Coordinate with appropriate agency(s) to assume responsibility for injured personnel in local hospitals prior to demobilization.

Claims Specialist: Under the supervision of the Compensation/Claims Unit Leader, the Claims Specialist is responsible for managing all claims-related activities (other than injury) for an incident.

   a. Review Common Responsibilities (page 2-18).
   b. Develop and maintain a log of potential claims.
   c. Coordinate claims prevention plan with applicable incident functions.
   d. Initiate investigation on all claims other than personnel injury.
   e. Ensure that site and property involved in investigation are protected.
   f. Coordinate with investigation team as necessary.
   g. Obtain witness statements pertaining to claims other than personnel injury.
   h. Document any incomplete investigations.
   i. Document follow-up action needs by local agency.
   j. Keep the Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.
   k. Ensure use of correct agency forms.

Cost Unit Leader: The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses, and providing cost estimates and cost saving recommendations for the incident.

   a. Review Common Responsibilities (page 2-18).
   b. Review Unit Leader Responsibilities (page 2-20).
   c. Coordinate with agency headquarters on cost reporting procedures.
   d. Collect and record all cost data.
   e. Develop incident cost summaries.
   f. Prepare resources-use costs estimates for the Planning Section.

g. Make cost-saving recommendations to the Finance/Admin
    Section Chief.
h. Complete all records prior to demobilization.

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Chapter 9A—Severe Weather

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Chapter 9A

Severe Weather

OVERVIEW

Since 1851, when record keeping began, approximately 110 hurricanes and nearly 200 tropical storms have affected Florida. Forty percent of all hurricanes that strike the U.S. make landfall in the State. More than 76% of the State's 18 million persons reside in one of the State's 35 coastal counties. While all areas within the State are vulnerable to the impacts of high winds and inland flooding from tropical cyclones, coastal counties may experience storm surge as well as inland flooding, posing greater risk to human lives. The official hurricane season lasts from June 1 until November 30.

In addition to hurricanes, Florida's humid subtropical climate creates the potential for severe weather unrelated to tropical activity. With an average of 80 to over 100 thunderstorm days per year, Florida is the nation's leader in the number of thunderstorm occurrences. These storms are accompanied by damaging winds, hail, lightning, torrential rainfall, and tornadoes.

Description of Hazards

Tropical Cyclones: Tropical Cyclones (Hurricanes, Tropical Storms, and Tropical Depressions) generally form in the tropics and are accompanied by thunderstorms and a counterclockwise circulation of winds in the Northern Hemisphere. A hurricane has maximum sustained winds of 74 mph or higher while tropical storm winds range from 39 mph to 73 mph. Tropical depressions have maximum

sustained winds of 38 mph or less. Tropical cyclones can cause tornadoes, storm surge, high winds, and inland flooding. Based upon the storm intensity, the impacts can vary from minor structural damage to catastrophic statewide impacts.

The unique location of Florida in the subtropics makes it vulnerable to tropical storms and hurricanes, and the relatively flat terrain can make it susceptible to flooding. Florida is surrounded by the very warm waters of the Atlantic Ocean and Gulf of Mexico; bodies of water that breed and support tropical cyclones.

Tropical Cyclone Hazards
High Winds: The strongest sustained winds in a tropical cyclone occur close to the center of the storm; however, strong winds do occur in gusts well away from the center.

The intensity of hurricanes is classified using the Saffir-Simpson Hurricane Wind Scale:

Storm Category	Wind Speed (mph)
1	74-95
2	96-110
3	111-129
4	130-156
5	157 +

Although major hurricanes (Category 3 or stronger) produce the most wind-related damage, lower category storms, including tropical storms and depressions, can also produce winds strong enough to cause significant damage.

Inland Flooding: Flooding may result from heavy rainfall associated with tropical cyclone rain bands that cause a nearby river, lake, or stream to overflow its banks, or from standing water, which cannot be properly drained. The intensity of rainfall is not proportional to the intensity of the tropical cyclone itself. In fact, the most prolific rainfall producing tropical cyclones were weaker and slow moving. Tropical Storm Fay (2008) produced between 20 and 30 inches of rain across Florida as it made quadruple landfalls along the State's Gulf and Atlantic coastlines.

Storm Surge: Storm surge is an abnormal rise in water level generated by a tropical cyclone, a level above the predicted astronomical tide. It is produced when strong winds from a tropical cyclone push water toward shore. The height of storm surge along a stretch of coastline is dependent upon wind speed, configuration of the continental shelf (shallow slope or steep slope), and bathymetry (depth of the ocean bottom).

Tornado: Tornadoes accompanying tropical cyclones tend to occur in the outermost rain bands, well away from the center of circulation. These tornadoes are usually short-lived and fast moving. While smaller and generally less intense than tornadoes associated with non-tropical severe weather, tornadoes spawned from a tropical cyclone can and have produced substantial damage and deaths.

Severe Thunderstorm: A thunderstorm is defined by the National Weather Service as any storm that is accompanied by lightning and thunder; however, severe thunderstorms exhibit at least one of the following three characteristics:

a.   winds of at least 58 miles per hour (50 knots),
b.   hail at least 1 inch in diameter, and/or
c.   a tornado.

Although frequent lightning often accompanies severe thunderstorms, it is not a criterion. About 10 percent of the estimated 100,000 thunderstorms that occur each year are classified as severe.

Severe thunderstorms accompany the passage of cold and warm fronts, especially from late fall through early spring, but they also occur frequently during the summer months as sea breeze boundaries from the Gulf of Mexico and Atlantic Ocean move inland and interact with the warm and humid air mass over land.

Flooding: Florida's flat terrain and natural water-prone ecosystems promote the pooling of water and inhibit drainage. Small streams and rivers may flood because of prolonged rainfall. In the southern regions of the State, drainage is maintained by a complex man-made system of canals and water control systems. Flooding may occur because of failure of these water control systems.

Tornadoes and Waterspouts: A tornado is a violently rotating column of air extending from a thunderstorm to the ground. The average forward speed is 30 mph but may vary from nearly stationary to 70 mph while the maximum winds rotating around the tornado can reach more than 200 mph. Waterspouts are smaller, generally weaker tornadoes which form over warm water, usually during the summer months. They can move onshore and cause damage to coastal areas.

Florida's period of significant tornadic activity occurs from February through April as strong cold fronts move through the State from the northwest, but tornadoes in Florida can occur at any time of the year. During the summer, thunderstorms moving inland along sea breeze boundaries can also spawn tornadoes and waterspouts.

The intensity of tornadoes is classified using the Enhanced Fujita Scale (EF Scale), a set of wind estimates based on damage:

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

Most tornadoes that strike Florida are generally in the category of EF-0 to EF-3, with winds between 65 and 165 miles per hour; however, two EF-4 tornadoes have been confirmed in Florida since 1950. Florida's tornado climatology demonstrates that strong to violent tornadoes are just as likely to occur during the overnight hours as they are during daylight. Tornadoes that occur overnight are more dangerous as people are unaware of weather warnings relayed by commercial radio or television networks while they sleep. One hundred of the 152 tornado-related deaths in Florida since 1950 occurred between 9:00 pm and 7:00 am, with 113 of the 152 total deaths occurring in February, March, and April.

Excessive Heat: The average high temperature in Florida during the summer months (June, July, and August) is 84 degrees; however, daytime temperatures can climb into the 90s and even low 100s. Combined with abundant humidity, the Heat Index (a measure of how hot it feels relative to the actual temperature) can reach 105 degrees or higher, increasing the risk for heat-related illnesses. This makes hydration a critical need for all persons—operational, victim, or civilian—in the State of Florida.

Responsibilities
Federal Responsibilities: It is the responsibility of the National Hurricane Center (NHC) to notify the State Watch Office of an impending tropical cyclone risk, which has been identified and classified, and to issue hurricane and tropical storm watches and warnings for coastal areas. In parallel with the NHC, the National Weather Service (NWS) forecast offices will issue tropical storm and hurricane warnings for inland counties. Both the National Hurricane Center and the National Weather Service distribute the warning data via the National Oceanic and Atmospheric Administration's Weather Wire Service, EM Net, the internet, media, and other mechanisms.

Aside from tropical threats, the NWS forecast offices monitor weather conditions 24 hours a day, seven days a week and notify the State Watch Office and county warning points of impending severe weather threats. Watches and warnings may be issued for severe thunderstorms, tornadoes, floods, and excessive heat, among other weather hazards.

State Responsibilities: The State Watch Office (SWO), a 24-hour emergency communications center within the State Emergency Operations Center, is responsible for disseminating information and warnings to federal, state, and local officials regarding any threats to the State. Housed within the SWO, the Meteorological Support Unit provides critical information concerning the effects of weather systems or weather related phenomenon that may threaten the State. They serve as a liaison between the agencies of the National Oceanic and Atmospheric Administration (NOAA) and Florida's emergency management community. During activations of the State EOC, the unit reports to the Planning Section as a Technical Specialist.

Listed below is the notification protocol:

- The National Hurricane Center or National Weather Service issues a watch or warning for severe weather for an area of Florida.
- The State Watch Office and county warning points are notified.
- The State Watch Office ensures that affected counties are notified. The affected counties and the State may activate their respective EOCs if necessary.
- The Meteorology Unit will monitor changes in the weather conditions and provides updates to the SERT. It will also assist with facilitating conference calls and other briefings with the NHC/NWS.

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Chapter 9B—Wild Land Fire

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Chapter 9B

Wild land Fire

Wild land fire in Florida is a year round problem. Florida averages 5,000 wild land fires, which consume 240,000 acres annually. The Florida Forest Service has been given statutory authority for the prevention, detection, and suppression of wild land fire. Because of the ever-growing complexity of wild land fire in the urban interface, most wild land fires require some type of unified response from fire and law enforcement agencies.

The command and general staff positions and their responsibilities are the same as any other incident. Some of these positions require specialized wild land fire behavior and suppression training, especially those positions with fire line responsibilities, such as the Incident Commander and Operations Section Chief.

Florida Emergency Services Demographics

a. **Florida Forest Service**–Florida Forest Service has statutory authority over all wild land fire within the State. They are a full service wild land department meeting all requirements of the Wild land Fire Qualification System Guide (PMS310-1). Nearly all wild land fires in Florida will include areas where municipal Fire Departments or other agencies have some responsibility. Firefighting activities in these areas should be organized with a Unified Command Structure.

b. **Career Departments**–Career departments in Florida range in size from one person to 13,000 personnel. All departments range in experience in wild land fire. Many departments do not have wild land engines and only do structural protection with Type 1 structural engines from

paved or improved dirt roads. Wild land Personal Protective Equipment (PPE) including shelter is not common in structural departments. Career departments that cover large rural areas will have more knowledge of wild land strategies and tactics along with wild land engines. Resource availability is through the State Emergency Response Plan administered by the State EOC, State Fire Marshal, and the Florida Fire Chiefs.

c. **Volunteer Departments**–Volunteer departments are common in the rural counties and are interspersed amongst career departments. All departments range in experience in wild land fire. Most volunteer departments have wild land engines that range from Type VI to Type IV. Most rural counties have limited water supplies so tenders are often used. Wild land PPE is common among these departments; however, shelters and the training and use are not as common.

d. **Cooperators (Forestry)**–The Florida Forest Service has many compacts with private landowners and timber companies that can provide wild land firefighting capabilities (heavy equipment and dozers).

e. **State Emergency Operations Center (EOC)** –All resources ordered for fire in Florida using State resources go through the State Emergency Operations Center. Outside resource are coordinated through the Florida Interagency Coordination Center (FICC). The State EOC is the one central point of contact where Emergency Management, Florida Forest Service, State Fire Marshal, Florida Fire Chiefs, and the State Emergency Response Team coordinate efforts.

f. **Local EOC (City/County)**–All local fire, EMS and law enforcement must order resources beyond mutual aid through the local Emergency Operations Center (EOC).

g. **State Fire Marshal**–Is the lead fire official in Florida and is located at the State EOC and has statutory authority over all career and volunteer departments, and coordinates all mutual aid involving structural fire service resources.

h. **Florida Fire Chiefs Association**–The Florida Fire Chiefs work with the State Fire Marshal, Florida Forest Service, and Emergency Management to move structural resources to the affected area. The resources include structural apparatus, EMS, and wild land apparatus. The State Emergency Response Plan (SERP) is designed so that resources can be acquired from around the State to assist in the response process. Departments must exhaust all their resources, mutual aid resources, and then they can request State assistance. State assistance is listed as level 1, which the State, after receiving the request from the local Emergency .Manager, dispatches crews on duty from close proximity departments to respond immediately to the incident. Level 2 allows departments from unaffected regions four hours to pull crews together and respond to the incident.

i. **Sheriff**–All Counties in Florida have a Sherriff's Office and the Sheriff is the senior ranking law enforcement Official. They can impose curfews or other crowd control measures.

Florida Fire Behavior

Many of Florida's fuel types have volatile chemicals and will actively burn even when appearing green. These volatile fuels include native plants as well as very flammable exotics species such as cogon's grass and melaleuca. Use of counter fire without significant control lines must be very carefully considered before attempting. Due to Florida's wild land fuels' heavy loading and highly flammable nature, tractor/plow units are the normal initial attack resource. Type VI engines are useful in supporting dozer operations and mopping up.

Heavy dozers (Type I & II) are often needed in swamp fuels. Helicopters are also very effective as supporting dozer operations.

Fuels

Palmetto/Gallberry (Southern Rough)–This fuel type can result in the most dangerous and volatile fire situation that firefighters encounter in Florida. This fuel type with a dense pine over story accounts for the majority of Florida's large fire incidents. Both Palmetto and Gallberry are evergreen native shrubs that burn extremely well, even when most of plant is green. Fuel loading relates to the intensity of burning and to the difficulty of establishing control lines. This fuel type generally has a large loading of dead material (increasing with each year unburned) that adds to the fire's intensity. This fuel type also can produce volatile oils in its foliage, which increases the fire intensity, especially in spring. Spotting can be problematic in dry weather/low humidity due to the plentiful palmetto fronds that can be carried over control lines by convective lifting.

Swamp Fuels–Generally speaking swamps will not burn actively unless fire weather and the drought index have become critical. The fire situation is severe when swamps become a problem. Many swamps have lost their ability to retain water and have begun to burn more regularly. A major swamp fire will tie up firefighters for days or weeks, and may severely limit their ability to respond to new fires. In the past, many of Florida's major fires have started in swamps with every foot of the fire's perimeter becoming a threat for breakout regardless of the swamp's size.

Swamp fires are problematic due to the difficulty of heavy equipment operation, plentiful fuels, ample spotting, and falling trees due to organic soils burning.

Muck Fuels–Many areas of Florida include muck fuels. These fuels are ground fuels composed of organic material densely compacted. These fires can smolder and produce copious smoke for weeks under drought conditions. Muck fuels are often associated with dry lakebeds and swamp areas. They will burn down to sandy subsoil, or the water table. Suppression of muck fires often requires enormous amounts of water (from wells or piped in) often applied with large sprinkler systems along with plowing and disking fuels to break up hot spots or establish control lines down to mineral soil.

Spot Weather Forecasts
Spot weather forecasts are produced by the Florida Forest Service and are intended for use on prescribed fires and wildfires. These forecasts do not replace the general forecasts produced by the National Weather Service, but are intended to augment their forecasts. Forecasts provide hourly temperature, relative humidity, wind speed, and direction. Data in red indicate potentially severe fire weather conditions. The forecasts are available at:

www.floridaforestservice.com/fire_weather/spot

Smoke and Highway Visibility
Few locations in Florida are so remote that smoke from wildfires cannot reach and affect visibility on highways or other roads. The Low Visibility Occurrence Risk Index (LVORI) indicates the likelihood of fog and smoke interacting to create problems on highways.

LVORI values of 7-10 indicate a high danger of fog and smoke. LVORI forecasts can be found on Fire Weather Forecasts from the National Weather Service. A HySplit smoke model forecast is available as part of a NWS Spot Weather Forecast upon request. Law enforcement (Florida Highway Patrol [Interstates and State Roads] or Sheriff's Office) are responsible for determining if a road should be shut down due to limited visibility.

Liaison with Forest Industry

Forest Industry companies and other large landowners can offer great assistance to fire planners with some fire suppression resources, fire history, fuel break information, stand maps, contact information, and other local knowledge. It is critically important to work closely with Forest Industry and other large landowners and to include them in planning and share information with them.

Aircraft Operations on Wild land Fires

The Florida Forest Service (FFS) is statutorily responsible for all airspace over wild land fires. The FFS has fixed wing observation aircraft as well as helicopters for various missions including suppression of fires.

All state, regional, and local government agencies operating aircraft near an ongoing wildfire must operate in compliance with the applicable State Wildfire Aviation Plan. This plan is maintained at the Florida Forest Service website *http://floridaforestservice.com*. For more information about the plan and aircraft operations near wildfires, you may contact the Florida Forest Service–Forest Protection/Aircraft Section.

Chapter 9C—Hazardous Materials

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Chapter 9C

Hazardous Materials

INTRODUCTION

The Hazardous Materials organizational module is designed to provide an organizational structure that will provide necessary supervision and control for the essential functions required at virtually all hazardous materials incidents. The Hazardous Materials Group Supervisor will direct the primary functions, and one of the functional leaders or the Hazardous Materials Group Supervisor will supervise all resources that have a direct involvement with the hazardous material.

A hazardous materials incident will bring together a greater number and a wider variety of agencies than any other single incident your agency will face. It is assumed that all hazardous materials incidents will be managed under Unified Command principles because in virtually all cases fire, law enforcement, and public health will have some statutory functional responsibility for incident mitigation.

Depending on incident factors, several other agencies will respond to a hazardous materials incident. The best method of ensuring effective information flow and coordination between the responding agencies at the scene of a multi-agency incident is to establish a Unified Command Post and the use of Unified Command (see Chapter 3 on Unified Command).

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Figure 14 – Hazardous Materials Branch Structure
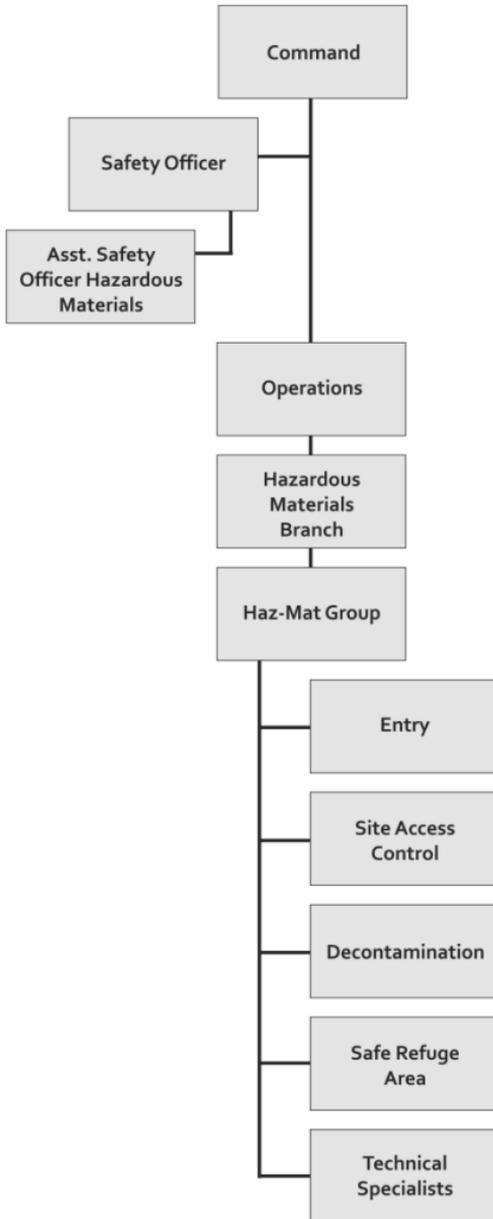
Not all positions will be required on every incident. Complexity, mission, and size of incident will dictate positions used.

Position Checklists

Hazardous Materials Group Supervisor: The Hazardous Materials Group Supervisor reports to the Operations Section Chief. The Hazardous Materials Group Supervisor is responsible for the implementation of the phases of the Incident Action Plan dealing with the Hazardous Materials Group operations and directs the overall operations of the Hazardous Materials Group. See *Florida Hazardous Materials Field Operations Guide* (January 7, 2011)

Entry Leader: The Entry Leader is responsible for the overall entry operations of assigned personnel within the Exclusion Zone. See Florida Hazardous Materials Field Operations Guide (January 7, 2011).

Decontamination Leader: The Decontamination Leader is responsible for the operations of the decontamination element, providing decontamination as required by the Incident Action Plan. See *Florida Hazardous Materials Field Operations Guide* (January 7, 2011).

Site Access Control Leader: The Site Access Control Leader is responsible for the control of the movement of all people and equipment through appropriate access routes at the hazard site and ensures that contaminants are controlled and records are maintained. See *Florida Hazardous Materials Field Operations Guide* (January 7, 2011).

Assistant Safety Officer–Hazardous Materials: Reports to the Incident Safety Officer and coordinates with the Hazardous Materials Group Supervisor (or Hazardous Materials Branch Director if activated). The Assistant Safety Officer-Hazardous Materials coordinates safety related activities directly relating to the Hazardous Materials Group operations as mandated by 29 CFR part 1910.120 and applicable State and local laws. This position advises the Hazardous Materials Group Supervisor (or Hazardous Materials Branch Director) on all aspects of health and safety and has the authority to stop or prevent unsafe acts. It is mandatory that an Assistant Safety Officer-Hazardous Materials be appointed at all hazardous materials incidents. In a multi-activity incident, the Assistant Safety Officer-Hazardous Materials does not act as the Safety Officer for the overall incident. See *Florida Hazardous Materials Field Operations Guide* (January 7, 2011)

Technical Specialist–Hazardous Materials Reference: This position provides technical information and assistance to the Hazardous Materials Group using various reference sources such as computer databases, technical journals, CHEMTREC, and phone contact with facility representatives. The Technical Specialist-Hazardous Materials Reference may provide product identification using hazardous categorization tests and/or any other means of identifying unknown materials. See *Florida Hazardous Materials Field Operations Guide* (January 7, 2011).

