

RESOLUTION 2019- 103

**A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF
NASSAU COUNTY, FLORIDA, ADOPTING THE 2019-2023 NASSAU
COUNTY COMPREHENSIVE EMERGENCY MANAGEMENT PLAN AS
THE STANDARD FOR EMERGENCY MANAGEMENT IN NASSAU
COUNTY.**

WHEREAS, Chapter 252, Florida Statutes, assigns to the Board of County Commissioners responsibility for disaster preparedness, response, recovery and mitigation; and

WHEREAS, being prepared for disasters means being ready to respond promptly as danger threatens, to save life and protect property and to provide relief from suffering and privation; and

WHEREAS, local services may be overburdened, or inadequate and local government will have to operate effectively in different ways than in normal times to provide timely relief and minimize hardships in the event of natural and technological disasters in Nassau County; and

WHEREAS, many populated areas and parts of communities may require evacuation, shelter and food until the disaster ends, services are restored and needed supplies and materials are available; and

WHEREAS, this plan is intended to provide the framework for the development of detailed operating procedures for all County forces charged with responsibility of protecting the public's health and safety from natural and technological disasters; and

WHEREAS, Chapter 27P-6.0023(1), Florida Administrative Code, requires each County to develop a Comprehensive Emergency Management Plan; and

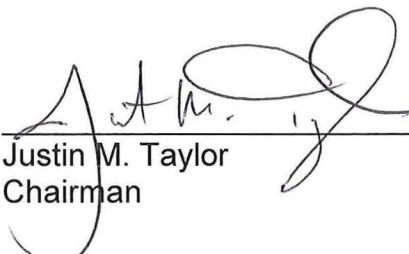
WHEREFORE, Chapter 27P-6.006(11), Florida Administrative Code, requires the governing body of Nassau County to adopt by resolution, the Nassau County Comprehensive Emergency Management Plan.

NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Nassau County, Florida, that:

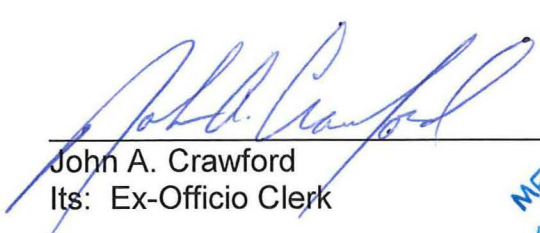
1. The 2019-2023 Nassau County Comprehensive Emergency Management Plan is hereby adopted.

PASSED AND ADOPTED this 10th day of June, 2019.

**BOARD OF COUNTY COMMISSIONERS
NASSAU COUNTY, FLORIDA**


Justin M. Taylor
Chairman

Attest as to Chairman's signature:


John A. Crawford
Its: Ex-Officio Clerk

MES
66-13-19

Approved as to form by the
Nassau County Attorney:


Michael S. Mullin

NASSAU COUNTY'S BASE COMPREHENSIVE EMERGENCY MANAGEMENT PLAN (CEMP)



2019-2023

This document is exempt from public records release per CH 119.071 F.S. – inventory of local law enforcement resources and any comprehensive policies or plans pertaining to the mobilization, deployment, or tactical operations involved in responding to an emergency as defined in section 252.34 F.S., are exempt from §119.07(1) F.S. and section 24(a), Article I of the State Constitution, and as such unavailable for inspection, except by personnel authorized by a state or local law enforcement agency, the office of the Governor, the Department of Legal Affairs, the Department of Law Enforcement, or the Division of Emergency Management as having an official need for access to the inventory or comprehensive policies or plans.

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CEMP EXECUTIVE SUMMARY

Comprehensive Emergency Management involves a continuous cycle of mutually supportive activities which take place before, during, and after an emergency situation. Pursuant to Chapter 252, Florida Statutes, the Base Comprehensive Emergency Management Plan (CEMP) establishes the organizational and procedural framework necessary to ensure the jurisdiction is adequately prepared for all hazards threatening the lives and property of its residents and visitors. The CEMP is a planning, organizational, and operations-based document providing direction for all aspects of the emergency management cycle. It is the document which establishes and guides the ongoing Emergency Management Program in Nassau County. The CEMP outlines the training and practicing of processes required to ensure continuity of government and vital human services, in anticipation of, response to, and recovery from a local disaster.

This CEMP details the expectations and responsibilities of Nassau County's constitutional officers, department heads, and public employees to ensure a successful Emergency Management Program. It has been developed in collaboration with these entities, faith-based and civic organizations, the business community, voluntary organizations active in disasters (VOADs), and the general public. Nassau County's established **Executive Policy Group** and the local **Emergency Management, Homeland Security, and Disaster Preparedness Advisory Council** (hereafter referred to as the "**Advisory Council**") are key contributors to the whole-community-planning process. These stakeholders provide specific input and review CEMP-components during formal planning meetings and informal communications. They contribute their ideas and concerns to after-action reports from exercises and real-world incidents to ensure opportunities for improvement are addressed and best-practices included. The Advisory Council helps NCEM's professional planners develop evidence-based functional and hazard-specific preparedness and response plans.

The Nassau County CEMP is compliant with the National Incident Management System (NIMS), incorporates the principles set forth in the Incident Command System (ICS) Center Management System (CMS), and integrates with the State of Florida CEMP in accordance with the National Response Framework (NRF) and National Disaster Recovery Framework (NDRF). Together, these documents set the strategy and doctrine for building, sustaining, and delivering the core capabilities identified in the National Preparedness Goal. The CEMP reflects the **strategic vision** of Presidential Policy Directive 8 (PPD-8) to *strengthen national security, prosperity, and resilience*, as well as the priorities of the Advisory Council: "*A county that is aware, prepared, and resilient to all hazards.*