Safe Refuge Area Manager: The Safe Refuge Area Manager is responsible for evaluating and prioritizing victims for treatment, collecting information from the victims, and preventing the spread of contamination by these victims. See *Florida Hazardous Materials Field Operations Guide* (January 7, 2011)

Assisting Agencies

Law Enforcement: The local law enforcement agency will respond to most Hazardous Materials incidents. Depending on incident factors, law enforcement may be a partner in Unified Command or may participate as an assisting agency. Some functional responsibilities that may be handled by law enforcement are:

   a. Isolate the incident area.
   b. Manage crowd control.
   c. Manage traffic control.
   d. Manage scene security.
   e. Manage public protective action.
   f. Provide scene management for on-highway incidents.
   g. Manage criminal investigations.

Environmental Response Agencies: In most cases, the local or State environmental response agency will be at the scene as a partner in Unified Command. Some functional responsibilities that may be handled by environmental health agencies are:

   a. Determine the identity and nature of the Hazardous Materials.
   b. Establish the criteria for clean-up and disposal of the Hazardous Materials.
   c. Declare the site safe for re-entry by the public.
   d. Provide the medical history of exposed individuals.
   e. Monitor the environment.
   f. Supervise the clean-up of the site.
   g. Enforce various laws and acts.
   h. Determine legal responsibility.
   i. Provide technical advice.
   j. Approve funding for the clean-up.

Figure 15 – Hazardous Materials Resource Types and Minimum Standards

Resource	Components	Types			
		I	II	III	IV
Hazardous Materials Resource	Incident Types	Known release of a Chemical, Biological, Radiological, Nuclear, or Explosive agent [WMD Chem/Bio]	Release of a Known or Unknown chemical or potential WMD Chem/Bio agent.	Release of a Known or Unknown Chemical.	None, only serves to supplement a Type II or III team with manpower.
	Manning	60 multi-discipline personnel. Combination of two Type II teams, CST team, DEP's ERT team, and specially trained personnel	15 personnel All personnel being trained to the level of hazardous materials technician.	7 personnel All personnel being trained to the level of hazardous materials technician.	7 personnel All personnel being trained to the level of hazardous materials technician.
	Capability	Incidents involving a known release of a CBRNE agent requiring analytical capability, technical decontamination, down range entry or evidentiary capabilities which exceed the capabilities of the Type II Resource	Presumptive testing for CBRNE (Chem/Bio) agents and technical decon in addition to Type III capabilities.	The presumptive testing and identification of chemical substances using a variety of sources to be able to identify associated chemical and physical properties. Sources may include printed and electronic reference resources, safety data sheets, field-testing kits, specific chemical testing kits, chemical testing strips, data derived from detection devices, and air-monitoring sources.	None

Refer to Florida Hazardous Materials Field Operations Guide (January 7, 2011) for detailed reference.

Chapter 9D—Nuclear/Radiological Events

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Chapter 9D

Nuclear/Radiological

Details on management of nuclear and radiation events and incidents can be found in the Florida Comprehensive Emergency Management Plan (CEMP), and in Florida Department of Health's Standard Operating Procedures and other guidance.

UNITS OF RADIOLOGICAL MEASUREMENT

U.S./English System

a. Rem: an English System unit of measure of exposed radiation dose equivalent for people – Roentgen Equivalent Man
   - Abbreviated: rem
   - Commonly measured at the micro (μ) and milli (m) levels
   - Corresponds to sievert in International System
     - 1rem = 10mSv
b. Ras: an English System unit of measure of absorbed radiation dose in any material
   - Abbreviated: rad
   - Corresponds to gray in International System
     - 1rad = 10mGy
c. Curie: an English System unit of measure of activity (the intensity of radiation being released by an isotope)
   - Abbreviated: Ci
   - Corresponds to becquerel in the International System
   - Equal to 3.7×10^{10} disintegrations per second
     - 1Ci = 37GBq

International System

a. **Sievert**: an International System unit of measure of exposed radiation dose equivalent for people
- Abbreviated: Sv
  - 1 Sv = 100 rem

b. **Gray**: an International System unit of measure of absorbed radiation dose in any material
- Abbreviated: Gy
  - 1 Gy = 100 rad

c. **Becquerel**: an International System unit of measure of activity (the intensity of radiation being released by an isotope)
- Abbreviated: Bq
  - 1 Bq = 27 pCi

A Radiological Units Conversion Table can be found at the following link:

   http://orise.orau.gov/reacts/guide/measure.htm#Conversions

Fundamental Principles of Radiation

a. The principles of radiation are based on the electromagnetic properties and the sub-atomic or nuclear structure of atom/element.

b. There are 118 elements with 98 elements naturally occurring.

c. The sub-atomic structure of all elements except for hydrogen 1 includes the following particles
- A nucleus comprised of positively charged protons (p+) and neutrons (N), which have no charge. Hydrogen does not have a neutron in its nucleus.
- An orbiting cloud or shell of negatively charged electrons (e-).

d. These particles are in constant motion (spinning, vibrating, and rotating).

e. The number of protons, neutrons, and electrons in the atoms of an element determines the physical, chemical, and electromagnetic properties of that element. The ratio is 1 p+ / 1n / 1 e- which enables the atom/element to be stable or balanced.

f. All atomic systems and elements tend towards states of minimum energy and maximum stability and balance.

g. If an atom has too many or too few of any sub-atomic structure (protons, neutrons, and electrons) it is unstable and unbalanced.

h. In an effort to achieve stability and balance, different isotopes emit different sub-atomic particles such as protons, neutrons or electrons, or combinations thereof (see #9). This process of emitting sub-atomic particles is called radiation. These particles are classified as follows:
   - Alpha radiation (α), a proton and a neutron, positively charged (+)
   - Beta radiation (β), an electron, negatively charged (-)
   - Neutron radiation (n), a neutron, no charge

i. Isotopes may also emit photons of energy in order to achieve stability and balance. This invisible energy is called gamma (y) or x-ray radiation and is not comprised of any particles.

j. Alpha, beta, neutron, gamma, and x-ray radiation is of sufficient energy to alter the sub-atomic or nuclear structure of an atom/element. They are forms of ionizing radiation, which is different from other types of electromagnetic energy.

k. Naturally Occurring Radioactive Materials (NORM) are in all aspects of our lives and add to our natural background radiation levels.

l. Microwaves, radio waves, electromagnetic fields from power lines, ultra-violet, infrared, and visible light are all considered non-ionizing radiation; they are non-ionizing radiation because they cannot alter the sub-atomic or nuclear structure of an atom/element.

m. Different types/forms of ionizing radiation have different properties:

   • Alpha radiation is characterized as a slow moving, relatively high-energy particle that is mainly an internal body contamination hazard. It is shielded by paper, skin, and common closing with an approximate range of 1-3 inches from the source. Beta radiation (β), an electron is Characterized as a low to high-energy faster moving particle that is both an internal and an external body contamination hazard. It can be shielded by dense materials such as sand/bricks, plastics and partially by turnout gear with an approximate range of: 10-30 feet from the source.

   • Neutron radiation (n) is characterized as high energy, fast moving particles that is an external whole body exposure hazard. It can be shielded by substances with high concentrations of hydrogen such as water, plastics, and concrete with an approximate range of 100-300 feet from the source.

   • Gamma radiation (y) and x-rays (operationally identical) are characterized as an external whole body exposure hazard. They move at the speed of light and are shielded by dense materials such as lead, sand, and water with an approximate range of 100-300 feet from the source.

n. Ionizing radiation cannot be detected by human or animal senses.

o. Equipment must be used to detect ionizing radiation.

p. Detection equipment must be calibrated and checked prior to use.

q. The appropriate equipment must be used for the type of radiation believed to be present. Not all equipment is designed to detect all types of radiation.

r. Emergency response radiation detection equipment (e.g., CDV yellow gear) is designed to detect radiation – It DOES NOT identify the isotope producing the radiation.

s. Radioactive isotopes aka radionuclides may emit two or more different types of radiation simultaneously.

t. The most common type/form of ionizing radiation are gamma and beta.

**Figure 16 – Radiation Exposure Guidelines For
First Responders & Emergency Workers**

5-25 μrad/hr	Normal FL Background [1]
2X Background	Contaminated; Check with Local Policy
2 mrad/hr	Hot Zone Boundary
500 mrad/hr	Turn Back Now (Turn back Daily Dose Limit)
5 rem per hour	Turn Back Now (Turn back Dose Rate Limit)
5 rem	Max Dose annual dose – radiation worker and maximum dose for duration of emergency under most circumstances
10 rem	Max Dose – Property Preservation
25 rem	Max Life Safety Dose W/ Informed Consent
50 rem	Onset Of Biological Effects To Blood Cells
100 rem	Onset Of Acute Radiation Poisoning Symptoms

Refer to US EPA Manual of Protective Action Guides and Protective Actions for Nuclear Incidents (400 R 92 001) & subsequent revisions for

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[1] This is an official FL Department of Health Bureau of Radiation Control Value

full and complete guidance on radiological exposure during emergency response operations AND follow the instructions of the Radiation Safety Officer.

Exposure Control

a. Emergency workers and first responders must follow all established field safety guidelines particular to their agency's guidance. Generally, these guidelines will include the ALARA principle.
- ALARA means As Low as Reasonably Achievable.
- Because of naturally occurring radioactive material in the earth and modern society, the ALARA principle recognizes that exposure to radiation cannot be absolutely eliminated.
- Emergency response to a radiological incident may include some exposure to radiation for the first responder/emergency worker.
- The following methods of practice the ALARA principle so as to minimize your exposure to radiation:
  - Do not smoke, eat, and drink in the hot & warm zones. Minimize contamination by avoiding contact between your hands and your head & face area.
- Use TIME–DISTANCE–SHIELDING as a general protective action guideline.
- Minimize TIME spent near the radioactive source.
- Maximize DISTANCE between you and the radioactive source.
- Use SHIELDING between you and the radioactive source.

b. Measure your personal cumulative dose with a dosimeter.
c. Report dose measurements to Radiological Safety Officer – RSO, at least every 30 minutes or as directed.

   d. Record your permanent cumulative dose with a thermo
       luminescent dosimeter–TLD or optically stimulated
       luminescent dosimeter – OSLD. Do not swap dosimeters.
   e. Do not delay in performing a life safety action because of a
       radiological hazard.

EMERGENCY PLANNING ZONES (EPZ)
for Nuclear Power Plants

Plume Exposure Pathway
The plume exposure pathway EPZ has a radius of about 10 miles
from the reactor site. Predetermined protective action plans are in
place for this EPZ and are designed to avoid or reduce dose from
potential exposure to radioactive materials. These actions include
sheltering, evacuation, and the use of potassium iodide where
appropriate.

Ingestion Exposure Pathway
The ingestion exposure pathway EPZ has a radius of about 50 miles
from the reactor site. Predetermined protective action plans are in
place for this EPZ and are designed to avoid or reduce dose from
potential ingestion of radioactive materials. These actions include a
ban on contaminated food and water.

Emergency Classification Levels
If a nuclear plant declares an emergency, it does not necessarily
mean there is an immediate condition at the plant that requires a
response by Offsite Response Organizations (ORO). The emergency
classification system is intended to bring offsite agencies to a higher
state of readiness proportionate to the nature of conditions at the

nuclear power plant. The emergency classification system is based on four levels of classification beginning with the least severe (UE) and ending in the most severe (GE). The level of emergency class is called an Emergency Classification Level (ECL).

- Unusual Event
- Alert
- Site Area Emergency
- General Emergency

Nuclear power plant emergency classification system is standardized nationwide. All nuclear power plants in Florida use this emergency classification system.

Figure 17 – Emergency Classification Levels

ECL	SIMPLE PLAIN ENGLISH EXPLANATION
Unusual Event	Minor plant incident that does not affect safety
Alert	Plant incident that affects plant safety
Site Area Emergency	Major plant safety failure that affects the plant site
General Emergency	Major plant safety failure that affects areas beyond the plant site

For more information on Emergency Classification Levels, please refer to the Field Operations Guide for Nuclear Power Plant Response in Florida. This can be obtained by emailing

dem_rep@em.myflorida.com.

Emergency Action Levels

a. An Emergency Action Level (EAL) is a pre-determined, site-specific, observable threshold, trigger, or plant condition that places the plant in a particular emergency class ECL (UE, ALERT, SAE, GE).

b. Emergency Action Levels (plant operating conditions) determine Emergency Classification Levels (emergency classifications).

c. EALs are standardized and are based on whether the plant's reactor is operating (HOT) or shut down (COLD).

d. EAL categories:
   - R—Abnormal Radiation Levels/Radiological Effluent
   - C—Cold Shutdown/Refueling System Malfunction
   - E—Events Related to Independent Spent Fuel Storage
   - F—Fission Product Barrier Degradation
   - H—Hazards and Other Conditions Affecting Plant Safety
   - S—System Malfunction

State Management Team

In most cases, the first responders to a nuclear/radiological event/incident will be county or municipal emergency personnel. Leaders of these emergency response units will implement command and control of both the crisis and consequence management operations through a unified command structure established at or near the scene. If needed, State and/or Federal assistance will be mobilized to support the local command structure.

When an emergency at a commercial nuclear power plant escalates to an Alert status, the State Coordinating Officer may deploy a State Management Team (SMT) to the affected Florida nuclear

power plant's Emergency Operations Facility (EOF) or Alabama's Forward Emergency Operations Center. The State Coordinating Officer and the SMT Incident Commander will determine the size and composition of the SMT.

For events at Florida utilities, the State Management Team will consist of, at a minimum:

- Incident Commander
- Operations Chief
- Plans Chief
- Logistics Chief
- Finance Chief
- Radiological Emergency Preparedness Planning Technical Specialist
- Public Information Officer
- State Liaisons for the county Emergency Operations Centers

**Figure 18 – Minimum Staffing Plan from Radiological Emergency
Preparedness Program Manual (RPM)**
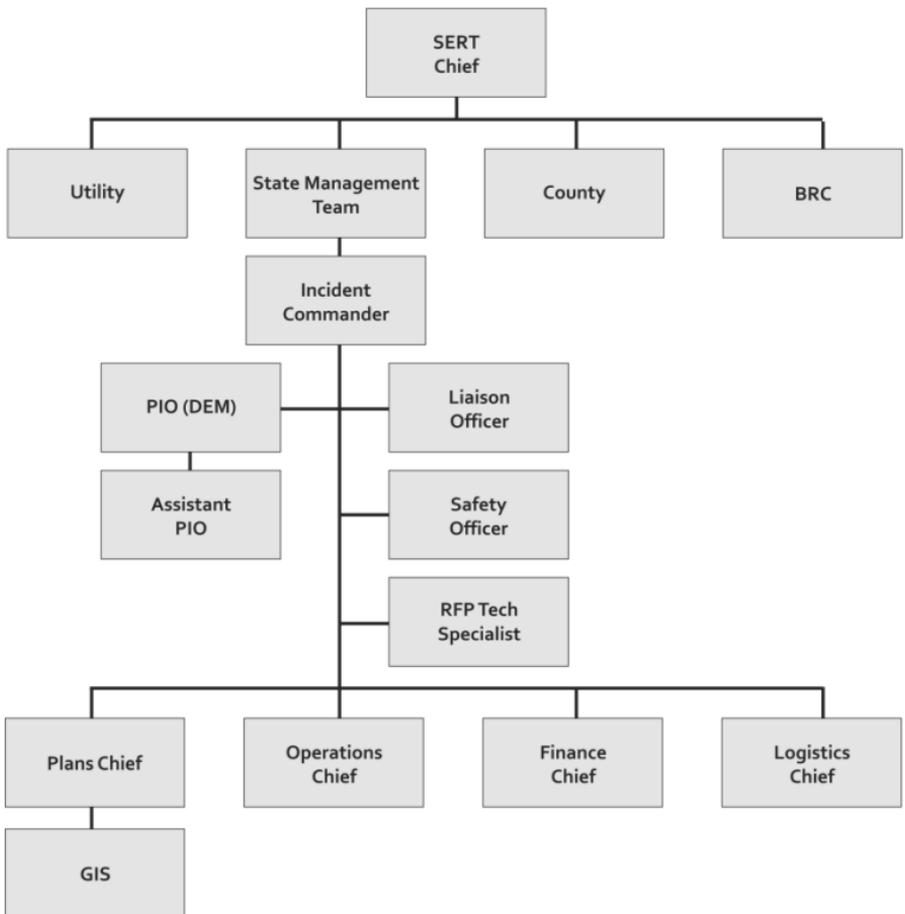
The responsibilities below are common to all SMT members. An
emergency at a nuclear power plant may begin at any of the four
emergency classification levels.

Notification of an Unusual Event

- Monitor the situation

Notification of an Alert

- Monitor the situation
- Make preparations to deploy (SMT may deploy based on emergency conditions)

Notification of a Site Area Emergency or a General Emergency

- Monitor the situation
- Make preparations to deploy (SMT will deploy at these emergency classifications)

Upon Arrival at Emergency Operations Facility

- Receive team briefing from the utility (with counties and BRC, if available)
- Locate work area and conduct operational checks (such as computer/phone/EM Constellation)
- Advise SMT Leader/Incident Commander when operational

Concept of Operations (CONOPS) of Response to Nuclear Power Plant Emergencies in Florida

a. The CONOPS to nuclear power plant emergency response in Florida is DIFFERENT from that of other states. (see #6 of this section)

b. The Florida State Statute pertaining to Radiological Emergency Preparedness & response is 252.60. This statute recognizes the federal codes that pertain to nuclear power plant emergencies so that State and local officials have a basis in Florida statute by which they can implement the federal codes.

c. The federal codes that pertain to nuclear power plant emergencies are NUREG 0654–FEMA REP 1. These

regulations between the US Nuclear Regulatory Commission and the Federal Emergency Management Agency jointly govern operations both "inside the fence" of all nuclear power plants and among all the OROs (first responders) nationwide.

d. Florida is a home rule State. Effectively, this means that each county has the ability to change and overrule those decisions made by State government.

e. However, protective action decisions are implemented unanimously because of the high degree of cooperation among members of each nuclear power plant's task force. The task force of each nuclear power plant is comprised of risk and host county emergency management officials, State Emergency Management officials, State Department of Health–Bureau of Radiation Control officials and representatives of the nuclear power plant. This coherence allows for unity of purpose, which facilitates more efficient field operations.

f. During a nuclear power plant emergency, the OROs of the nuclear power plant's task force execute the protective action decision-making process jointly as one body AND in person. This process takes place at the Emergency Operating Facility (EOF). Each county and state agency are represented in person during the decision making process. This is the distinguishing feature of Florida nuclear power plant emergency CONOPS.

g. The general sequence of events for a nuclear power plant emergency in Florida is as follows:
   •   Plant declares an Alert, Site Area, or General Emergency.
   •   Risk, Host and State Emergency Operations Centers are activated, either fully or partially.

- The nuclear power plant's offsite Emergency Operating Facility is activated and the task force members convene in person.
- Based on the nature and severity of the emergency and their approved protocols, the nuclear power plant's representative issues a Protective Action Recommendation (PAR) to the local & State officials / members of the task force (OROs).
- The local & State officials/members of the task force, excluding nuclear power plant's representatives, review the utility's PAR and consider the issuance of a Protective Action Decision (PAD) for the general public.
- Local State(s) of Emergency (LSE) for the risk and host counties are considered and issued in accordance with each county's CEMP and the PAD. The timing of the issuance of the LSE may fluctuate between counties.
- Governor's declaration of emergency is considered and issued in accordance with the CEMP. The timing of the issuance of the Governor's Declaration may fluctuate.

h. PADs may include sheltering in place, evacuation, restrictions on travel in certain areas, curfew, agricultural restrictions on crops or animals care.

i. During the PAD making process, particular consideration is given to managed populations, which include hospitals, schools, jails, adult living, and childcare facilities.

j. Once a PAD is issued, the alert & notification process begins. This includes the use of audible tone alert & messaging (sirens/loud speakers), Emergency Alert System, NOAA All-Hazards Radio messaging, route alert messaging, and emergency broadcasting.

k. IF the PAD includes evacuation, citizens from the designated areas of the Risk Counties will be directed to

the appropriate Host County. Evacuation is not mandatory unless ordered by the Governor.

l. Evacuees will be directed to Radiological Emergency Reception Centers, which may or may not be in Host Counties. However, the evacuees are NOT REQUIRED to participate in reception center activities or receive services offered at these reception centers.

m. First responders, emergency workers (and their equipment) who become contaminated while performing operations in Risk Counties are decontaminated at pre-designated wash-down stations in the Risk Counties.

n. The PAD may include restrictions on agricultural activities, which may be implemented independently from other PADs.

Fundamentals of Alert & Notification For Nuclear Power Plant Emergencies in Florida

a. Primary alert & notification of a nuclear power plant emergency begins at the control room of the nuclear power plant.

b. The control room communicates the initial notification of an emergency with the OROs, both verbally and electronically via the use of the "Florida Nuclear Power Plant Emergency Notification Form". This form is designed to address all relevant information regarding the status of the plant, the reactor, PARs, atmospheric conditions, and projected operations that OROs need in order to ensure public safety.

c. The OROs at the County Warning Point(s) and State Watch Office receive and acknowledge the plant's emergency notification and follow established plans & protocols for the appropriate response.

d. Subsequent updates regarding the emergency are communicated using the same process.

e. Once a PAD is reached by the OROs, the general public is officially alerted by means of audible tone alert & messaging (sirens/loud speakers), Emergency Alert System, NOAA All-Hazards Radio messaging, route alert messaging, and emergency broadcasting. This is a NRC requirement; however, there are several exception areas throughout the country.

  • The Ocean Reef Community north of Key Largo in Monroe County is one such exception. This community is within the 10 mile EPZ of the Turkey Point Plant and uses an emergency telephone calling system instead of sirens/audible tone alert.

f. As of February 2011, there are no official means of using social media for the alert & notification process.

g. Unified messaging is decided upon at the EOF by the OROs. Pre-scripted messages are used in order to match plant scenarios with the appropriate protective action without the need to draft and approve language during emergency circumstances.

Implementation of Protective Actions

For people and household pets and service animals (HPSA):

a. Protective actions primarily include sheltering in place or evacuation.

b. In Florida, sheltering in place presents the secondary risk of overheating due to the lack of outside ventilation and air conditioning. Unless mitigated in some way, outside ventilation and air conditioning may deposit contamination inside structures. Not using ventilation and air conditioning in hot & humid weather is not only hazardous but also immediately dangerous to life & health for vulnerable individuals. Do not delay in performing a life safety action because of a radiological hazard.

    c. Both protective actions present significant challenges and pose potentially life-threatening consequences for managed populations, which include hospitals, schools, jails, adult living, and childcare facilities.

        • Managed populations have emergency response plans for such circumstances, however additional resources may be required to assist such facilities achieve their objectives.

    d. All nuclear power plants in Florida use a radial grid method of identifying locations in the community and distances from the plant.

        • The plant is located at the center.
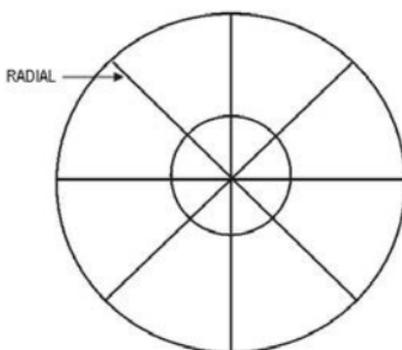
        • Concentric rings are drawn in whole mile intervals from the center, i.e. the nuclear power plant.

        • Radials from the center are used to divide the concentric rings in sectors, areas, or zones. The terms sector, area, and zone are specific to each plant and are not necessarily interchangeable.

        • Locations within the concentric circles and divided by the radials are identified with letters or numbers.

        • The locations in the community where protective actions may be warranted are determined by downwind proximity from the plant based on wind speed and direction.

- The phrase "0-2 & downwind to 5" refers to sectors or zones or areas identified for protective action that encompass a 2 mile radius from the plant and sectors or zones or areas downwind from the plant up to 5 miles.

e. Evacuation is an emergency protective measure designed as an immediate action to guard against a clear and present danger. It is not intended to be a migration that involves preparation and relocation of household/commercial goods, valuables and other such commodities. First responders need to communicate this concept effectively in order to mitigate against radiological exposure and contamination.

f. Traffic control measures will include roadblocks, which are designed to force motorists away from the hazard and towards safety.

g. Risk counties use wash-down locations to decontaminate their emergency response equipment. These temporary facilities are not indented for use by the general public.

For Livestock, Show, and Domesticated Animals:

h. Protective actions primarily include sheltering in place or evacuation.

i. The use of stored feed and covered water may be required.

j. Special agricultural quarantines and restrictions may be put into effect as necessary.

k. Overall operations in the host counties included the following main components:
   - Emergency reception center operations
   - Issuance of potassium iodide (KI)
   - Sheltering & mass care operations

l. The emergency for Host Counties is not the nuclear power plant incident itself, but the influx and care of a large

number of potentially contaminated evacuees and their HPSAs.

m. Host counties that are also in the IPZ, may have additional operational priorities based on the spread of contamination. Such priorities will be typically but not exclusively agriculturally based.

n. Risk county evacuees will be directed to Radiological Emergency Reception Centers in the host counties. However, the evacuees are NOT REQUIRED to participate in the activities or receive services that are offered at these reception centers.

o. Receipt of services, i.e. emergency sheltering, is contingent on participation at the emergency reception centers.

p. **IF** Risk county evacuees need or want access to the sheltering services in the host counties, **THEN** they **ARE REQUIRED** to participate in the activities or receive services that are offered at reception centers. However, participation in host county reception center operations is strictly voluntary.

q. Risk county evacuees may voluntarily elect to make private arrangements for lodging at their own expense. These expenses may be reimbursable by the nuclear power plant. Private lodging owner/operators may refuse evacuees service based on fear of contamination.

r. Risk county evacuees are likely to bring their HPSAs to host county emergency reception centers. By federal law, service animals are allowed at the reception centers and shelters.
   • Pets are NOT service animals.
   • Distinctions and decisions must be made.

s. Radiological emergency (community) reception centers are temporary operations that exist because of the response to a nuclear power plant emergency.

t. Unless officially designated otherwise, all personnel providing services to evacuees at the emergency reception centers are designated as first responders or emergency workers.

u. Operations conducted at the emergency reception centers are NIMS compliant.
    • Unified Command should include members of Fire Rescue / EMS, Law Enforcement, Public Health and Emergency Management.

v. The primary objective of the community reception center(s) is to monitor, decontaminate as necessary, and register risk county evacuees so that the host county sheltering system does not become contaminated.

w. Operations at the community reception centers will be conducted in accordance with fundamentals of mass casualty, triage, decontamination, evidence/property collection practices that are modified for a nuclear power plant emergency.

x. Exigent circumstances may necessitate the utilization of reduced standards of care, i.e. a mass casualty incident.

y. Routine medical screening for common, non-life-threatening, non-acute, non-contagious public health maladies should not be undertaken at the community reception centers; as such, efforts will only delay the processing of Risk County evacuees and potentially jeopardize or endanger the evacuation.

z. Hospital emergency rooms will not be used for the non-life-threatening processing risk county evacuees as described in this guide.

aa. Community emergency reception centers will need to make provisions for the emergency medical care of risk county evacuees, i.e., the use of a separate paramedic strike teams for emergency response within the emergency reception center.

bb. "Through-put" or the rate, at which evacuees are processed, is dependent upon the resources available at each reception center.

- The Crystal River Plant has relatively few residents (approximately 20,000) in the 10mile EPZ as compared to the St Lucie Plant which has the most (approximately 260,000 among the most populous in the country).
- A limiting factor in reception center processing is the number of radiation portal monitors deployed at each reception center and the decontamination process.
- Emergency resource requests for additional equipment and/or personnel should be directed to FDEM via the EM Constellation system.

cc. The community reception centers will be required to operate over multiple operational periods, at all times of day/night, and in all weather conditions.

dd. The community reception centers operate using the principles of control zones in order to prevent cross contamination.

ee. The objective of the reception center(s) is to process risk county evacuees. Persons who do not fit this definition should be excluded in order to maximize efforts for those truly in need. Persons excluded include the "worried well" from host counties and other areas of the region.

ff. The care of domesticated animals, livestock, and exotic pets will be coordinated by the Florida Department of Agriculture and Consumer Affairs – State Agriculture Response Team. This care will not be part of the community emergency reception center process.

Potassium Iodide – KI

Excerpted from FDOH-BRC SOPs & CDC fact sheets

a. General Considerations:
- KI may be used to saturate the normal human thyroid gland with stable iodine. Saturation with non-radioactive iodine limits the uptake of radioactive iodine by the thyroid when ingested or inhaled. KI does not limit the uptake of the radioactive iodine by other body organs. KI offers no protection against exposure of the body (including the thyroid) to radiation originating outside the body.
- KI is NOT an antidote to radiation sickness, exposure, or contamination.

b. Issuance of KI During a Nuclear Power Plant Emergency
- The use of KI has been pre-approved by the State Surgeon General for State and county radiation workers and the general public. Based on actual releases of radioactive iodine, the Bureau of Radiation Control (BRC) Operations officer will direct that KI be taken.
- During a rapidly escalation incident, where releases are imminent or have occurred, the county health officers may recommend county emergency workers take KI before consultation with the BRC Operations Officer. First responders & emergency workers should check with their supervisors and verify the order to take KI – Do NOT take KI based on rumor or assumption.

For more information on the use and issuance of KI please refer to the Field Operations Guide for Nuclear Power Plant Response in Florida. This can be obtained by emailing dem_rep@em.myflorida.com.

**Figure 19 – Radiological Emergency Management
Contact Information**

ORGANIZATION	CONTACT NUMBER
FL Division of Emergency Management	State Watch Office
	850-413-9911
FL Bureau of Radiation Control	Duty Officer
	407-297-2095

*For more Radiological Emergency Management Contact Information*

http://www.epa.gov/rpdweboo/rert/contact.html

Overview of Commercial Nuclear Power Plant Sites in or Impacting Florida as of March 2011

Figure 20 – Nuclear Power Plants in Florida
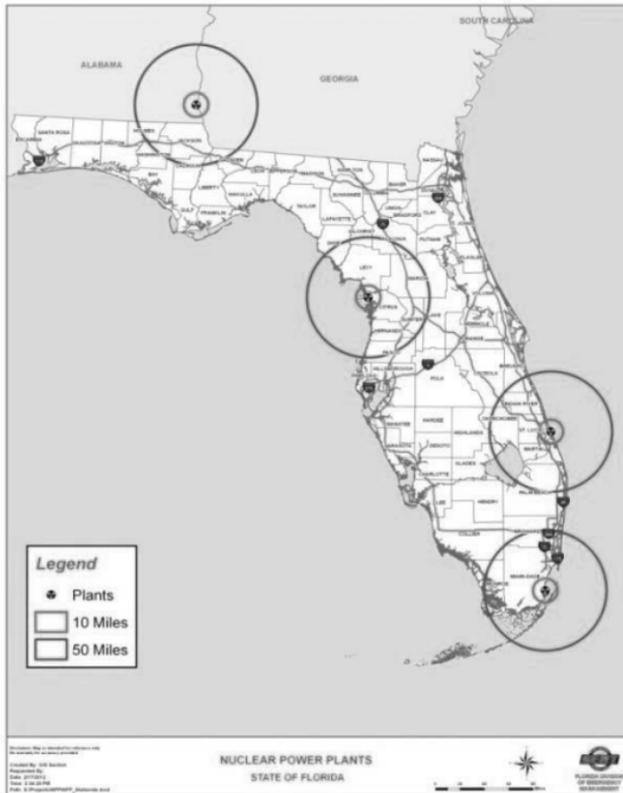
WARNING: Map NOT to Scale – image credit: FDEM GIS

Turkey Point Nuclear Power Plant

   a.   Location:
   - Homestead, Miami-Dade County
   b.   Owner/Operator:
   - Florida Power & Light Company
   c.   Technical Overview
   - Two Westinghouse Pressurized Water Reactors each inside reinforced concrete containment buildings
   d.   Emergency Operating Facility: The EOF for the Turkey Point Nuclear Power Plant is located on W Flagler St and SW 92nd Ave in Miami.
   e.   NOTE:
   - Homestead-Miami Speedway, Homestead Air Reserve Base, and Biscayne National Park are located within the 10 mile EPZ Turkey Point Nuclear Power Plant.

Saint Lucie Nuclear Power Plant

   a.   Location
   - Hutchinson Island , Saint Lucie County
   b.   Owner/Operator
   - Florida Power & Light Company
   c.   Technical Overview
   - Two Combustion Engineering Pressurized Water Reactors each inside reinforced concrete containment buildings
   d.   Emergency Operating Facility: The EOF for the St Lucie Nuclear Power Plant is located on Midway Rd west of I-95 in Ft Pierce.

Crystal River Nuclear Power Plant

   a.   Location
   - Crystal River, Citrus County
   b.   Owner/Operator

- Duke Power
c. Technical Overview
  - One Babcock & Wilcox Pressurized Water Reactors inside a reinforced concrete containment building
d. Emergency Operating Facility: The EOF for the Crystal River Nuclear Power Plant is located on W Venable St and US19/98 in Crystal River.

Joseph M Farley Nuclear Power Plant – Alabama

a. Location
   - Columbia AL (near Dothan)
b. Owner/Operator
   - Southern Nuclear Operating
c. Technical Overview
   - Two Westinghouse Pressurized Water Reactors inside reinforced concrete containment buildings
d. Overview of Planned Protective Actions in Florida for an emergency at the Farley Nuclear Power Plant in Alabama:
e. No portion of Florida lies within the 10-mile emergency planning zone, however; seven Florida counties, including Jackson, Calhoun, Liberty, Gadsden, Holmes, Washington, and a small corner of Bay, fall within the 50-mile Ingestion Pathway Zone.
f. A radiological emergency at the Farley Nuclear Power Plant can adversely affect the safety of open water supplies, dairy facilities and the food supply for humans and livestock. Human and animal foods may become contaminated. The health and productivity of farm livestock may be adversely affected through exposure to radioactive contamination.
g. The Departments of Agriculture and Health will monitor and conduct laboratory tests on human and animal foods and provide protective action recommendations to the Division of Emergency Management and to the counties

affected by a radiological release. The Bureau of Radiation Control Mobile Emergency Radiological Laboratory and field monitoring teams will be staged at the fire station at the Marianna Airport in Jackson County. The Department of Environmental Protection will provide assistance in locating public drinking water systems and the collection of samples and restrict consumption of surface water supplies in the event of a release of significant concentrations of radioactive material into those supplies.

NOTE: The specialized instrumentation used for nuclear power plant emergency RESPONSE is DIFFERENT from the specialized instrumentation that is used to interdict/detect illicit radioactive materials in Preventative Radiological Nuclear Detection operations (PRND). PRND is categorized as a PREVENT mission and uses different detection threshold values.

NOTE: For nuclear power plant emergencies, first responders & emergency workers will only use the equipment and detection values authorized by their Incident Commanders if the detection values are in accordance with FL Department of Health–Bureau of Radiation Control standards for monitoring.

For more information on Florida's Nuclear Power Plants please refer to the Field Operations Guide for Nuclear Power Plant Response in Florida. This can be obtained by emailing

dem_rep@em.myflorida.com.

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Chapter 10A—Search and Rescue

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Chapter 10A

Search & Rescue

INTRODUCTION

Search and Rescue is the search for and provision of aid to people who are in distress or imminent danger. The general field of search and rescue includes many specialty sub fields, mostly based upon terrain considerations. These include ground wilderness search and rescue, including the use of search and rescue canines; urban search and rescue in the city or urban environment; and air-sea rescue over the water.

Ground Search and Rescue is the search for persons who are lost or in distress on land or inland waterways. Traditionally associated with wilderness zones, ground search and rescue services are increasingly required in urban and suburban areas to locate persons with Alzheimer's disease, autism, dementia, or other conditions that lead to wandering behavior.

Urban Search and Rescue is the location and rescue of person's from collapsed buildings or other urban and industrial entrapments. Due to the specialized nature of the work, most teams are multi-disciplinary and include personnel form fire, law enforcement and emergency medical services. These teams also have specialty components such as canine teams, structural engineers, and heavy rigging specialists. They specialize in technical rescue operations in both wide area disasters and single building collapse incidents.

Air–**Sea Rescue** refers to the combined use of aircraft and surface vessels to search for and recover survivors of aircraft downed at sea as well as sailors and passengers of sea vessels in distress.

The organizational module of the FOG is designed to provide an overview of the essential Search and Rescue functions at incidents where technical rescue expertise and equipment are required for safe and effective rescue operations. These incidents can be caused by a variety of natural events (i.e., earthquakes, floods, tornados, or hurricanes) that cause wide spread damage to a variety of structures, mass transportation accidents with multiple victims, or single site events such as excavation collapse or confined space rescue operations involving only a few victims. US&R operations are unique in that specialized training and equipment are required to mitigate the incident in the safest and most efficient manner possible.

The Florida Urban Search and Rescue (US&R) Response System provides for the coordination, development, and maintenance of the States effort with resources to locate, extricate, and provide immediate medical treatment to victims trapped in collapsed structures; and to conduct other lifesaving operations.

The US&R Response System methods of operation, organization, capabilities, and procedures in mobilization, on-site operations, and demobilization are described in this document.

Two general considerations are used to deploy search resources:

   a. Area to be Searched–This involves the division of the designated area into manageable sections. Depending upon the size of the damaged area and the search

resources available, an area may be sectored by city block, or other easily definable criteria (i.e., USNG 1000, 10000, or 100000 meter square). The available search resources will be divided and apportioned to each sector for search operations.

b. Priorities–The search area is evaluated for priorities in terms of the type of occupancies affected, amount of damage, pre-evacuation, etc. Areas with the highest likelihood of survivability (in terms of type of construction) and the number of potential victims (in terms of the type of occupancy of the building) will receive attention first. Occupancies such as schools, hospitals, nursing homes, high-rise and multi-residential buildings, office buildings, etc., would be high priorities.

Operations Site Set-up

- Once an area is identified with an active rescue, control of the area immediately surrounding the site will be established before rescue operations commence.
- An Operational Work Area is established to control access to the rescue work site except for assigned Task Force (TF) members and other local rescue personnel involved in an operation, and to provide safe and secure work areas for the personnel supporting the rescue operations.
- A Collapse/Hazard Zone is established to control access to the immediate area that could be affected or impacted by further building collapse, falling debris, or other hazardous situations (i.e., aftershocks). The only individuals that will be allowed within this area are the primary TF personnel directly involved in the search for or extrication of victims. All other TF personnel must be located outside the hot zone until assigned or rotated.

- When establishing the perimeter of the operational work area, the needs of the following areas will be properly identified:
  - Access/Entry Routes (Personnel Accountability Location)
  - Emergency Assembly Area

Figure 21 – Agency Responsibilities

AGENCY	RESPONSIBILITY
Florida Fire Chiefs' Association	Will deploy a logistics officer to the SEOC on request to work with the State Fire Marshal to assist in responding to requests for search and rescue assistance utilizing the *Statewide Emergency Response Plan*
Florida Wing of the Civil Air Patrol	Provide aircraft use and assistance for search and rescue
The Florida Fish and Wildlife Conservation Commission	Provide aircraft, terrain vehicles, and other specialized personnel and equipment for search and rescue efforts

Florida Forest Service	Provides support in Category 3 and above hurricane incidents. This includes sending one of the Florida Interagency Incident Management Teams which are Type 1 IMT's.
Florida Association of Search and Rescue	Assist with the coordination of search and rescue resources available through volunteer and local governmental organizations

Incident Command System

When the IC or UC is designated, the Search and Rescue function will be placed under the umbrella of the NIMS organizational structure, typically as the SAR Branch Director or SAR Group Supervisor in the Operations Section.

Determine Search Areas

In most cases, the search area will be determined before you are deployed. In some cases, it will not and you will be responsible for creating a master map, segmenting it, and identifying your priorities.

Master Map

When building a master map, you will need several different kinds of maps for information purposes. When intel and information comes

in, you will plot the information on a main map so you have a clear understanding of how to move forward.

Search Segmentation

Search areas must be appropriately sized to achieve goals. Smaller segments that can be completed are better than larger segments that cannot be completed.

The population density must be considered – some search segments are going to be very small if many people live in it. Segmentation assures complete coverage if segments are well defined with clear boundaries, because findings can be easily mapped and targets can be easily located in the field.

Search Priorities

Highest priorities should be assigned where the greatest good can be achieved. Every segment should have a priority attached to it starting at the top priority and ending with the lowest.

Ground

Ground search and rescue is the search for persons who are lost or in distress on land or inland waterways. Traditionally associated with wilderness zones, ground search and rescue services are increasingly required in urban and suburban areas to locate persons with Alzheimer's disease, autism, dementia, or other conditions that lead to wandering behavior.

Actions on Arrival at SAR Incident

SAR responders may arrive on scene during the initial response or at a developing search after some initial actions are in progress or have already taken place. SAR responders should have in the pre-plan actions to take when arriving to minimize response time. Items to consider include:

- Upon arrival at a developing search, leaders should check in the with the current IC for briefing on actions taken so far, by whom, and what actions are currently being taken;
- Assign a staging area manager and set up staging area;
- Analyze mission and prioritize tasks; and
- Immediately after a SAR incident begins, plan for personnel relief (failure to relieve fatigued personnel could lead to critical errors in search operations and planning).

Initial Search Actions

The Incident Commander will need to plan and conduct a Rapid (Reflex/Hasty) Search, which may include trackers, canines, and sound teams, as well as tasks such as perimeter patrols and trail checks as indicated by the situation and missing person profile developed.

- For searches where the Last Known Position/Place Last Seen (LKP/PLS) is a residence or structure, once personnel have been assigned to cover hazards, perform a thorough check of all buildings in the vicinity of the LKP/PLS to include attics, rafters, lofts, and basements of all structures, as well as tall grass areas, scrub, and wood lines around the perimeter of the property;

Establish confinement: Perimeter road patrols, if used, should strive for visual checks of roads/ditches in the area covered by Rapid Search at least once every 30 minutes;

- Perform trail checks or trail-running and have searchers scan the trails and environment/terrain to either side of trails;
- Keep one of several people available to follow up on intelligence sources or leads as they become available (Law enforcement personnel may be a good choice for this task);
- Send law enforcement personnel (if available) to check nearby businesses such as taverns or stores for the subject, and to gather additional intelligence, as well as check nearby homes;
- Consider sound searches;
- Tracking and sign cutting are important tasks during initial response and Rapid (Reflex/Hasty) Search Phase. As people walk, they will leave signs of their passage. Skilled tracker can acquire, age and follow signs. Trackers can work with canine teams without the two teams interfering with each other; and
- Canine resources may provide significant clues for the search.

During the Rapid Search Phase:
- Brief all field teams;
- Maintain confinement;
- Perform Rapid Search actions as called for by the mission profile;
- Debrief all returning teams;
- Record all efforts (for example, this may be accomplished using the ICS 214); and

- Analyze mission profile to prioritize Rapid (Reflex/Hasty) Search tasks.

After all Rapid (Reflex/Hasty) Search resources have deployed to the field, the focus of activity in the command post should shift to the Communications and Situation functions, who will handle radio traffic, position and status reports from the field. While the Rapid Search is taking place, General Staff should begin planning for the next operational period.

Air-Sea

Air-Sea rescue refers to the combined use of aircraft and surface vessels to search for and recover survivors of aircraft downed on land or at sea as well as sailors and passengers of sea vessels in distress.

An aircraft on an Instrument Flight Rules (IFR) flight plan is considered overdue when neither communication nor radar contact can be established and 30 minutes have passed since its Expected Time of Arrival (ETA) over a specified or compulsory reporting point or at a clearance limit

An aircraft on a Visual Flight Rules (VFR) flight plan is considered overdue when it fails to arrive 30 minutes after its ETA and communications or location cannot be established

An aircraft not on a filed flight plan is considered overdue at the actual time a reliable source reports it to be at least one hour late at its destination.

The county emergency management office and the State EOC should be contacted in the event of any missing aircraft to help coordinate multiple agencies and jurisdictions. The lead State Agency for locating downed aircraft is the Civil Air Patrol (CAP).

Civil Air Patrol flies more than 85 percent of all search-and-rescue missions directed by the Air Force Rescue Coordination Center at Tyndall Air Force Base, Florida. Outside the continental United States, CAP supports the Joint Rescue Coordination Centers in Alaska, Hawaii and Puerto Rico.

Searching for missing aircraft is decidedly different than missing person searches. Planning an air search for an overdue or missing aircraft initially involves estimating the most probable location of a distress incident or of the incident's survivors.

One of the initial challenges in searching for a missing aircraft is determining the size of the search area large enough to ensure that the aircraft is somewhere in the area, yet small enough to be able to search with the available SAR resources. Second, search planners must choose SAR resources for the search and the search patterns to be employed to effectively cover the area.

Some aircraft searches are relatively simple if enough evidence such as eyewitness reports, distress beacon coordinates, or radar data points provide the location of the downed aircraft. The position of a distress incident can be determined within fairly narrow limits if the following data is available:

- Location where the aircraft disappeared off radar
- Bearing or fix provided by radar, ground station or emergency radio aid

- Dead reckoning position based on time of LKP (Last Known Position) / PLS (Place Last Seen)
- Reports of sightings

Radar data is probably the most important piece of information to help narrow down the search area. Rescue Coordination Centers are the primary agency to assist in gathering radar data from the FAA as well as other information. (Tyndall Air Force Base, Panama City Florida afrcc.console@tyndall.af.mil or 1-800-851-3051

US&R Incident Command System Integration
a. It is a planning assumption that an ICS system will be in place before the arrival of US&R elements,
b. The first arriving US&R command officer will coordinate the command of US&R resources with the Incident commander.

Figure 22 – Unified Command
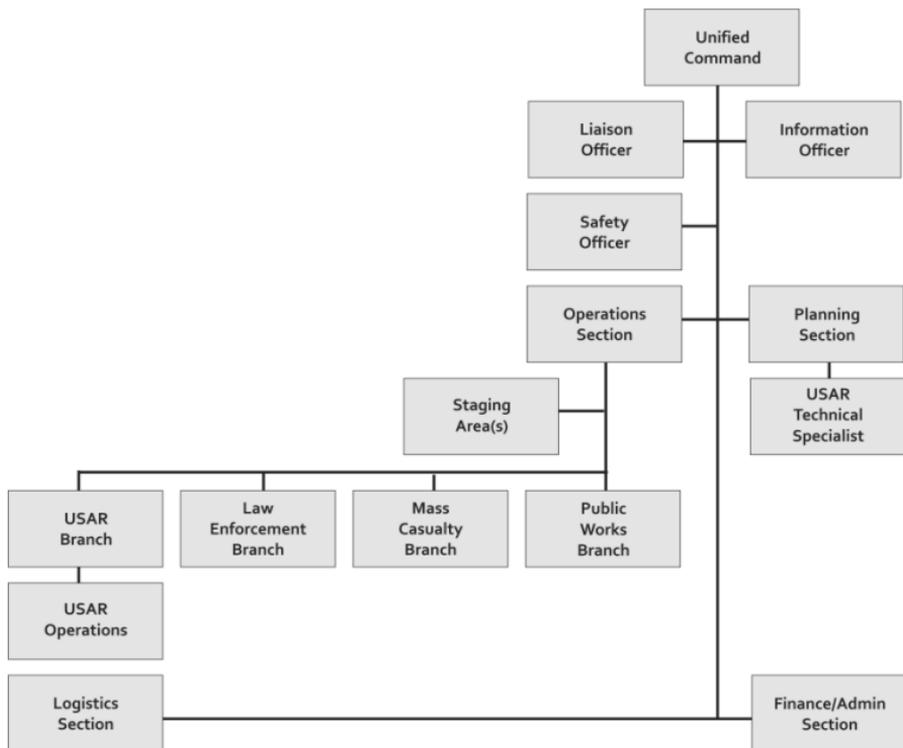
Figure 23 – Florida Urban Search & Rescue Resources Types

Resource	USAR Teams			Technical Rescue Teams	
Florida Type	Type I	Type II	Type III	Type I	Type II
NIMS Equivalent	Type I US&R Task Force	Type II US&R Task Force	Type I Collapse Search & Rescue Team	Type II Collapse Search & Rescue Team	Type IV Collapse Search & Rescue Team
Florida Designation	FULL TASK FORCE (HEAVY)	INTER-MEDIATE TASK FORCE	LIGHT TASK FORCE	HEAVY TRT	LIGHT TRT
Incident Type	Structural collapse, collapse situations including light frame, heavy wall, heavy floor and pre-cast concrete construction	Structural collapse, collapse situations including light frame, heavy wall, heavy floor and pre-cast concrete construction	Structural collapse, collapse situations including light frame, heavy wall, heavy floor and pre-cast concrete construction	Heavy, Industrial, Vehicle Extrication, Life safety rope rescue, confined space, trench/excavation	Heavy, Industrial, Vehicle Extrication, Life safety rope rescue, confined space, trench/excavation
Minimum Staffing	70	32	22	8	6
Max Time to Wheels Turning	< 6 hrs	< 6 hrs	< 3 hrs	Immediate	Immediate
Operational Period	24-hour operations; Self-sufficient for first 72 hours	12-24 hour operations; Self-sufficient for first 72 hours	Capable of sustained heavy operations for 18-24 hours	Medium operations for 4-8 hours; Typically require assistance from additional team for sustained operations	Basic operations for 3-6 hours; Typically require assistance for sustained operations
Response Type	Federal State Regional	Federal State Regional	Local Regional State	Local or Regional	Local
Training	NFPA 1670 Technician: Structural Collapse, Rope Rescue, Confined Space, Vehicle and Machinery, Trench and Excavation; NFPA 1670 Operations: Water, Wilderness SAR	NFPA 1670 Technician: Structural Collapse, Rope Rescue, Confined Space, Vehicle and Machinery, Trench and Excavation; NFPA 1670 Operations: Water, Wilderness SAR	NFPA 1670 Technician: Structural Collapse, Rope Rescue, Confined Space, Vehicle and Machinery, Trench and Excavation; NFPA 1670 Operations: Water, Wilderness SAR	NFPA 1670 Technician: Structural Collapse, Rope Rescue, Confined Space, Vehicle and Machinery, Trench and Excavation	NFPA 1670 Operations: Structural Collapse, Rope Rescue, Confined Space, Vehicle and Machinery, Trench and Excavation

System Organization

The State of Florida US&R response system is based upon providing a coordinated response to disasters in urbanized environments. Special emphasis is placed on the capability to locate and extricate victims trapped in collapsed buildings, from light residential construction to heavy reinforced concrete structures. The system is based on a tiered response that will assure the proper response of the closest appropriate resources for the incident.

Type I Full USAR Task Force

This is a State of Florida or Federal asset capable of twenty-four operations for a minimum of seventy-two hours without the need for outside resources and will consist of 70 personnel. The staffing for each twelve-hour shift of personnel is a minimum of 31 personnel.

Figure 24 – Type I Full USAR Task Force
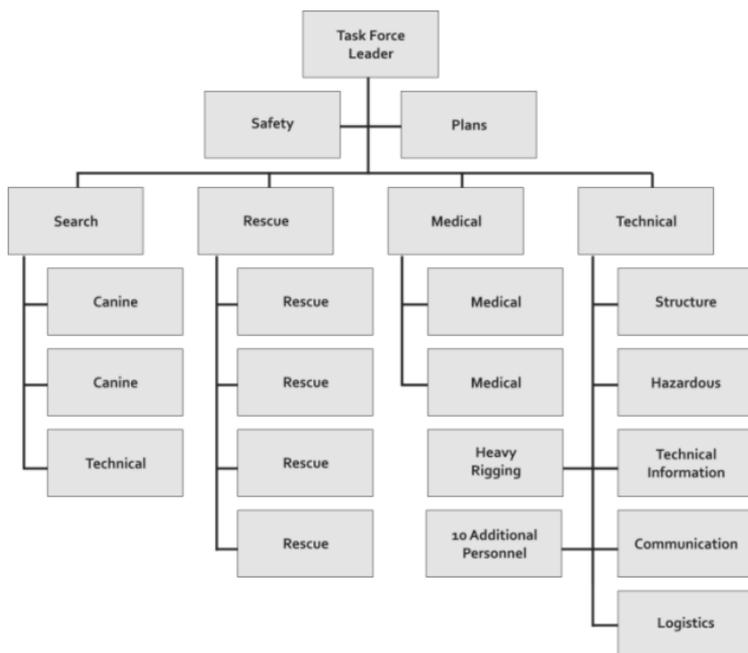
Figure 25 – Florida Type 1 Teams

Task Force 1 Miami Dade	Federal and State Deployable
Task Force 2 South Florida	Federal and State Deployable
Task Force 3 Tampa Bay	State Deployable

Type II Intermediate USAR Task Force

This is a State of Florida or Federal asset made up of local responders with the personnel, equipment, and training equivalent to half of a Type I Task Force. This unit is capable of twelve-hour operations for a minimum of seventy-two hours without the need for outside resources. This resource will provide a scaled down version of a full Task Force and will be able to handle some collapse incidents without the need for additional assistance.

Type II consists of a minimum of 32 personnel capable of working for twelve hours. Intermediate teams will typically require relief by a full task force or another intermediate team for twenty-four hour operations.

Figure 26 – Florida Type 2 Teams

Task Force 4 Central Florida	State Deployable
Task Force 5 North Florida	State Deployable
Task Force 6 South Florida	State Deployable

Type III Light USAR Task Force

A Type III Light US&R Team will consist of a minimum of 22 personnel capable of working for up to twelve hours. A Type III response requires relief by an intermediate or full task force for prolonged or twenty-four hour operations.

Search Strategy

Structure/Hazards Markings

A standardized marking system is used to assure rescuer safety and to avoid needles duplication of search efforts. In order to be easily seen, the search mark must be large and of a contrasting color to the background surface. Orange spray paint is the most easily seen color on most backgrounds. Line marking or downward spray cans apply the best paint marks. A lumber marking device may be used to write additional information inside the search mark itself when it would be difficult to write the additional information with spray paint.

A "Main Entrance" search marking will be completed in two steps:

- First, a large (approximately 2') single slash shall be made near the main entrance at the start of the search with the search team identifier, date and time that they entered marked to the left of the mid-point of the slash.
- After the search of the entire structure has been completed, a second large slash shall be drawn in the opposite direction forming an "X". Additional information will be placed in the remaining three quadrants of the Main Entrance "X" summarizing the entire search of the structure.
- The left quadrant will already contain the search team identifier, date and time when the team first entered the structure.
- The top quadrant is for the date and time the search team left the structure.
- The right quadrant is for any significant hazards located inside the structure.

- The bottom quadrant is for the number of "LIVE" or "DEAD" victims still inside the structure this will be indicated with "L" or "D".
- Use a small "x" in the bottom quadrant if no victims are inside the structure.
- During the search function while inside the structure a large single slash shall be made upon entry of each room or area.
- After the search of the room or area has been completed a second large slash shall be drawn in the opposite direction forming an "X".
- The only additional information placed in any of the "X" quadrants while inside the structure shall be that pertaining to any significant hazards or the number of "LIVE" or "DEAD" victims.
- If multiple floors are searched a box under the X will show how many floors/quadrants have been searched in the positive. Indicate "F" for floors and "O" for quadrants.

Figure 27 – Search Markings

Main Entrance Search Marking - WHEN YOU ENTER

*Search Team
Identifier ———————▶   SMA
                       T-1
Time of Entry ———————▶ 1150 hrs.
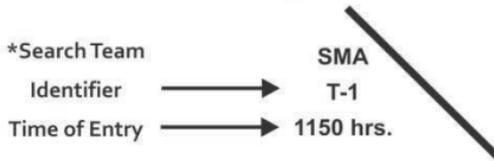
Main Entrance Search Marking - WHEN YOU EXIT - INCOMPLETE SEARCH

2-24-03
1520 hrs. ◀——— Date & Time
              Search Team
              Left the structure

SMA
T-1
2-24-03
1150 hrs.   ◀——— Hazards

2-L
3-D ◀——— Total Victims
           Still Inside
           the Structure

**Floors
Searched/** ———————▶
**Or Quadrants
Floors = F
Quadrants =Q**
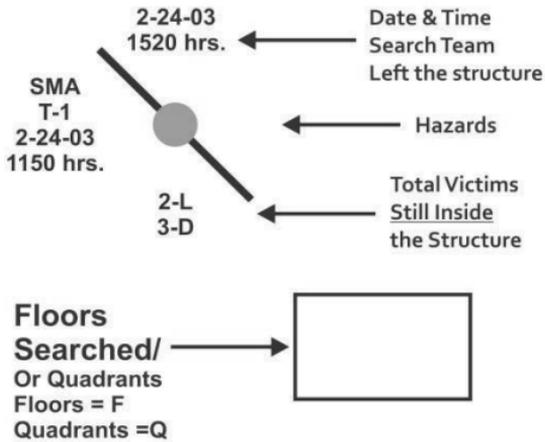
Figure 28 – US&R Victim Marking System

Make a large (2'x 2') V with orange spay paint near the location of a potential victim. Mark the name of the search team or crew identifier in the top part of the "V" with paint or a lumber marker type device.
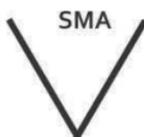
Paint a circle around the "V" when a potential victim is confirmed to be alive either visually, vocally, or hearing specific sounds that would indicate a high probability of a live victim. If more than one confirmed live victim mark the total number of victims under the "V".
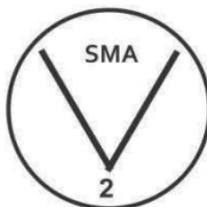
Paint a horizontal line through the middle of the "V" when a confirmed victim is determined to be deceased. If more than one confirmed deceased victim, mark the total number of victims under the "V". Use both the live and deceased victim marking symbols when a combination of live and deceased victims are determined to be in the same location.
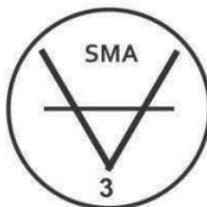
Paint an "X" through the confirmed victim symbol after the all victim(s) have been removed from the specific location identified by the marking.

An arrow may need to be painted next to the "V" pointing towards the victim when the victim's location is not immediately near where the "V" is painted. Show distance on arrow.

Figure 29 – Main Entrance Search Markings

WHEN YOU EXIT — COMPLETED SEARCH

2-24-03
1520 hrs.

Date & Time
Search Team
<u>Left the Structure</u>

SMA
T-1
1150 hrs.

Hazards

2-L
3-D

Total Victims
<u>Still Inside</u>
the Structure

Floors Searched/
Or Quadrants
Floors = F
Quadrants =Q
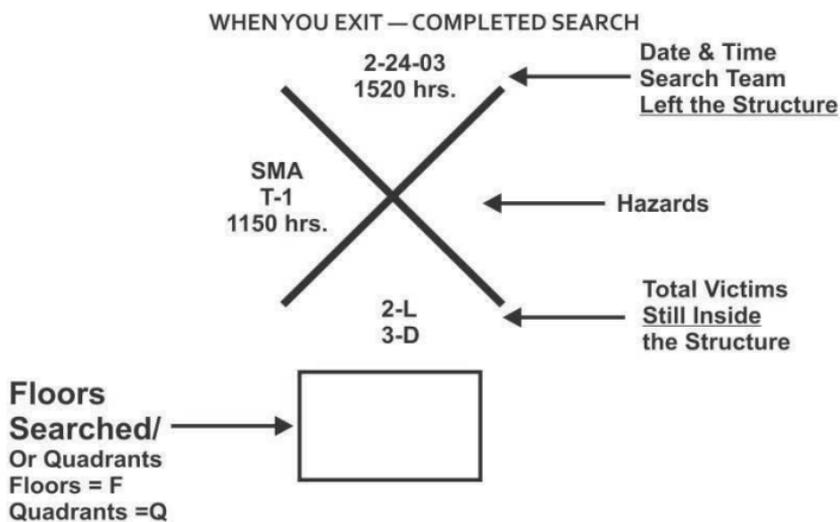
Interior Search Markings - EACH ROOM OR AREA

WHEN YOU ENTER

WHEN YOU EXIT

Chapter 10B—Mass Casualty

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Chapter 10B

Mass Casualty

Definition

The purpose of this portion of *the Florida Operations Guide* (FOG) is to define the organizational plan to efficiently triage, treat, and transport victims of multiple/mass casualty incidents (MCIs). In addition, it contains additional health and medical resources to manage a variety of incidents. This procedure is intended for incidents involving a number of injured that exceeds the capabilities of the first arriving unit(s). This portion of the *Florida Operations Guide* is intended to enhance the local jurisdiction's ability to transition from MCI response protocols contained in the *Uniform Pre-Hospital Multiple Casualty Incident Procedure* to large-scale incidents involving overwhelming numbers of sick and/or injured casualties not addressed by the *Uniform Pre-Hospital Multiple Casualty Incident Procedure.*

The Multi-Casualty Branch Structure is designed to provide the Incident Commander with a basic expandable system for handling any number of patients in a multi-casualty incident.

Modular Development

The Initial Response Organization will be in accordance with *Uniform Pre-Hospital MCI Initial Response Procedure* currently in use by many public and private agencies in the State of Florida.

Initial response resources are managed by the Incident Commander who will administer all Command and General Staff responsibilities.

The first arriving resource with the appropriate communications capability should establish communications with the appropriate hospital or other coordinating facility and become the Medical Communications Coordinator.

Uniform Pre-Hospital Multiple Casualty Incident (MCI) Procedure Predetermined Response Plan

An MCI will be classified by different levels depending on the number of victims. The number of victims will be based on the initial size-up, prior to triage.

MCI Level 1 (5-10 Victims): Four **(**4) Advanced Life Support (ALS) Transport Units, two (2) Engine Companies (or equivalent), and Command Staff per local protocol.

NOTE: The Incident Commander or local Communications Center will notify the two nearest hospitals and the nearest Trauma Center.

MCI Level 2 (11-20 Victims): Six **(**6) ALS Transport Units, three (3) Engine Companies (or equivalent), and Command Staff per local protocol.

NOTE: The Incident Commander or local Communications Center will notify the three nearest hospitals, Trauma Center and local Emergency Management Office.

MCI Level 3 (21-100 Victims): Eight **(**8) ALS Transport Units, four (4) Engine Companies (or equivalent), and Command Staff per local protocol.

NOTE: The Incident Commander or local Communication Center will notify the four closest hospitals, Trauma Center and local Emergency Management Office.

MCI Level 4 (101-1000 Victims): Five **(**5) MCI Task Forces (25 units—each TF may consist of two (2) ALS Units, two (2) Basic Life Support (BLS) Units and one (1) Fire Suppression Unit, two (2) ALS Transport Unit Strike Teams (10 units), one (1) Suppression Unit Strike Team (5 units), two (2) BLS Transport Unit Strike Teams (10 units), two (2) Mass Transit Bus Supply Trailers, Communication Trailer, and Command Staff per local protocol). The 10 closest hospitals and 5 Trauma centers will be notified by Medical Control. The local Warning Point will notify the Emergency Management Agency. Metropolitan Medical Response System (MMRS) may be notified.

MCI Level 5 (over 1,000 Victims, or when regional resources are overwhelmed or exhausted): Ten **(**10) MCI Task Forces (50 units), four (4) ALS Transport Unit Strike Teams (20 units), two (2) Suppression Unit Strike Teams (10 units), four (4) BLS Transport Unit Strike Teams (20 units), four (4) Mass Transit Bus Command Vehicles, Supply Trailer(s), Communication Trailer Command Staff per local protocol, Medical Control will notify the 20 closest hospitals and 10 Trauma centers. The local Warning Point will notify the State Warning Point, which may activate one or more. Disaster Medical Assistance Teams (DMAT) and MMRS shall be notified.

The following structures are also contained in the FEMA Field Operations Guide (HYPERLINK) along with position descriptions.

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MASS CASUALTY

Multi-Casualty ICS Forms

The forms listed below may be used in addition to the adopted forms utilized in the *Uniform Pre-Hospital Multiple Casualty Incident Procedure Predetermined Response Plan.*

Figure 30 – Multi Casualty ICS Forms

ICS-MC-305	Multi-Casualty Branch Worksheet
ICS-MC-306	Multi-Casualty Recorder Worksheet
ICS-MC-308	Multi-Casualty Hospital Resource Availability
ICS-MC-310	Multi-Casualty Ambulance Resource Status
ICS-MC-312	Medical Supply Receipt and Inventory Form

**Figure 31 – Uniform Pre-Hospital MCI Initial Response Procedure
Multi-Branch Response**
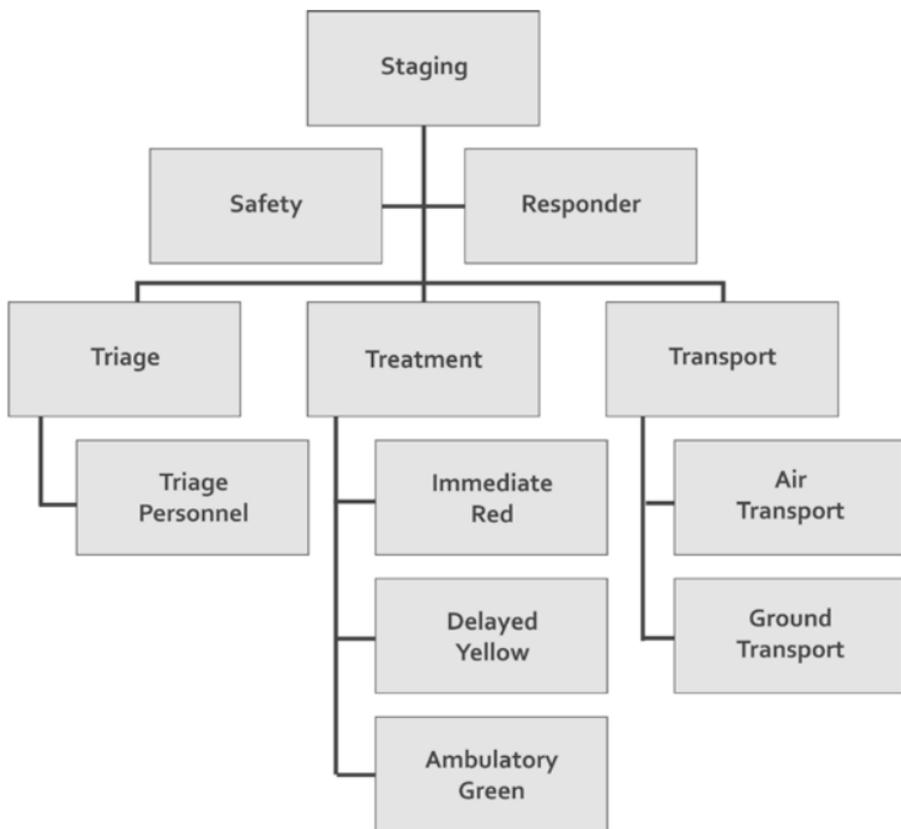
Multi-Branch Response

Responders will utilize the basic Simple Triage and Rapid Treatment (START) and JUMPSTART (triage of children) protocols to assess victims and fatalities at the scene.

Field Caches

The State has caches of a variety of medical countermeasures in differing amounts throughout the State. These include mass casualty supplies, biological treatment and prophylaxis, chemical interventions and radiological treatment. The local RDSTF has knowledge of these countermeasures and should be contacted in an event for deployment. For rapid deployment of Medical Examiner/morgue assistance, the Florida Emergency Mortuary Operations Response Team (FEMORS) will assist. They can be deployed through ESF-8. This team will provide assessment, fatality management and tracking, medical examiner assistance and remains preparation, and have the capability of providing a family consultation and identification group.

Mass casualty events that are not crash or explosion related (biological, radiological) will require specialized medical technical assistance.

Radiological—The environmental aspects of the incident are managed by Department of Environmental Protection (DEP) and Florida Department of Health (DOH). However, the medical management and subsequent, decontamination and counter measure guidance requires specialized medical assistance and not necessarily local hospital assets. The FDOH can provide a Medical

Advisory Group to assist in this phase of the operation while DEP/FDOH handles the environmental component.

Biological—Biological agents require additional assessment for the appropriate medical countermeasures. Remember that a biological agent requires an incubation period, and therefore, careful medical assessment can occur prior to treatment. Consultation with State assets from the FDOH and their use of the Centers for Disease Control (CDC) should occur prior to dispensing of any countermeasure.

In an explosive event, one should keep in mind that a terrorist bomber may be personally infected with an agent or may have contrived the weapon and therefore their blood/bone shards can transmit diseases. To assure that appropriate medical countermeasures can be provided in a timely manner, a sample of the attackers' blood must be expedited to the nearest medial laboratory for analysis of Hepatitis B or HIV. Contact the local Health Department for assistance in this matter.

Chemical—Chemical responses are managed through the protocols established for the HazMat teams and should be followed. Follow-up treatment and countermeasures should occur through the Unified Command (see chapter 9C for further information on Command Structures).

HEALTH & MEDICAL

Emergency Support Function (ESF)-8 Overview
Primary Agency: Florida Department of Health

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Support Agencies: Agency for Health Care Administration, American Red Cross, Department of Agriculture and Consumer Services, Department of Business and Professional Regulation, Department of Elder Affairs, Department of Environmental Protection, Department of Law Enforcement, Department of Military Affairs, Department of Children & Families, Florida Wing Civil Air Patrol, Florida Funeral Directors Association, U.S. Department of Energy.

Purpose

The Florida Department of Health (DOH) has been designated as the lead State agency for ESF-8 and, in this capacity coordinates the State's health, medical and limited social service assets in the event of a major natural or man-made disaster. ESF-8 operates within the Florida Division of Emergency Management in support of county emergency management or regional Multi-Agency Coordination Groups (MACS). ESF-8 operations are in consonance with the National Incident Management System (NIMS). To accomplish this goal ESF-8 oversees the emergency management functions of preparedness, recovery, mitigation, and response with all agencies and organizations that carry out health or medical services.

ESF-8 coordinates and manages overall public health response, triage, treatment, and transportation of victims of a disaster; assistance in the evacuation of victims out of the disaster area after the event; immediate support to hospitals and nursing homes; provision of emergency behavioral health crisis counseling for individuals and the community and the re-establishment of all health and medical systems. Assistance in pre-event evacuation may also be provided whenever patients or clients of the State and DOH are affected, or pre-established plans for any health care institution have failed.

Responsibilities

The following ESF-8 services provide the framework upon which the Department supports any emergency or disaster incident occurring in Florida:

a. Assessment of health and medical needs
b. Coordination of disease control/epidemiology investigation response
c. Assistance to health care agencies and county special needs shelters in locating and providing health/medical care personnel
d. Assistance to and coordination of Emergency Medical Services (EMS) (pre-hospital)
e. Coordination of patient evacuation
f. Coordination with the Agency for Health Care Administration (AHCA) to ensure in-hospital and nursing home care is maintained
g. Assurance of food and drug safety, and availability of certain food and drugs
h. Coordination of Critical Incident Stress Debriefing (CISD) for all responders, health and safety
i. Coordination of radiological/chemical/biological hazard surveillance and control
j. Coordination of public health information
k. Coordination of environmental health issues: vector monitoring/control, water potability, and disposal of sewage, wastewater, and solid waste
l. Assurance of victim identification/mortuary service

Common Interface:

All responding/deployed staff report to the Incident/Unified Commander (during a statewide event the IC may be located at the State Emergency Operations center – SEOC). Refer to Page 18-10:

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- Assess for needed public health and Emergency Medical Services (EMS) activities.
- Establish communications with County (local) ESF-8.
- Establish communications with State DOH Duty Officer.
- Alert hospital system to possible influx of patients (with AHCA).
- Determine individual hospital operational status (with AHCA).

EMS Interface:

Patient Care:

- Identify gaps in needs and services for patients and systems.
- Assure patient care tasks completed.
  - Triage, treatment, decontamination, transport, patient tracking.
- Work with AHCA to determine individual hospital operational status.

Communicate Identified Resource Needs:

- Inform Incident Commander
- Inform County/State EOC (ESF-8)

Public Health Interface:

Assist Planning or Operation Section:

- Provide advice regarding chemical, biological, and radiological agents, Personal Protective Equipment (PPE), evacuation, sheltering-in-place, & decontamination.
- Provide advice to responders on assist in entry and sample collection.

Receive Sample Agents if Appropriate:
- Advise responders on appropriate packaging and documentation.
- Arrange for transportation to appropriate laboratory.
- Provide advance notification to lab.

Identify Requirements for Specialists/Resources:
- Personnel to record contact information (Epidemiology)
- Disaster Community Health Assessment Teams (DCHAT)
- Disaster Medical Assistance Teams (DMAT)
- Disaster Mortuary Operational Response Teams (DMORT & FEMORS)
- Environmental Health Specialists
- Epidemiology/surveillance
- Laboratories
- Radiation Control
- Regional Emergency Response Advisors (RERA)
- Strategic National Stockpile(SNS)
- Agents

Communicate Identified Resource Needs:
- Incident Commander
- Inform County/State EOC (ESF-8)

Resources:
Personnel to Record Contact Information: During an event, it is important to note the people who encounter a particular agent or people who are exposed. A representative of the health department can help record the names, addresses, and telephone numbers of these persons. Coordinate these lists with those of law enforcement to ensure complete coverage.

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Disaster Medical Assistance Teams (DMAT): Organized and funded by the U. S. Department of Homeland Security. The teams consist of physicians, nurses, paramedics and other allied health professionals who voluntarily participate in training activities geared to providing health and medical care under austere conditions. There are six teams in Florida fully trained and equipped to respond. The teams are part of the National Disaster Medical System (NDMS) and are normally deployed to major disasters throughout the nation resources may be requested through State ESF-8.

Disaster Mortuary Operational Response (DMORT/FEMORS): In the case of a mass fatality incident, there may be a need for the activation of the Disaster Mortuary Operational Response (DMORT) or a Florida Emergency Mortuary Operations Response Team (FEMORS). A DMORT has been established for each region of the United States. DMORTs are part of the National Disaster Medical Service (NDMS). In Florida, the medical examiner system is placed within the Department of Law Enforcement. The Department of Health Office of Emergency Operations will request deployment of a DMORT in Florida when necessary through FEMA Region IV, US Public Health Service. This request will be made after coordinating with the Department of Law Enforcement. FEMORS is a State of Florida sponsored group of volunteer mortuary technicians and morticians who can assist local medical examiners and funeral homes. FEMORS is also requested through State ESF-8.

Special Investigative Units (Strike Teams)
Special teams for epidemiological investigations and Environmental Health can be deployed either independently or with Task Forces from other agencies. There are teams in each Region.

Animal Disease (Zoonosis) and
Foreign Animal Disease

The Department of Agriculture has investigative teams, laboratory capability, and a special response unit (State Animal Response Team- SART) capable of assisting with ill or displaced animals as well as investigation.

Laboratories—The Bureau of Laboratories has major laboratories located in Jacksonville, Tampa, and Miami with a branch lab in Pensacola. In addition to the primary public health services provided, these labs have capacity to identify bioterrorism agents. The Pensacola branch lab also has the capability to identify bioterrorism agents.

Regional Emergency Response Advisors (RERA)—The Office of Emergency Operations has placed a regional advisor in each of the seven domestic security task force regions. The RERA is assigned to work directly with the Regional Health Co-Chair as assigned by the Regional Domestic Security Task Force. RERA's have the capability of assisting DEP's Emergency Response Teams if needed

Radiation Control—The Department's Bureau of Radiation Control is the primary State responder to all radiological incidents and emergencies. This includes unexpected radiation releases from nuclear power plants, transportation accidents, lost or stolen radioactive sources, contamination of a facility or the environment, and radiological exposures from a terrorist event. The Bureau responds only to the environmental aspects of the incident. For medical assistance, the Department has identified physicians and health physicists trained in all types of nuclear/radiation incidents.

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Strategic National Stockpile (SNS)—The U.S. Centers for Disease Control and Prevention (CDC) has developed a number of stockpiles, containing antibiotics, antidotes, medical supplies and equipment, and certain controlled substances. A stockpile can be deployed to Florida when needed to respond to an attack of chemical, radiological, or biological terrorism incident. The DOH Office of Emergency Operations, in conjunction with the DOH Bureau of Pharmacy is responsible for requesting the SNS.

Hospitals
The priorities in a disaster are to:
- Protect current patients, staff and faculty
- Decontaminate and provide care to contaminated patients presenting to facility
- Continue providing essential healthcare services

Examples for Activation Levels (Varies by Hospital)
- LEVEL 1: 10-20 casualties (If all critically injured, Level 2)
- LEVEL 2: 20-50 casualties with mixed injuries
- LEVEL 3: 50 or more casualties with mixed injuries

Event – Health Focus
Evaluation (CBRNE)
- Chemical
- Biological
- Radiological (radioactive material contamination)
- Nuclear (fission/fusion reaction devices)
- Energetic (Explosive)

Chemical/Biological Agent or Radiological/Nuclear Event
- Patient and responder decontamination may be required

Decontamination Issues
- Request Hazardous Materials Teams and Fire Department assets.
- Establish alternate off-site facility.
- Direct worried well to alternate facility.

Chemical/Biological Agent or Radiological/Nuclear Event
- Patient and responder decontamination may be required

Initiate Decontamination
- Provide temporary clothing
- Secure patient's personal belongings

After the victim has been decontaminated the victim should be moved to the triage or treatment area.

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Chapter 10C—Law Enforcement

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Chapter 10C

Law Enforcement

INTRODUCTION

The mission of law enforcement is to provide for the prevention, detection, and investigation of criminal activity; to provide enforcement of criminal laws; and to provide safety and protection services to the residents and visitors of the State of Florida.

Responsibilities

Law enforcement provides a wide variety of services, which may include:

    a. Responding to calls for service.
    b. Determination of criminal activity/enforcement of criminal laws.
    c. Investigation of criminal complaints.
    d. Collection and preservation of evidence.
    e. Information and Intelligence gathering and sharing.
    f. Traffic and crowd control.
    g. Special Weapons and Tactics response (SWAT).
    h. Explosive or hazardous device response (EOD/HDT).
    i. Assessment and security of emergency incidents/events.
    j. Problem identification and resolution.

ICS OPERATIONS

Figure 32 – Law Enforcement Branch Organization
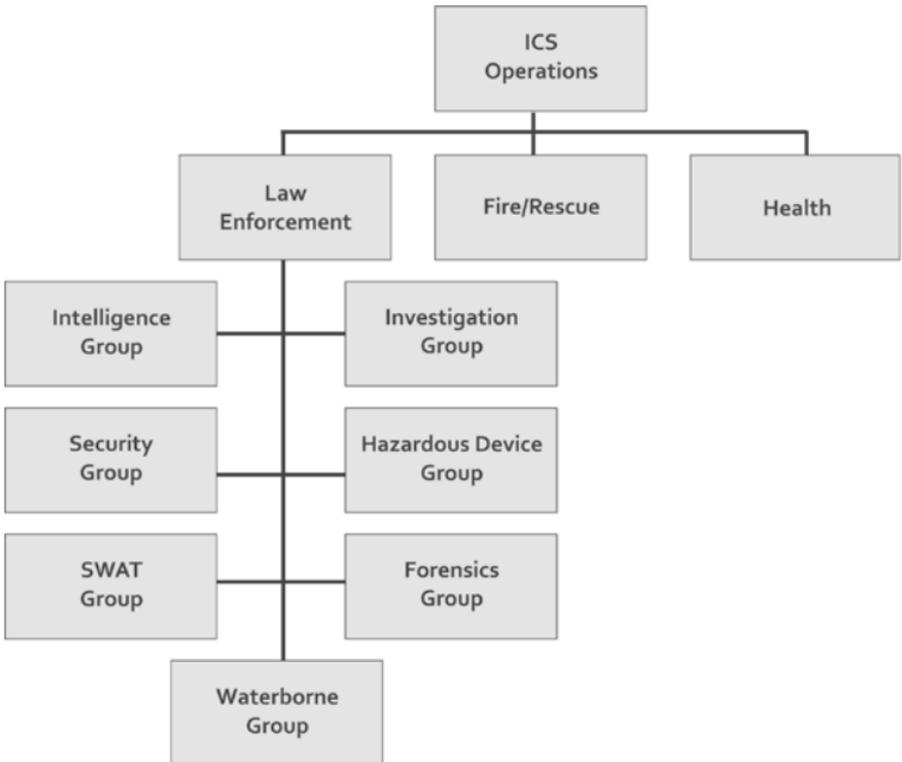
Concept of Branch Operations

Once a law enforcement group is mobilized, the group shall:

- Travel to and arrive at the designated staging area.
- Upon arrival at staging, the team leader will complete a deployment form and provide it to the law enforcement liaison.
- Integrate with the interoperability communications plan for the impacted jurisdiction.

- Report to Incident Command through the "Law Enforcement Operations Branch."
- Identify team's support infrastructure.
- Receive task assignment(s).
- Make mission assessment(s).
- Coordinate operations with other appropriate primary and support agencies
- Develop an action plan and brief team components.
- Apply appropriate intervention.
- Provide for Decontamination of team (if needed).
- Provide Team Debrief.
- Re-mission or Demobilize.

Regional Law Enforcement Coordination Team (RLECT)

During events requiring a regional response, the Florida Department of Law Enforcement (FDLE) will establish a Regional Law Enforcement Coordination Team (RLECT) as soon as possible in the impacted region. The RLECT will assume tactical management of in-place and deployed State law enforcement and mutual aid resources to assist local law enforcement. If a State Management Team (SMT) is deployed to manage a State response, the RLECT will be absorbed into the SMT Operations Branch as the Law Enforcement section. The need for physical relocation will be determined based on each situation.

Intelligence Group

- Coordinate with investigative group.
- Collect and process situational information.
- Focus on identification of potential suspects.
- Develop and maintain a working relationship with local, State, and federal law enforcement agencies.

- Obtain, compile, and provide intelligence to Law Enforcement Operations and Unified Command Planning Section.
- Review method of operation by suspect(s).
- Gather information of suspects and victims.
- Consider other additional support needs.
- Maintain unit log.

Investigation Group
- Determine mission and projected length.
- Determine work location and support requirements.
- Coordinate with other law enforcement and emergency response units.
- Coordinate intelligence information.
- Report status of mission through chain of command.
- Maintain unit log.

SWAT Group—SWAT Teams
A SWAT/TAC team is a designated unit of law enforcement officers specifically trained and equipped to work as a coordinated team to respond to critical incidents. The primary mission of a Specialized WMD SWAT team is to operate in a hazardous environment, wearing Level B protection (semi-permeable membrane). Operations will be performed in accordance with the State recommended guidelines. The response of the regional SWAT Team will in no way compromise the authority of the jurisdiction having original authority.

Minimum SWAT/TAC Team Staffing and Equipment
Regional Teams should include a minimum of twenty-five tactical personnel trained to operate in hazardous environments. Each team

will be expected to travel to incidents as requested using their own designated resources and with their respective complement of RDSTF issued equipment.

Hazardous Device Group—Regional Hazardous Devices Teams

Regional Hazardous Devices Teams (HDTs) are identified within each region and are capable of responding to any questionable incident device and/or dispersal system including chemical, biological, radiological, nuclear, or energetic (CBRNE) materials. HDT's are responsible for maintaining the equipment, training of the staff, and logistical support for initial incident responses within and outside their region. HDT's also have the capability of supporting specialized events held within the region.

Response of a regional HDT will in no way compromise the authority of the jurisdiction having original authority and teams will perform operations in accordance with the State recommended guidelines.

Primary Mission

The primary mission of a Regional HDT is to locate and identify chemical, biological, radiological, nuclear, and/or explosive devices and to make those devices safe.

Minimum HDT Staffing and Equipment

Regional teams are comprised of up of seven (7) FBI Hazardous Devices School (HDS) Certified Technicians and may be of a composite structure or an agency-specific structure depending on the number of available FBI/HDS certified personnel. Teams will be expected to travel to incidents as requested using their own

designated resources and shall deploy with their respective complement of RDSTF issued equipment.

Forensic Group—Forensic Response Teams

A Forensic Response Team (FRT) is a group of law enforcement officers and forensic technicians who have received specialized training and who can respond in support of incidents requiring responders use Level C Personal Protective Equipment (PPE) mandated protection. FRTs will perform operations in accordance with the State recommended guidelines and in support of the agency maintaining jurisdiction during a Weapons of Mass Destruction (WMD) incident or other incidents.

The Forensic Response Team is responsible for:

- Recognition, documentation, preservation, and collection of potential evidence.
- Submission of evidence to appropriate agency.
- Presentation of evidence in court if necessary.
- Liaison with federal and local response agencies to ensure coordination of forensic and crime scene responsibilities and assignments.

Minimum Forensic Response Team Staffing and Equipment

Regional teams are comprised of eight (8) officers/technicians responsible for the recognition, documentation, preservation, and collection of potential evidence and trained to operate in a hazardous environment, wearing level B protection (semi-permeable membrane). Teams are expected to travel to incidents as requested using their own designated resources and shall deploy with their respective complement of RDSTF issued equipment.

Waterborne Group—Waterborne Security Response Teams

A Regional Waterborne Response Team (WRT) is a group of law enforcement officers who have received specific training in the areas of hazardous incident recognition and the use of PPE so that they can augment port security and provide law enforcement support for all incidents occurring within Florida's coastal and inland waterways.

The WRT will assist in controlling and managing the perimeter of areas impacted by a hazardous incident, provide waterborne rescue operations, and provide logistical operations support for response personnel. The response of a regional WRT will in no way compromise the authority of the jurisdiction having original authority. The Florida Fish and Wildlife Conservation Commission (FWC) Division of Law Enforcement has been identified as the Statewide Coordinator of WRT Response, Readiness, and Planning.

Primary Mission
- Provide rapid waterborne response to WMD/critical incidents for the purpose of providing perimeter protection to first responders, the public, the environment, and property.
- Provide maritime tactical response requiring armed ship/vessel boarding capabilities with special training and equipment.
- Provide maritime transportation capabilities to other RDSTF Specialty Teams.
- Provide enforcement of established security, safety, and regulated navigation zones.

- Provide force multiplier capabilities to federal maritime agencies including, but not limited to, the United States Coast Guard, and U.S. Customs and Border Protection.
- Control the incident and mitigate negative consequences.
- Coordinate continuing efforts with the Federal Maritime Coordinator.

Minimum WRT Staffing and Equipment
Each Regional Waterborne Security Team will consist of a maximum of 28 operators divided into four (4) 7-member squads. Each strike team will have one (1) team commander, and one (1) team leader and one (1) assistant team leader per squad. The Regional Response Team Coordinator will manage and direct the activities of the teams within the Region. The Statewide WRT Coordinator will direct the activities of multi-team response outside the Region. RDSTFs will determine the number of strike teams for each region.

WMD Waterborne Response Team, Minimum Levels of Equipment
Teams will be expected to travel to incidents as requested, using their agency resources as supported by RDSTF transportation assets. All deployed Waterborne Response Teams will arrive on scene with their respective complement of equipment.

Regional Domestic Security Task Force (RDSTF)
For information regarding the RDSTF, please reference Chapter 10 – Section D – Terrorism/WMD.

Chapter 10D—Terrorism/Weapons of Mass Destruction (WMD)

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Chapter 10D

Terrorism/Weapons of Mass Destruction

INTRODUCTION

The events of September 11, 2001 weakened the public's confidence in the government's ability to protect our homeland from a terrorist attack. While international terrorism is principally a federal responsibility, the reality is states and local agencies must be ever vigilant to such threats on the homeland through preventative measures and prepared to respond to the consequences of any and all attacks.

On September 14, 2001, Governor Jeb Bush formally directed the Florida Department of Law Enforcement (FDLE) and the Florida Division of Emergency Management (FDEM) to immediately complete a comprehensive assessment of Florida's capability to prevent, mitigate and respond to a terrorist attack.

Terrorism, as defined in Chapter 775.30, Florida Statutes,

775.30 Terrorism; defined. As used in the Florida Criminal Code, the term "terrorism" means an activity that:

(1)(a) Involves a violent act or an act dangerous to human life which is a violation of the criminal laws of this state or of the United States; or

(b) Involves a violation of s. 815.06; and

(2) Is intended to:

(a)   Intimidate, injure, or coerce a civilian population;

(b)   Influence the policy of a government by intimidation or coercion; or

(c)   Affect the conduct of government through destruction of property, assassination, murder, kidnapping, or aircraft piracy.

A terrorist incident can affect property, critical infrastructure, single or multiple victims, or any combination of these. Due to the complexity of such an incident, it is imperative that first responders implement the National Incident Management System (NIMS).

While an Incident Command System (ICS) is used to manage scenes every day, the complexity of a terrorist event will demand the implementation of a Unified Command soon after the arrival of first responders. When the magnitude of an incident exceeds the capabilities and resources of the local responders, the ICS command function can readily develop into a Unified Command system. Such a system will provide a comprehensive and unified response to meet the unique requirements of each incident.

As applicable, responders should consult Chapter 9, Section C on Hazardous Material, Chapter 10, Section C on Law Enforcement, and Chapter 10, Section B on Mass Casualty *Florida Operations Guide* when a terrorist incident precipitates a hazardous materials release and/or a mass casualty incident. Responders should be acutely aware of the unique nature of a terrorism incident. A major response may involve responders from multiple agencies at the local, state, and federal levels. To ensure coordination, all responding agencies must operate as one Unified Command.

Outside assistance may originate from local, regional, state, and federal agencies.

Primary Agencies
Regional Response (Regional Domestic Security Task Force, RDSTF):

Pursuant to F.S. 943.0312, the FDLE has established a RDSTF in each of the seven operational regions of the department. Co-chairs head each RDSTF, one of whom is a Sheriff and the other is the FDLE Special Agent in Charge. The RDSTFs address the unique prevention and response needs for terrorism and WMD incidents. The RDSTFs are the mechanism by which the Commissioner of FDLE coordinates prevention and initial response activities.

Operational Coordination
The Commissioner of FDLE, as the State Incident Commander, exercises the authority to coordinate the initial response to acts of terrorism through the RDSTF(s), which provide immediate regional response in support of the local incident commander. The Florida Division of Emergency Management (DEM) is responsible for coordinating statewide assets in support to the impacted local jurisdiction(s). Response operations support Prevention efforts from the time of attack until the lead for Unified State Command transitions from the Incident Commander to the State Coordinating Officer, thus assuring a single integrated management structure. This response includes:

   • Coordinate initial response during the unstable escalation of post-event timelines

- Support the extended response to local incident command

State Support Resources

In the event of a potential or actual terrorist event the State Emergency Operations Center (SEOC) will be activated. The level of activation may vary depending on the magnitude and consequences of the event. The State and Regional FUSION centers monitor activity on a continuous basis to obtain and analyze criminal activity in coordination with local, state and federal agencies.

State resources include but are not limited to:

- Regional CBRNE capable bomb teams
- State Medical Response Teams
- Environmental Response for hazardous materials
- Large animal response
- Communication assets
- Incident Management Teams

Federal Response

The federal response lead by the FBI may support the need for a Joint Operations Center (JOC). The JOC will house all of the federal response elements and when appropriate, co-locate with the State Emergency Operations Center.

Organizational Charts

In the following figures, Unified Command is designated by a triangle. The triangle acts as a pinwheel, allowing the triangle to rotate and place the responsible agency in the lead role.

Figure 33 – Unified Command
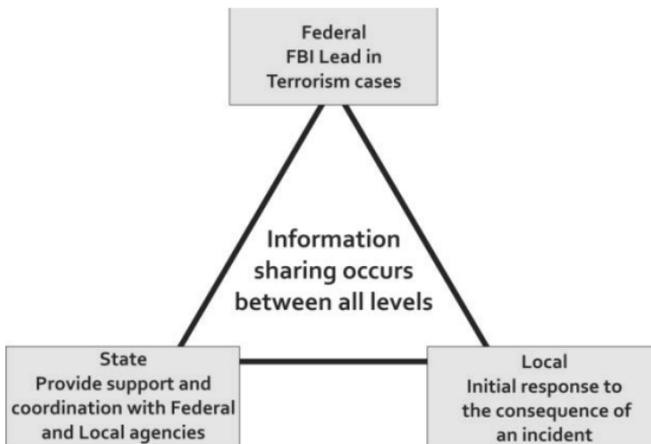
State Resource Coordination

- The State Unified Command will determine the necessity of activating the RDSTF as a MAC.

Incident Contained in One County

- An incident affecting one county may necessitate the activation of the County EOC.
- The incident may require the activation of the State EOC to an appropriate level to support local actions.
- RDSTF and JFO shall communicate closely with all affected and activated County EOC.

Incident in Multiple Counties, Single Region

- Incident(s) affecting multiple counties will necessitate the activation of each county's EOC.
- RDSTF and JFO shall communicate closely with all affected and activated CEOC.

Multiple Regions and Multiple Counties

- In the case of wide spread incidents or incidents crossing regional lines, each region must activate the appropriate RDSTF.
- Unified Command should be established to handle each scene or each geographical area affected.
- In some cases Unified Command may establish Divisions as outlined in ICS protocol to handle multiple scenes in the same jurisdictions. Local Commanders must determine which part of the ICS will best manage the event.
- It is recommended that Federal response include JFO Federal JOC should be established in conjunction with SEOC when the incident affects a large area or multiple areas of the state.

Notification Process for Terrorism/WMD Incident

During any incident establishment of ICS assures that there will be an efficient management system. A terrorism/WMD incident makes the early establishment of ICS imperative.

The safety of responding personnel, as well as the citizens involved, depends on the actions of those managing the incident. Early implementation of a Unified Command System will assure that the scene is managed properly and that all agencies receive notification in a timely fashion.

Listed below is the notification protocol:

a. A report of an incident is received. It is important to realize that the incident may be reported as a terrorist attack when it is actually not. The opposite is also true. Units arriving at an incident must always be vigilant that the extraordinary event could be a staged attack. In any

       incident involving an explosion or suspected gas release, responders should always be cognitive of a potential secondary device.

b. Supervisors initially arriving establish ICS and request additional resources as needed.

c. Once units are on the scene and have confirmed a terrorist incident, the County Warning Point (CWP) and the local Emergency Management must be notified in accordance with local protocols.

d. The appropriate County staff is notified.

e. The State Watch Office (SWO) is notified.

f. The SWO ensures notification of affected CWP(s). The affected County(s) may activate their EOCs to the level necessary to support the impacted jurisdiction.

g. The SWO notifies the appropriate Emergency Support Functions (ESF) and State staff.

h. ESF 16 (Law Enforcement) will notify FDLE affected Regional Operations Center (ROC) and RDSTF.

i. The SWO notifies the appropriate Federal agencies.

j. The State Emergency Operation Center will be activated to the level necessary to assist local operations.

Responders Recognizing Terrorist Events

Emergency responders may be the targets of terrorism/WMD. Early identification of a potential threat is imperative. Once a potential or actual terrorist threat or incident is identified, precautions need to be implemented immediately to ensure that responders have the tactical advantage.

Normal response patterns should be adjusted based on the following criteria.

Tools for Recognition
Type of Facility
- Occupancy
- Symbolism/History
- Public Assembly
- Controversial facility
- Critical Infrastructure
- Critical Facility
- Vulnerable Facility

Types of Event
- Bombing or Incendiary
- Incidents involving firearms
- Non-traumatic mass casualty incident
- Epidemiological Incidents

Conditions
- Ideal attack weather conditions, little air movement, inversions, buildings, subway
- Situations that place victims in choker points

Timing of Incident
- Timed for maximum casualties
- Historic or significant dates

Other Observations
- Unusual casualty patterns or symptoms
- Odors
- Out-of-place containers or dissemination devices

Units must avoid choke points and should identify and maintain an exit from the scene.

Specific Agency Related Actions

The following are agency specific considerations as those disciplines approach an actual or suspected incident involving terrorism/WMD:

Law Enforcement
- Stop, Look and Listen – quickly assess situation
- Identify immediate danger zone – notify other responders
- Establish inner perimeter – contain and control
- Officer safety
  - Secondary devices
  - PPE
  - Time, distance, shielding
  - Isolate/secure scene, establish control zones (inner and outer)
- First supervisor/additional officer(s) on scene
  - Establish Incident Command and unify with all agencies having jurisdiction
  - Determine joint command post location
  - Establish personnel accountability system
  - Determine safe area and set up outer perimeter
  - Establish ingress and egress
  - Consider staging area
  - Use clear text for communications with other agencies
  - Coordinate with other responding agencies
  - Continue to evaluate scene
- Initiate public safety measures
  - Evacuate

Fire/Rescue
- Isolate/secure the scene, deny entry, establish control zones
- Establish Command

- First Arriving Command Officer establishes Unified Command with all agencies having jurisdiction
- Insure common communications
- Clear text
- Evaluate scene safety
- Stage incoming units
- Gather information regarding the incident, number of patients, etc.
- Assign ICS positions
- Initiate notifications

Emergency Medical Service/Health
- Isolate/secure the scene, establish control zones
- Establish Command
- First Arriving Command Officer establishes Unified Command with all agencies having jurisdiction
- Insure common communications
- Utilize Clear text
- Evaluate scene safety/security
- Stage incoming units

Chapter 10E—Tools, Resources and Information Management

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Chapter 10E

Tools, Resources and Information Management

INTRODUCTION

The purpose of this portion of the *Florida Operations Guide* (FOG) is to provide an overview of information management resources supported by the State Emergency Response Team. An introduction to the resource, notes on accessing the resource, and brief instructions are provided.

United States National Grid and Geolocation

As directed in the Florida Comprehensive Emergency Management Plan (CEMP), the State of Florida has adopted the U.S. National Grid (USNG) for use during response and recovery efforts as well as shared situational awareness. The USNG provides a common location language for both point and area referencing, allowing a uniform method of describing areas of operation, and framing situational awareness.

US Military assets, typically the largest force multiplier in disaster response operations, use a grid system that is functionally the same as the USNG–the Military Grid Reference System (MGRS). Land based Department of Defense responders are therefore able to share location based information and readily interpret areas of operation defined using the USNG immediately upon joining disaster operations. Additionally, local and state jurisdictions across the Nation have implemented the use of the USNG for disaster operations to increase interoperability in support of unified

operations and its use will improve the integration of mutual aid resources.

The USNG is the geographic grid reference system identified by the National Search and Rescue Committee as the primary catastrophic incident search and rescue geo-referencing system that must be used by federal land Search and Rescue (SAR) responders, including the land SAR & aerial SAR interface.

The USNG creates an interoperable environment for location-based services used in support of disaster operations and increases interoperability of location services appliances (i.e. GPS) with printed map products by establishing a nationally consistent grid reference system.

In accordance with the CEMP, the State Emergency Response Team (SERT) utilizes the USNG to designate ground-based scalable areas of operation for strategic, regional, and tactical operations 100,000-meter grid cells will be used to designate strategic operational areas; 10,000-meter areas will be used for regional operations; and 1,000-meter or below grid, cells will be used for tactical missions. Strategic areas of operation are described using the grid zone designation (GZD) and 100,000-meter grid ID (16R GU). Regional areas of operation are described using the GZD, 100,000-meter grid ID, and the SW coordinate of the target grid cell (16R GU 67). Tactical areas of operation are described similar to regional areas of operation (16R GU 6171).

The SERT will utilize the USNG with Geographical Information System (GIS) products to identify high-density areas and priority response areas. Essential elements of information such as types of

structures, year built, known hazardous materials locations, demographics, and other key information should be identified for each grid square. This actionable information provides the field response and command elements with valuable pre-incident information to help pre-script missions and deploy the appropriate resources.

Several web resource and tools are available to support use of the USNG in preparing for or conducting disaster operations:

Web Tools
Allows for determination of USNG coordinates from a computer or to display a field reported coordinate/location on a computer.

   a. USNG Web Map: *http://dhost.info/usngweb/*
   b. Florida Incident Mapper:
      http://map.floridadisaster.org/mapper/
   c. National Map Viewer:
      http://viewer.nationalmap.gov/viewer/
   d. GATOR: *http://map.floridadisaster.org/GATOR/map.html*
   e. NOAA Coordinate Conversion:
      http://www.ngs.noaa.gov/cgi-bin/usng_getus.prl

MGRS and/or USNG options are found in all modern hand-held, some vehicle GPS units and most smartphone application stores (search for "MGRS").

GPS Setup

   a. Set map datum to NAD83. If not found, use WGS 84.
   b. Set coordinate system to: US National Grid (USNG). If not found, use MGRS.

c. Dual display with USNG as primary and Lat/Long as secondary, only DD-MM.mmm format is recommended. See Lat/Long information below.

USNG coordinates represent meters and can be translated to distance allowing field responders to calculate the distance between two coordinates. Additionally, USNG coordinates can be easily plotted on USGS topographic or similar maps that have the USNG graticule embedded by using a simple "read right, then up" method.

Reading USNG Coordinates

The USNG Grid Reference Box/Legend is located in the Key section of the map.

This provides the unique grid zone designation (e.g. 18S). This GZD is a 6 degree by 8 degree longitude by latitude band.

The GZD is further subdivided into a large square with 100,000 meter square identification. The reference box provides a key to these identifiers (e.g. UJ).

Precision of USNG coordinates are determined by the number of digits used.

Abbreviate to the degree of precision you require within a local area:

- 4 digits – 2306 - 1,000m (neighborhood)
- 6 digits – 234064 - 100m (soccer field)
- 8 digits – 23480647 - 10m (home)
- 10 digits – 2348306479 - 1m (parking spot)

Latitude & Longitude:

Air & water assets supporting ground operations shall utilize USNG/MGRS. When this is not possible coordinates should be reported using degrees, minutes, decimal minutes (DD-MM.mmm) in accordance with the National Search & Rescue Committee (NSARC) guidance in the Catastrophic Search and Rescue Supplement to the National Search and Rescue Plan. EOCs and ESFs should have software at the ready to convert between coordinate systems. Several conversion tools are available on the Internet as discussed above in the web tools section.

**Figure 34 – National SAR Committee
CIS Geo-Referencing Matrix**

Georeference System User	United States National Grid (USNG)	Latitude/Longitude DD-MM.mmm[1]	GARS[2]
Land SAR Responder[3]	Primary	Secondary	N/A
Aeronautical SAR Responders[4]	Secondary	Primary	Tertiary
Air Space Deconfliction[5]	N/A	Primary	N/A
Land SAR Responder/ Aeronautical SAR Responder Interface.[6]	Primary	Secondary	N/A
Incident Command: Air SAR Coordination Land SAR Coordination	Secondary Primary	Primary Secondary	N/A N/A
Area organization and accountability[7]	Secondary	Tertiary	Primary

a. During SAR operations (and to avoid confusion) Latitude and Longitude should be in one standard format: DDMM.mm. If required, use up to 2 digits to the right of the decimal. If required, allow 3 digits in the degrees field for longitude (i.e., DDD-MM.mm). Do not use leading zeros to

the left of the decimal for degrees or minutes that require fewer than the maximum number of possible digits to express their value. The minimum number of digits is always one, even if it is a zero. (Example: Recommended: 9-0.3N 4-2.45W; Not Recommended: 09-00.300N 004-02.45W).

b. GARS: Global Area Reference System.

c. Land SAR responders use U.S. National Grid; however, a good familiarity with latitude and longitude is necessary to ensure effective interface between Land and Aeronautical SAR responders (Note: Land SAR includes SAR on flooded terrain).

d. Aeronautical SAR responders will use latitude and longitude for SAR response. However, aeronautical SAR responders that work directly with Land SAR responders should understand the U.S. National Grid system for effective Land SAR/Aeronautical SAR interface.

e. Air space deconfliction will only be implemented and managed using latitude and longitude.

f. Aeronautical SAR responders working with Land SAR responders have the primary responsibility of coordinating SAR using USNG. However both groups must become familiar with both georeference systems.

g. Describes the requirement for providing situational awareness of SAR operations geographically to Federal, military, state, local and tribal leadership. Provides for quick reference to send SAR resources closest to incident.

EM CONSTELLATION

EM Constellation is the web-based information management software platform adopted by the State of Florida for emergency management. The platform allows the State Emergency Response Team composed of county, state, federal, volunteer, and mutual aid

entities to use the same operating environment when responding to and recovering from an emergency. Requests for assistance may be made through the platform, these requests approved and tasked as missions, and tracked throughout their life cycle. Information messages like situation reports, press releases, and incident action plans may also be shared through the platform. Having this information all in one place allows for effective response to and recovery from emergencies while documenting events for reimbursement and after-action-reporting.

EM Constellation is available at:

http://seoc.floridadisaster.org/emc.

Figure 35 – EM Constellation Log-In Page

Accounts to access EM Constellation are issued to Counties and ESFs. Counties may contact their Regional Coordinators for assistance, and ESFs may contact their Emergency Coordinating Officers.

Once logged in, click Events to select an event, which may be a disaster or a special event.

Upon first visiting an event, an event dashboard may be configured, adding widgets like *H+ Timer*, *Battle Rhythm*, *Weather Alerts*, or *Following Missions and Messages*.

To browse Missions, click *Missions*. To browse Information Messages (Situation Reports, Incident Action Plans, Press Releases, Maps, Weather, and other message types), click *Info*.

Help is available by clicking *Help*.

There are no requirements restricting the use of website on mobile devices, but screen size and connectivity may limit use of this website on a mobile device.

EMCx, or EM Constellation for Exercises, is available at:

https://seoc.floridadisaster.org/emcx.

Incident Tracker
The mission of the State Watch Office (SWO) is to provide members of the State Emergency Response Team and employees of the Florida Division of Emergency Management (FDEM) with accurate and timely information related to ongoing or impending hazardous situations that could affect Florida and its citizens.

The Incident Tracker is a web-based information log with mapping and notification capabilities. The State Watch Office uses it to track day to day incidents and share information. Report incidents include

Aircraft Incidents
Animal/Agriculture Issues
Bomb/Threat or Device
Cape Canaveral Launch
Chemical/Biological/Radiological
Civil Disturbance
Criminal Activity
Dam Failure
Energy Emergency
Environmental Crime
Hazardous Materials
Major Road/Bridge
Closure/Accident

Major Structure Fire
Migration Incidents
Nuclear Power Plants
Petroleum Spills
Public Safety Officer
Injuries/Death
Railroad
Search and Rescue ELT
Severe Weather
Sinkhole
Suspicious Activity
Tomahawk Missile Launch
Wastewater Spills
Wildfire

Incident Tracker is available at

https://apps.floridadisaster.org/swo

Figure 36 – Florida Disaster Incident Tracker

For access or to report incidents, contact the State Watch Office at 800-320-0519 or *swp@em.myflorida.com*.

Once logged in, click *Current Incidents* to display a list of incidents. Incidents may be searched, sorted, and filtered. Clicking *View Incident* will display a report.

There are no requirements restricting the use of website on mobile devices, but screen size and connectivity may limit use of this website on a mobile device.

Recon Reporting

The purpose of the State Emergency Response Team RECON Unit is to provide an initial assessment of the impacted area boundaries, evacuation routes and communities for the SERT. Information will

be provided to the SERT Chief and the State Emergency Operations Center (SEOC) Plans and Operations Sections. RECON Teams expedite situation assessments of areas impacted by emergencies when deployed.

RECON Reporting is a reporting website for the RECON Unit. Using the website, RECON reports may be entered online.

RECON Reporting is available at:

https://apps.floridadisaster.org/recon

Access to RECON Reporting is for trained RECON team members. More information, including standard operating procedures may be found at http://floridadisaster.org/recon.

Once logged in, click *Add RECON Report*. Information collected includes –

- Date/Time
- Location (Lat/Long or USNG)
- Debris
- Flooding
- Structure Damage
- Infrastructure
- Transportation
- Emergency Services
- Causalities

RECON Reports are triaged by a team at the State EOC, and coded:

- Routine
- Priority
- Emergency
- Flash

RECON Reports are available for viewing through RECON Reporting site, and more widely available via GATOR (see below).

There are no requirements restricting the use of website on mobile devices, but screen size and connectivity may limit use of this website on a mobile device. Visitors to RECON Reporting with mobile devices are offered alternative methods for accessing available map services.

GATOR

GATOR, or the *Geospatial Assessment Tool for Operations and Response*, is the flagship common operation picture/situational awareness, web-based map viewer for the Florida Division of Emergency Management and the State Emergency Response Team. GATOR is an interactive web-mapping tool for the display of geographic information to support emergency preparedness, operations, and response. Real-time data like weather radar, weather watches and warnings, and tropical storm tracks are displayed along with base map data like roads, facilities, and aerial photographs.

In addition to the open access version of GATOR available at *http://map.floridadisaster.org/gator*, secured versions of GATOR are embedded within EM Constellation and Incident Tracker. These versions of GATOR contain additional data layers of interest to responders, like mission requests from EM Constellation, more detailed RECON reports, and logistical staging areas.

Upon your first visit, GATOR will display a welcome message. You may check *Don't show again* to bypass this window on future visits.

GATOR has navigation and mapping tools, many widgets, and numerous data layers.

Navigation tools are used to pan and zoom the map. Zooming in is best done by selecting the *Zoom In* tool, clicking on the map, holding down the left-click button, dragging a box, and releasing the mouse.

Figure 37 – GATOR

Tools and Widgets are used to interact with the map and display map layers. Click *Identify*, place the cursor over the map, and click to identify attributes for features displayed on the map. Explore options under *Tools* to easily zoom the map, create and save bookmarks, and obtain demographic information.

Widgets are available to add data like severe weather warnings, traffic incidents and cameras, open shelters, RECON Reports, and other data layers. Widgets are also available to display/hide Lat/Long and USNG grids, to display/hide a map legend, and to print a map.

Layers and Backgrounds are used to turn on/off layers and map backgrounds. To access feature map *Layers*, click *More*, pull down, and turn on/off layers by checking/unchecking boxes next to a layer name. *Map Backgrounds* may be changed by clicking one of the many choices available –

- Bing – base maps from Microsoft Bing
- Bing Aerials – aerials photos from Microsoft Bing
- Bing Hybrid – aerial photos and transportation from Bing
- Streets – ESRI street map
- Aerial – ESRI aerials
- Topo – ESRI topographic maps
- Ocean – ESRI ocean map
- Ocean Nav – nautical navigation charts
- Air Nav – aeronautical navigation charts

Scale and Coordinates displays the current map scale and coordinates in Latitude/Longitude.

Accessing GATOR requires devices capable of running Adobe Flash. Visitors to GATOR with mobile devices that do not meet this requirement are offered alternative methods for accessing available map services.

Figure 38 – Alternate Methods for Accessing
Available Map Services

Secured access   **Open access**

EM Constellation
https://seoc.floridadisaster.org/emc
comprehensive emergency
management platform

SWO GATOR
GATOR + incidents

SERT GATOR
GATOR + more operational data

Incident Tracker
https://apps.floridadisaster.org/swo
daily incident reporting and tracking

RECON Reporting
https://apps.floridadisaster.org/recon
reconnaissance reporting tool

FloridaDisaster.org GATOR
http://map.floridadisaster.org/GATOR
common operational picture
situational awareness
natural hazards risk
base map data
some operational data

▸ flow of some non-sensitive data
→ flow of all available data

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Appendix

Glossary

Access Control Point—the point of entry and exit from the control zones. Regulates access to and from the work areas.

Accountability—System designed to track responders on scene.

Activation—Formal request from State of Florida to a Task Force via the Point of Contact that an event has occurred or is projected to occur, that requires mobilization and response for a mission.

Activity—A measure of the quantity of energy as measured by the rate of decay of radioactive material.

Advisory—Formal notification to Task Forces that an event is imminent or has occurred but does not require action at this time.

After-Action Debriefing Form—Used by the Task Force managers, at the conclusion of a mission, to collect and categorize appropriate information.

After-Action Meeting—A formal meeting of the Task Force personnel assigned to a mission after return from the field.

After-Action Report—Documentation of Task Force actions and other pertinent information.

ALARA—A principle of radiation protection, response, mitigation and remediation—*As Low as Reasonably Achievable*

Alert—Formal notification by the State of Florida to identified Task Forces that an incident is imminent or has occurred which may result in activation.

Alpha—A type of relatively low energy ionizing radiation in the form of a particle that can cause contamination and exposure; considered an internal body hazard; easily shielded with thin materials.

Asymptomatic—Victim exposed but not exhibiting symptoms.

Assembly Point (AP)—Location or facility where Task Force members initially report after receiving activation orders from the sponsoring organization.

Base of Operations (BoO)—Task Force base camp used to facilitate mission activities.

Beta—A type of relatively medium energy ionizing radiation in the form of a particle that can cause contamination and exposure; considered an internal body hazard; can be shielded with plastics and thin metal materials like aluminum foil.

B-NICE—Biological, Nuclear, Incendiary, Chemical, Explosive.

Cache—A State of Florida approved complement of tools, equipment, and supplies stored in a designated location, available for emergency use.

Casualty Collection Point (CCP)—Predefined location at which patients are collected, triaged, and provided with initial medical care.

CDC—Centers for Disease Control and Prevention.

CEOC—County Emergency Operations Center

CERT—Community Emergency Response Teams.

CHEMTREC—Chemical Transportation Emergency Center. A public service of the Chemical Manufacturers Association, (800) 424-9300.

Choke Point—Congested area that could cause response delays.

Clear Text—Use of common terminology understandable by all. The intent of the use of "Clear-Text" for radio communications is to paint a clear picture and reduce confusion at incidents, particularly where different agencies are working together. "FIREFIGHTER DOWN", "FIREFIGHTER MISSED", or "FIREFIGHTER TRAPPED" are examples of clear-text terms used for radio communications to notify personnel on-scene at an emergency that a firefighter accident or emergency has occurred.

Cold Zone—Clean area outside the inner perimeter where command and support functions take place.

Collapse Hazard Zone—Area established by the Task Force for the purpose of controlling all access to the immediate area of the collapse.

Contamination—Material (radioactive) in undesired places.

Contamination Reduction Corridor (CRC)—Area within the Contamination Reduction Zone where the actual decontamination is to take place. Exit from the Exclusion Zone is through the Contamination Reduction Corridor (CRC). The CRC will become

contaminated as people and equipment pass through to the decontamination stations.

Contamination Control Line (CCL)—Established line around the Contamination Reduction Zone that separates the Contamination Reduction Zone from the Support zone.

Contamination Reduction Zone (CRZ)—That area between the Exclusion zone and the Support zone. This zone contains the Personnel Decontamination Station. This zone may require a lesser degree of personnel protection than the Exclusion Zone. This area separates the contaminated area from the clean area and acts as a buffer to reduce contamination of the clean area.

Control Zones—The geographical areas within the control lines set up at a hazardous materials incident. The three zones most commonly used are the Exclusion Zone, Contamination Reduction Zone, and Support Zone.

CST—National Guard WMD Civil Support Team

Decontamination (DECON)—That action required to physically remove or chemically change the contaminants from personnel and equipment.

Department of Environmental Protection (DEP)—DEP Bureau of Emergency Response provides technical and on-site assistance to ensure threats to the environment and human safety are quickly and effectively addressed.

Demobilization—The process used to plan for and implement the return of Task Forces to their original Point of Departure.

DMAT—Disaster Medical Assistance Team

DMORT—Disaster Mortuary Assistance Team.

DOD—Department of Defense.

DOH—Florida Department of Health

Disaster Medical Assistance Team (DMAT)—The basic medical unit of the National Disaster Medical System (NDMS).

Dose—An amount or quantity (of radiation) (or drug/medicine).

Dose Rate—A measured quantity or amount (of radiation) in a given period of time.

Dosimeter—A device that measures the accumulated dose of radiation that the user is exposed to over a given period of time.

Emergency Signaling—Signals produced by warning devices on the US&R work site to address evacuation of the area, cease operations or quiet the area, and resume operations.

Emergency Traffic—A term used to clear designated channels used at an incident to make way for important radio traffic for an emergency situation of an immediate change in tactical operations.

EMS—Emergency Medical Services

Engagement/disengagement—Procedures followed by a Task Force when beginning or ending operations at a specific work site or assigned area.

EOC—Emergency Operations Center–a governmental multi-agency coordination center.

EOD—Explosive Ordinance Disposal

EPA—Environmental Protection Agency

EPZ–Emergency Planning Zone—A term that refers to a 10 mile radius from a nuclear power plant that is used for emergency planning.

ESF—Emergency Support Function

ESF #1—Emergency Support Function responsible for Transportation

ESF #2—Emergency Support Function responsible for Communications

ESF #3—Emergency Support Function responsible for Public Works and Engineering

ESF #4—Emergency Support Function responsible for Firefighting

ESF #5—Emergency Support Function responsible for Plans

ESF #6—Emergency Support Function responsible for Mass Care

ESF #7—Emergency Support Function responsible for Resource Management

ESF #8—Emergency Support Function responsible for Health and Medical Services

ESF #9—Emergency Support Function responsible for Search and Rescue

ESF #10—Emergency Support Function responsible for Environmental Protection

ESF #11—Emergency Support Function responsible for Food and Water

ESF #12—Emergency Support Function responsible for Energy

ESF #13—Emergency Support Function responsible for Military Support

ESF #14—Emergency Support Function responsible for External Affairs–Public Information

ESF #15—Emergency Support Function responsible for Volunteers and Donation

ESF #16—Emergency Support Function responsible for Law Enforcement and Security

ESF #17—Emergency Support Function responsible for Animal and Agricultural Issues

ESF #18—Emergency Support Function responsible for Business, Industry, and Economic Stabilization

Exclusion Zone—That area immediately around the spill where contamination does or could occur. The innermost of the three zones of a hazardous materials site. Special protection is required for all personnel while in this zone.

Exposure—Being in the presence of, or vulnerable to (radiation or contaminate).

FEMA—Federal Emergency Management Agency

FDEM—Florida Division of Emergency Management

Flash Flood Warning—Issued by the National Weather Service to inform the public, emergency management, and other cooperating agencies that flash flooding is in progress, imminent, or highly likely.

Flash Flood Watch—Issued by the National Weather Service to indicate current or developing hydrologic conditions that are favorable for flash flooding in and close to the watch area, but the occurrence is neither certain or imminent.

Florida Division of State Fire Marshal (DSFM)—Agency with primary responsibility for ESF #4 (Fire) and ESF #9 (Search and Rescue.)

Gamma—A type of ionizing radiation in the form of a wave, not a particle, which is considered to be a whole body hazard and can be shielded with thick and dense materials. Gamma 'rays' are similar to x-rays. Gamma is the most prevalent type of ionizing radiation.

Gross Decon—Initial decontamination to remove large amounts of agent.

Half-life—The elapsed time needed for ½ of the radioactive material to decay, which is different for every isotope.

Hasty (Rapid) Search—Fast-paced and methodical search of the assigned area of operation in an attempt to locate victims that are in immediate need of evacuation from harm.

Heat Index—The Heat Index (HI) or the "Apparent Temperature" is an accurate measure of how hot it really feels when the Relative Humidity (RH) is added to the actual air temperature.

Heavy Wall Construction—Materials used for construction are generally heavy and utilize an interdependent structural or monolithic system. These types of materials and their assemblies tend to make the structural system inherently rigid. This construction type is usually built without a skeletal structural frame. It utilizes a heavy wall support and assembly system to provide support for the floors and roof assemblies. Occupancies utilizing tilt-up concrete construction are typically one to three stories in height and consist of multiple monolithic concrete wall panel assemblies. They also use an interdependent girder, column and beam system for providing lateral wall support of floor and roof assemblies. Occupancies typically include commercial, mercantile and industrial. Other examples of this type of construction type include reinforced and unreinforced masonry (URM) buildings typically of low-rise construction, one to six stories in height, of any type of occupancy.

Heavy Floor Construction—Structures of this type are built utilizing case-in-place concrete construction consisting of flat slab panel, waffle, or two-way concrete slap assemblies. Pre-tensioned or post-tensioned reinforcing steel rebar or cable systems are common components for structural integrity. The vertical structural supports include integrated concrete columns, concrete enclosed or steel

frame, which carry the load of all floor and roof assemblies. This type includes heavy timber construction that may use steel rods for reinforcing. Examples of this type of construction include offices, schools, apartments, hospitals, parking structures and multi-purpose facilities. Common heights vary from single story to high-rise structures.

Host County—A county that is equipped, capable and designated to receive, process, and shelter evacuees (from a risk county).

Hot Zone—Area immediately around the incident where serious threat of harm exists. Should extend far enough to keep responders safe from effects of agents. Entry is limited to trained and properly protected personnel only.

HPSA—Household Pet and Service Animal. Typically dogs, cats, birds, rabbits, hamsters, guinea pigs. NOT captive wildlife, livestock, exotic animals. Seek guidance for exact definitions.

Hurricane—A tropical cyclone in which the maximum 1-minute sustained surface wind speed is 74 mph or greater.

Hurricane Warning—Issued by the National Hurricane Center when hurricane conditions (sustained winds of 74 mph or higher) are expected somewhere within a specified coastal area. Because hurricane preparedness activities become difficult once winds reach tropical storm force, the Hurricane Warning is issued 36 hours in advance of the anticipated onset of tropical-storm-force winds.

Hurricane Watch—Issued by the National Hurricane Center when hurricane conditions (sustained winds of 74 mph or higher) are possible within a specified coastal area. Because hurricane

preparedness activities become difficult once winds reach tropical storm force, the Hurricane Watch is issued 48 hours in advance of the anticipated onset of tropical-storm-force winds.

Hurricane Wind Scale–**Saffir-Simpson**—1 to 5 categorization of a hurricane's intensity at an indicated time. The maximum sustained surface wind speed (peak 1-minute wind at the standard meteorological observation height of 10 m [33 ft.] over unobstructed exposure) associated with the cyclone is the determining factor in the scale. The scale does not address the potential for other hurricane-related impacts, such as storm surge, rainfall-induced floods, and tornadoes.

HVAC—Heating, Ventilation, and Air Conditioning

IAP—Incident Action Plan

ICS—Incident Command System

Incident Action Plan (IAP)—A document developed by the ICS management team that identifies all incident objectives, strategies and tactics, and assigns responsibilities.

Incident Command Post (ICP)—The location where the local jurisdiction's primary command functions are executed.

Incident Commander (IC)—The local jurisdiction's (or other entity's) person responsible for the management of all incident operations.

Incident Daily Briefing Form—A form for conducting planning sessions and briefings during the course of a mission.

Initial Response—Normal complement responding to the incident.

Initial Task Force Briefing Form—A form developed for use during the activation phase of the response.

Inner Perimeter—Secured inner area of operations.

IPZ–Ingestion Pathway Zone—A term that refers to 50 mile radius from a nuclear power plant that is used for emergency planning–Ingestion Planning Zone which includes "Ingestion Counties".

Isotope—An element that has a different number of neutrons from the set number of protons.

Ionizing Radiation—Electromagnetic radiation of sufficient energy that can alter the sub-atomic or nuclear structure of an atom. Alpha, Beta, Gamma, Neutron, and X-ray radiation only.

JCE—Joint Coordinating Element

JOC—Joint Operations Center–Federal Law Enforcement

Joint Information Center (JIC)—The physical location where Public Information Officers collocate and form the core of the Joint Information System.

Joint Management Team (JMT)—The JMT provides a group of specialists readily available for rapid assembly and deployment to a disaster area. The JMT furnishes Federal, State, and local officials with technical assistance in acquiring and using US&R resources. It provides advice, Incident Command assistance, management, and coordination of US&R Task Forces, and US&R logistics support.

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KI–Potassium Iodide—An over-the-counter pharmaceutical salt used to block the harmful uptake of radioactive iodine into the thyroid gland. Not an antidote to radiation or radiation sickness.

Light Frame Construction—Materials used for construction are generally lightweight and provide a high degree of structural flexibility to applied forces such as earthquakes, hurricanes, tornadoes, etc. These structures are typically constructed with a skeletal structural frame system of wood or light gage steel components, which provide support to the floor or roof assemblies. Examples of this construction type are wood frame structures used for residential, multiple low-rise occupancies and light commercial occupancies up to four stories in height. Light gage steel frame buildings include commercial business and light manufacturing occupancies and facilities.

Loadmaster—Individual responsible for all matters associated with preparing the TF equipment, supplies, and personnel during the palletizing, loading, in-flight logistics, and downloading of the aircraft.

Local Emergency Operations Center (EOC)—Each local jurisdiction will usually have an EOC to coordinate response to and support of moderate to large-scale incidents. Initial damage and needs assessment information is consolidated at this point to determine response needs and outside resource requirements. Authority for the management of a disaster rests with the local officials and/or Incident Leader of the affected jurisdictions. State and Federal response is in support of local requests once local resources and capabilities are overwhelmed.

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GLOSSARY

Local Jurisdiction—Affected locality/government which has the mandated responsibility for managing the disaster within its borders or boundaries.

Mass Decon—Decontamination process for large number of victims/responders.

Medical Team Fact Sheet—Informational sheet outlining the capabilities and requirements of the TF Medical Team.

Memorandum of Understanding (MOU)—Written agreements developed on site between the FEMA JMT and jurisdictional incident management personnel to ensure a complete understanding of the scope, nature and requirements of the ESF #9 assignment.

MMRS—Metropolitan Medical Response System

MNRT—National Medical Response Team

Mobilization Center—A temporary facility used to receive process and support resources/TFs during the mobilization and demobilization phases of a mission.

National Disaster Medical System (NDMS)—A system under the auspices of DHHS used during natural disasters or emergencies.

Neutron—High energy ionizing radiation in the form of a non-charged particle; considered to be an whole body hazard; shielded with hydrogenous materials (polyethylene & water), typically associated with nuclear weapons and nuclear power plant core reactions.

NIMS—National Incident Management System

NGO—Non-Governmental Organization (American Red Cross, Salvation Army, etc.)

NORM—Naturally Occurring Radioactive Material (typically harmless)

Operational Checklist—Chronological listing of considerations and/or tasks that the identified user should address when carrying out mission assignments.

Operational Period—Time interval scheduled for execution of a given set of actions.

Operational Procedures—Documents developed to address strategies and tactics that a TF may be required to address and execute during a mission response.

Operational Work Area—Area established by the Task Force for controlling all activities in the immediate area of the work site.

Operations Chief—The position in the Incident Command System that is responsible for managing the overall incident tactical operations and to whom the US&R Task Force directly or indirectly report.

ORO—Offsite Response Organization–nuclear power plant industry term referring to state and local first response agencies.

Outer Area—Outermost area from hazard that is secure.

PAG—Protective Action Guide (guidance action)

PAR—Protective Action Recommendation (or see below)

Patient Staging Area (PSA)—Area where patients may receive continued medical treatment.

Persistent Agent—An agent that upon release retains its casualty producing effects for an extended period.

Personnel Accountability Reports (PAR)—Personnel accountability reports of emergency responders assigned to an incident.

Point of Arrival (POA)—The location where responding resources arrive, prior to being transported to a mobilization center or assigned to an affected local jurisdiction.

POC—Point of Contact

Point of Departure (POD)—Designated home location where a TASK FORCE reports for transport to an incident.

Point Source—Area where agent was released or item containing agent.

PPE—Personal Protective Equipment

PRD–**Personal Radiation Detector**—An electronic device that detects gamma radiation and alerts the user.

Pre-cast Construction—Structures of this type are built utilizing modular pre-cast concrete components that include floors, walls, columns and other sub-components that are field connected upon placement on site. Individual concrete components utilize imbedded steel reinforcing rods and welded wire mesh for structural

integrity and may have either steel beam, or column or concrete framing systems utilized for the overall structural assembly and building enclosure. These structures rely on single or multi-point connections for floor and wall enclosure assembly and are a safety and operational concern during collapse operations. Examples of this type of construction include commercial, mercantile, office and multi-use or multi-function structures including parking structures and large occupancy facilities.

Protect in Place—Method of protecting public by limiting exposure.

PSN—Person with Special Needs per FL Statute 252.355

RAD–Radiation Absorbed Dose—A measure of radiation absorbed by objects, not human/animal tissue.

Radiation–Emitted energy that travels in all directions.

Radioactivity—A measure of the quantity of energy of an isotope. The nuclear property of some elements that enables that element to emit ionizing radiation. Also known as the rate at which an isotope decays.

Rally Point—Designated area to regroup for responders. Area where resources meet and revise plan of action. Can be predetermined area in some industries.

RDSTF–Regional Domestic Security Task Force

Refuge Area—An area identified within the Exclusion zone, if needed, for the assemblage of contaminated individuals in order to

reduce the risk of further contamination or injury. The Refuge Area may provide the gross decontamination and triage.

Reinforced Response—Response of additional units to assist on scene.

REM–Roentgen Equivalent Man—An English System unit of measure for radiation exposed dose for human/animal tissue.

REP–Radiological Emergency Preparedness—A FEMA/NRC program for nuclear power plant safety for the general public.

Responder Information Sheet—A form developed to collect and list all necessary information on Task Force personnel.

RIID–**Radio-Isotope Identification Device**—A portable device that identifies the exact radioactive isotope emitting radiation.

Risk County—A county that is immediately vulnerable to the consequences of a nuclear power plant emergency because the 10-mile EPZ of the nuclear power plant is within their jurisdictions.

ROC—FDLE Regional Operations Center

Roentgen—A unit of measure of exposed dose to gamma radiation in air.

Safe Refuge Area (SRA)—Area within the Contamination Reduction Zone for the assemblage of individuals who are witnesses to the hazardous materials incident or who were on site at the time of the spill. The assemblage will provide for the separation of contaminated persons from non-contaminated persons.

Safety Officer—An individual assigned the primary responsibility of ensuring safety compliance.

SCBA—Self Contained Breathing Apparatus

SEOC—State Emergency Operations Center

Search Marking System—A standardized marking system employed during and after the search of a structure for potential victims.

Severe Thunderstorm Watch—Issued by the National Weather Service when conditions are favorable for the development of severe thunderstorms in and close to the watch area. They are usually issued for a duration of 4 to 8 hours and are normally issued well in advance of the actual occurrence of severe weather.

Severe Thunderstorm Warning—Issued by the National Weather Service when either a severe thunderstorm is indicated by weather radar or a spotter reports a thunderstorm producing hail one inch or larger in diameter and/or winds equal to or exceeding 58 miles per hour. Severe thunderstorms can produce tornadoes with little or no advance warning.

SFM—State Fire Marshal (see also Florida DSFM)

Site Safety Plan—An Emergency Response Plan describing the general safety procedures to be followed at an incident involving hazardous materials. This plan should be prepared in accordance with 29 CFR 1910.120 and the U.S. Environmental Protection Agency's "Standard Operating Safety Guides for Environmental Incidents (1984)."

SLUDGEM—Acronym for salivation, lacrimation, urination, defecation, gastric distress, emesis and meiosis.

Sponsoring Organization—The entity responsible for developing and managing all aspects of a Task Force.

Staging Area—A designated area or facility where incoming resources report to and receive their tactical assignments and situation briefings by the local jurisdiction.

Standby Members—Two members/Personnel who remain outside the hazard area during the "initial stages" of an incident. The standby members shall be responsible for maintaining a constant awareness of the number and identity of members operating in the hazardous area, their location and function, and time of entry. The standby members shall remain in radio, visual, voice or signal line communications with the team (NFPA 1500 6-4.4).

State Watch Office (State Warning Point) —The State Watch Office is to serve as the contact point in Florida for communications between local Governments and Emergency Agencies, State Government Agencies and the Federal Government.

Support Zone—The clean area outside of the Contamination Control Line. Equipment and personnel are not expected to become contaminated in this area. Special protective clothing is not required. This is the area where resources are assembled to support the hazardous materials operation.

SWP—State Warning Point located in the SEOC

Symptomatic—Victim exhibiting signs and symptoms of exposure to an agent.

Task Force Command Post (TFCP)—Central control point within the Task Force Base of Operations.

Task Force Operations Report—A form for documenting events during the execution of rescue operations.

Task Force Fact Sheet—Summarizes the composition, capabilities and limitations, and support requirements of a US&R Task Force.

TLD–Thermo-Luminescent-Dosimeter—A "film-badge" that records radiation dose when worn as instructed.

Tornado—A violently rotating column of air extending from a thunderstorm to the ground.

Tornado Watch—Issued by the National Weather Service when conditions are favorable for the development of tornadoes in and close to the watch area. They are normally issued well in advance of the actual occurrence of severe weather.

Tornado Warning—Issued by the National Weather Service when a tornado is indicated by weather radar or sighted by spotters. They can be issued without a Tornado Watch being already in effect.

Tropical Cyclone—A warm-core, non-frontal synoptic-scale cyclone, originating over tropical or subtropical waters with organized deep convection and a closed surface wind circulation about a well-defined center.

Tropical Depression—A tropical cyclone in which the maximum 1-minute sustained surface wind speed is 33 knots (38 mph) or less.

Tropical Storm—A tropical cyclone in which the maximum 1-minute sustained surface wind speed ranges from 34 to 63 knots (39 to 73 mph) inclusive.

Tropical Storm Warning—A warning issued by the National Hurricane Center when tropical storm conditions (sustained winds of 39 to 73 mph) are expected somewhere within a specified coastal area within 36 hours. Once a Tropical Storm Warning is issued by the NHC, the National Weather Service may issue similar warnings for inland areas adjacent to and away from coastal areas.

Tropical Storm Watch—A watch issued by the National Hurricane Center when tropical storm conditions (sustained winds of 39 to 73 mph) is possible within a specified coastal area within 48 hours. Once a Tropical Storm Watch is issued by the NHC, the National Weather Service may issue similar warnings for inland areas adjacent to and away from coastal areas.

Unity of Command—The Incident Commander is ultimately responsible for the accountability of all personnel on the incident. Each supervisor (Operations, Branches, Divisions, Groups, Strike Teams, Task Forces, single increments, companies) is responsible for all personnel under their command.

Warm Zone—A buffer between hot and cold zones. Personnel in this area are removed from immediate threat, but not considered completely safe from harm. Use of PPE may be necessary once contaminated people or equipment enter the area.

Waterspout—Generally, a tornado occurring over water. Specifically, it normally refers to a small, relatively weak rotating column of air over water beneath a cumulonimbus or towering cumulus cloud. Waterspouts are most common over tropical or subtropical waters.

WMD—Weapons of Mass Destruction

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Appendix

Communications Annex

What to Do Why to Do It

I. **LISTEN**.
    a. To make sure your transmission won't interfere with another communication.
    b. To be aware of other things going on.
II. **THINK** about what you will say before you transmit.
    a. To communicate your idea effectively.
    b. To use only the air time needed and no more.
III. **MAKE THE CALL**.
    Give:
    a. The call sign or identification of the station called TO BE CLEAR.
    b. The words "THIS IS." TO BE UNDERSTOOD RELIABIABLY ON THE FIRST CALL
    c. The call sign of identification of the calling station. TO USE A PROCEDURE THAT IS UNIVERSALLY ACCEPTED

Phonetic Alphabet

Figure 39 – Phonetic Alphabet

A–alpha (AL fah)	N–november (no VEM ber)
B–bravo (BRAH voh)	O–oscar (OSS car)
C–charlie (CHAR lee)	P–papa (pah PAH)
D–delta (DELL tah)	Q–quebec (keh BECK)
E–echo (ECK oh)	R–romeo (ROW me oh)
F–foxtrot (FOKS trot)	S–sierra (SEE air rah)
G–golf (GOLF)	T–tango (TANG go)
H–hotel (HOH tell)	U–uniform (YOU nee form)
I–india (IN dee ah)	V–victor (VIK tah)

J–juliet (JEW lee ett)	W–whiskey (WISS key)
K–kilo (KEY low)	X–x-ray (ECKS ray)
L–lima (LEE mah	Y–yankee (YANG key)
M–mike (MIKE)	Z–zulu (ZOO loo)

On-Site Emergency Signaling Procedures

Effective emergency signaling procedures are essential for the safe operation of task force personnel operating at a disaster site. These signals must be clear and universally understood by all task force personnel. Air horns or other appropriate hailing devices shall be used to sound the appropriate signals as follows:

- Cease Operation/All Quiet 1 long blast (3 seconds)
- Evacuate the Area 3 short blasts (1 second each)
- Resume Operations 1 long and 1 short blast

Radio Communications Guidelines

Radio Communications Guidelines are derived from the Cooperative Agreements for Use of Radio Frequencies between fire service agencies and the Department of Management Services of Florida allowing for mutual use of radio frequencies during mutual aid efforts.

This document design is to assist agencies on choosing radio equipment to procure, receive, or render assistance on a multi-agency incident.

Listed below are some of the systems currently deployed around the State:

- Florida Interoperability Network (FIN)

- Mutual Aid Channel Build out (Statewide)
- Emergency Deployable Interoperable Communications System (EDICS)
- Emergency Deployable Wide Area Remote Data System (EDWARDS)
- Mobile Trunked Radio Systems
- Mutual Aid Radio Cache (MARC)
- Mobile Command Post Standardization
- TRP1000
- Mobile Command Posts
- Radio Caches

AVAILABLE INTEROPERABLE COMMUNICATIONS SYSTEMS AND FREQUENCIES

Florida Fire Mutual Aid (First Priority)

Statewide Florida Forest Service VHF High band assigned frequencies. Note that the MARC Units (see below) maintain the same frequencies on their mobile units.

Statewide Law Enforcement Radio System (SLERS)

Florida's Statewide Law Enforcement Radio System (SLERS) is a single, unified radio network that meets the radio voice communications needs of state law enforcement officers and other participating agencies throughout the state. SLERS is an 800/700 (aircraft) MHz system consisting of 200 microwave sites, RF multi-sites, and RF simulcast sites. The SLERS all-digital radio network covers over 60,000 square miles (including 25 miles offshore) with 98% mobile coverage and portable coverage in selected areas.

EDICS / EDWARDS SYSTEMS

There are nine (9) Emergency Deployable Interoperable Communications Systems (EDICS) around the State. Seven of these units are strategically deployed throughout the seven RDSTF regions hosted by local public safety agencies. Two EDICS units are housed in Tallahassee, one with the Florida Division of Emergency Management, and the other with the Florida Department of Law Enforcement. EDICS units are housed in trailers, which utilize a tow vehicle for transportation to a scene. EDICS units are self-contained with generator powered, air conditioning, and a diesel fuel tank.

EDICS units contain collapsible towers and ACU-1000 technology with multi-band radio equipment housed in MIL-STD transportable cases. EDICS units are utilized to bridge systems together at locations where responders are using incompatible radio equipment. EDICS units have a data companion system package referred to as the Emergency Deployable Wide Area Remote Data System (EDWARDS). EDWARDS provides satellite based internet access utilizing a MESH Network configuration and voice over internet protocol telephone capability. These services can be provided to response personnel and command post locations at the scene of an incident or event using multiple transportable suitcase units.

EDICS / EDWARDS Systems are assigned to the following:

Figure 40 – EDICS/EDWARDS Systems

STATE HQ	FL Division of Emergency Management
	Florida Department of Law Enforcement
Region 1	Walton County Emergency Management
Region 2	Wakulla Co. Emergency Management & Fire Rescue
Region 3	Alachua County Sheriff's Office
Region 4	Hernando County
Region 5	St. Lucie County Public Safety & Communications
Region 6	Lee County Emergency Management
Region 7	Palm Beach County Sheriff's Office

Florida Interoperability Network (FIN)

The Florida Interoperability Network (FIN) is a full time statewide gateway solution, and places over 100 public safety communications centers on a common network. The system is used multiple times every day to patch public safety agencies together. There is no requirement to "deploy" this system, and can be accessed through all primary PSAPs and across all nine EDICS/EDWARDS deployable platforms. FIN offers four main functions:

- Full duplex intercom type connection between two communications centers.
- Full duplex conferencing connection between up to eight communications centers.
- Remote access to radio resources throughout the state.

- Ability to bridge radio resources together throughout the state. Radio resources consist of base station/repeater sites, radio console connections, and RF control stations.

Figure 41 – Radio Resources
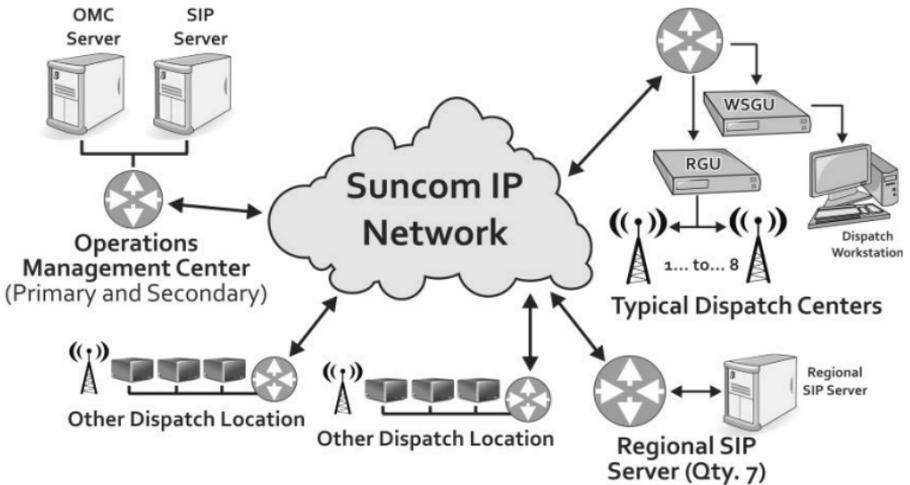
There are eight MARC Systems in the State. Each individual unit consists of a 100-foot mobile crank up tower, a built-in VHF repeater (Forestry Alpha) and a UHF Med 8 repeater. Ten VHF mobile units, sixty-four VHF portable units, a VHF and UHF base station. These radios are preprogrammed with local and State frequencies. The units contain a 10Kw diesel generator and are completely self-contained.

They also contain preset deployment plans that are available for review on request from the DSFM or the FFCA State Disaster Coordinator. The current locations of the units are:

- • #1   Ocean City Wright
- • #2   Tallahassee FD
- • #3   Alachua FR
- • #4   Hillsborough FR
- • #5   Winter Park FR
- • #6   Lehigh Acres FCD
- • #7N   Martin FR
- • #7S   Tamarac FR

Requests or questions on deployment or use of the towers must go through the Florida State Fire Marshal or the FFCA State Disaster Coordinator.

Mobilizing, Deploying and Recovery of Communications Assets

Local Communications Asset Request

A request is made by a responding agency for a local communications asset (e.g. Mobile Command Post), the Incident Commander or by the Communications Unit Leader (COM-L) or their designee, communications center and/or the on scene supervisor validate the need for the request. If it is an asset that the requesting agency controls, it is deployed and the local Emergency Operations Center (EOC) and/or Multi-agency Coordination Group (MAC) are notified of the deployment. If it is an asset that is under the control of another agency within the county, then the EOC/MAC will provide the requesting agency with the necessary contact information to make the request or the local EOC/MAC may make the request for the requesting agency. The local EOC/MAC will make a record of the deployment so that it is known that the asset is in use and/or no longer available. The EOC/MAC will also notify the

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regional Interoperable Communications Chairperson(s) of the deployment. A tracking number may be assigned to the request.

Regional Communications Asset Request

A request is made by a responding agency for a regional communications asset. (e.g.: EDICS Unit, MARC Unit) The Incident Commander, Communications Unit Leader (COM-L) or their designee, communications center and/or the on scene supervisor validate the need for the request. The request will be submitted to the local Emergency Operations Center (EOC) in the county where the incident or event is occurring and/or the designated Multi-Agency Coordination Group (MAC). If the request involves RDSTF resources, the appropriate RDSTF discipline chair will be notified of the deployment. The local EOC/MAC will make contact with the Interoperable Communications Chairperson(s) in the Region to review the request and help determine if it is the most appropriate solution to meet the need. The local EOC/MAC will submit the request to the State EOC. The State EOC will process the request and utilize existing plans and policies to fulfill the request. The local EOC/MAC will make a record of the deployment so that it is known that the asset is in use and/or no longer available.

The host agency for a regional communications asset is responsible for ensuring that a mission tracking number is assigned to the deployment, however, deployment is not delayed or dependent upon the assignment of this number. The absence of a mission tracking number may have a fiscal impact on the requesting and/or host agency.

State Communications Asset Request

A request is made by a responding agency for a communications asset maintained and/or hosted by the State of Florida. (e.g.: State Mobile Command Posts, Mobile Mutual Aid Repeater Site, SLERS portable cache) The Incident Commander, Communications Unit Leader (COM-L) or their designee, communications center and/or the on scene supervisor validate the need for the request. The request will be submitted to the local Emergency Operations Center (EOC) in the county where the incident or event is occurring and/or the designated Multi-Agency Coordination Group (MAC). The local EOC/MAC will make contact with the Interoperable Communications Chairperson(s) in the Region to review the request and help determine if it is the most appropriate solution to meet the need. The local EOC/MAC will submit the request to the State EOC. The State EOC will process the request and utilize existing plans and policies to fulfill the request.

The host agency for a State communications asset is responsible for ensuring that a mission tracking number is assigned to the deployment, however, deployment is not delayed or dependent upon the assignment of this number. The absence of a mission tracking number may have a fiscal impact on the requesting and/or host agency.

Federal Communications Asset Request

A request is made by a responding agency for a communications asset maintained and/or hosted by a federal agency. (e.g. NIFC portable radio cache, repeaters, portable telephone systems, microwave links) The Incident Commander, Communications Unit Leader (COM-L) or their designee, communications center and/or

the on scene supervisor validate the need for the request. The request will be submitted to the local Emergency Operations Center (EOC) in the county where the incident or event is occurring and/or the designated Multi-Agency Coordination Group (MAC). The local EOC/MAC will make contact with the Interoperable Communications Chairperson(s) in the Region to review the request and help determine if it is the most appropriate solution to meet the need. The local EOC/MAC will submit the request to the State EOC. The State EOC will process the request and utilize existing plans and policies to fulfill the request.

If applicable, the host agency for a federal communications asset is responsible for ensuring that a mission tracking number is assigned to the deployment, however, deployment is not delayed or dependent upon the assignment of this number. The absence of a mission tracking number may have a fiscal impact on the requesting and/or host agency.

Appendix

Florida National Guard

The Florida National Guard (FLNG)/Department of Military Affairs (DMA) conducts operations in support of the Governor of Florida and as stipulated under State laws and statutes. The ongoing responsibilities of the FLNG/DMA include those measures that prepare Florida National Guard (FLNG) forces and protect the citizens of Florida. The overall strategic goal of the FLNG is to support the Governor in protecting the life, property and well-being of the citizens of Florida. In pursuit of this objective, the FLNG prepares for, and responds to a wide variety of natural and man-made disasters.

Through National Guard Bureau and State of Florida initiatives, the FLNG continuously prepares for that impending threat and conducts coordination, training and exercises to remain positioned to respond by Executive Order of the Governor. Close coordination is required whenever outside forces are requested to augment FLNG forces operating within the State. Unity of effort will be achieved in support of the Governor's stated objectives.

(1) (U) Florida Army and Air National Guard organizations and activities, units provided by other state National Guard under EMAC or Federal (T10) forces apportioned to the State of Florida under a "dual status" T32/T10 command relationship.

(2) (U) FLNG is employed in either a State Active Duty (SAD) or Title 32 federal status under the authority of the Governor of Florida.

(3) (U) Responsibilities.

(a) (U) The Governor of Florida. Extract from Florida State Statutes, Chap. 250 Section 250.06. The Governor of Florida is the commander in chief of all the militia of the state.

(b) (U) The Adjutant General for Florida (TAG-FL).

1. (U) Acts as the Chief of the Department of Military Affairs (DMA) and serves as the Senior Military Official for the Governor.

2. (U) Designates the Joint Task Force (JTF)/Task Force (TF) Commander(s) and task organizes the force.

3. (U) Directs missions undertaken by the DMA/FLNG.

4. (c) (U) The Joint Force Headquarters (JFHQ). Upon receipt of an executive order by the Governor, the JFHQs transitions to an operational level Joint Task Force-Florida (JTFFL).

Depending on the size, scope and nature of the emergency, TAG-FL may appoint a general officer as the Commander of JTF-FL. The Commander (CDR), JTF-FL may direct organization of all or part of the battle staff to most efficiently provide the critical planning, coordination, command and control functions required of the JTF headquarters. In most instances the CDR, JTF-FL will be dual-status (Title 10/32) qualified should there be a requirement for the integration of federal Title 10 forces.

(d) (U) J3/Joint Director of Military Support (JDOMS).

1. (U) Primary coordinating director for military support and homeland defense with local, state and federal agencies.

2. (U) During State emergency operations, performs as the J2/J3.

3. (U) Responsible for current operations and management of the FLNG Joint Operations Center (JOC).

4. (U) Responsible for planning, coordination and conduct of training related to State emergency response to include joint/interagency training events.

5. (U) During day to day activities, responsible for information and intelligence operations that will enhance State agency deterrence and detection operations and provide essential information to FLNG Commanders on Force Protection issues.

(a) (U) Key Tasks.

1. (U) Provide trained and ready forces.

2. (U) Provide military response capabilities that act as force multipliers in support of the Emergency Support Functions.

3. (U) Effectively integrate DSCA operations into the overall response effort coordinated with the SERT.

4. (U) Anticipate and coordinate additional military forces and capabilities with other States, the National Guard Bureau and U.S. Northern Command (NORTHCOM) as required.

(b) (U) End State. The FLNG employs the appropriate military capability at the right time and place to ensure the SERT is successful in its mission. After the successful accomplishment of the mission, all FLNG forces safely redeploy to home station and prepare for future operations.

(2) (U) General. In accordance with existing National Guard Bureau (NGB) regulations, the National Response Plan/Framework and the CEMP, the primary responsibility for disaster relief shall be with local and state governments and those federal agencies designated by statute and law. National Guard assistance normally is provided when the following conditions are met.

(a) (U) The situation is so severe and widespread that effective response and support is beyond the capabilities of local and state government, and all civil resources have been exhausted.

(b) (U) Required resources are not available from commercial sources. FLNG support will not be furnished if it is in competition with private enterprise or the civilian labor force.

(c) (U) Required as a supplement to civil resources to cope with the humanitarian and property protection requirement caused by a civil emergency or mandated by law.

(d) (U) The experience and the availability of FLNG organic resources allow them to accomplish a task more effectively or efficiently than another agency.

(e) (U) An emergency or disaster occurs and waiting for instructions from higher authority would preclude an effective response, a FLNG commander may do what is required and justified to save human life, prevent immediate human suffering, or lessen major property damage or destruction. The commander will report the action taken to higher military and civil authorities as soon as possible. Support will not be denied or delayed solely for lack of a commitment for reimbursement or certification of liability from the requester.

(f) (U) Any public service is lost or withdrawn, and an immediate substantial threat to public health, safety, or welfare is evident. It is desirable that supervisors, managers, and key personnel of the public service are available to provide technical assistance to FLNG personnel.

In the absence of key public service personnel, TAG will make plans and coordinate with appropriate civil authorities to perform the mission within the capabilities and limitations of the FLNG.

(g) (U) The capability of the FLNG to assist in the restoration/continuation of public services depends primarily on the degree of military or civilian skills possessed by FLNG personnel.

(h) (U) The FLNG will be employed with adequate resources to accomplish the mission when conducting DSCA/HD operations. The on-scene commander or the senior officer present will make that determination. DSCA/HD operational phases will include an exit strategy that allows for a seamless battle hand off of missions to civil authorities at the earliest practical time.

All Mission Requests are managed through the State system EM Constellation:

https://seoc.floridadisaster.org/emconstellation/login.aspx

with mission status and updates provided by both the sending and receiving parties (see Chapter 10E).

(1) (U) The FLNG may be called upon to support one or all ESFs as emergency/disaster conditions dictate. ESF 13, Military Support, was developed to prioritize all requests for military support (SAD,

T32 & T10) and further advise the SERT on available resources/capabilities based upon mission priorities as established by State Coordinating Officer (SCO) and TAG. Resource requests are generally generated at the local level and validated thru the SERT Chief at the State Emergency Operations Center (SEOC). The SERT Chief and/or SCO, in consultation with the ESF ECOs identify what ESF will provide the most timely and cost effective resource support. Figure above indicates the normal flow of resource requests from the local level thru state and eventual assignment to the FLNG.

(2) (U) Resource requests for the FLNG are generally in the two broad categories of Law Enforcement/Security Assistance or Humanitarian Assistance. In order to expeditiously process requests for FLNG assistance, it is imperative that the proper request channels are utilized depending on the category or nature of the mission.

(a) (U) Law Enforcement/Security Assistance. Requests for law enforcement and security assistance from local LEAs will normally be initiated by the county Sheriff and will go to ESF16, Florida Department of Law Enforcement (FDLE), SEOC, for sourcing, either by other law enforcement assets and/or the FLNG. In situations where an imminent threat to the state exists (e.g. an approaching hurricane), then the initial request may be initiated by FDLE anticipating future specific requests from local agencies subsequently impacted by the event. The SCO/SERT Chief or designee will approve the mission if consistent with State policy.

(b) (U) Humanitarian Assistance. Requests for assistance, other than Law Enforcement and Security, from local and county officials will

originate in either the SEOC or County EOC and be submitted thru the responsible ESF and approved by the SCO/SERT Chief or designee if consistent with State policy.

(c) (U) Requests for assistance will be made in the form of a "Mission Request" detailing general or specific objectives to be accomplished. The tactical direction of troops, the kind and extent of force to be used and the particular means to be employed to accomplish the objectives will be determined by the TAG/JTF CDR unless otherwise specified.

(3) (U) To ensure unity of effort between FLNG forces in a state status and federal active duty (Title 10) military forces, the Defense Coordinating Officer (DCO) will be encouraged to collocate all or part of his staff with the FLNG ECO as a member of ESF 13. Mission Sets.

1. Humanitarian Assistance (HA)
    a. Points of Distribution (POD)
    b. Logistical Staging Areas (LSA)
    c. Distribution Operations (DIST-AIR/GR)
    d. Medical Evacuation (MEDEVAC-AIR/GR)
2. Security Operations (SEC)
    a. Quick Reaction Force (QRF)
    b. National Guard Reaction Force (NGRF)
    c. Street Patrols (PATROL)
    d. Traffic Control Points (TCP)
    e. Fixed Site Security (STATIC SEC)
    f. Contra Flow (CF)
3. Search and Rescue (SAR)
4. Command and Control (C2)
    a. Joint Operations Center (JOC)
    b. Joint Air Operations Center (JAOC)

      c.   Mobile Operations Center (MOC)
      d.   Staff Coordination and Assistance Team (SCAT)
      e.   Major Command Staff Support (TF SPT)
      f.   State Emergency Operations Center Support (SEOC SPT)
      g.   State Logistics Readiness Center Support (SLRC SPT)
      h.   State Emergency Response Team LNO (SERT LNO)
      i.   Task Force LNO (TF LNO)
      j.   Safety Teams (SAFETY TM)
      k.   Communications (COMMS SPT)
5.   Service Support (SVC)
      a.   Supply (SUPPLY)
      b.   Transportation (TRANS-AV/GR)
      c.   Maintenance (MAINT-AV/GR)
      d.   Medical (MED)
6.   Supporting Operations (SPT)
      a.   Reconnaissance (RECON-AIR/GR-DV)
      b.   Evacuation (EVAC-AIR/GR)
      c.   Joint Reception, Staging and Onward Integration (JRSOI)
      d.   Aviation Operations (AVN)
      e.   Engineer Operations (ENG)
      f.   Firefighting Operations (FIRE-AV/GR)
      g.   CBRN Operations (CST/CERFP)
7.   Other (OTH)

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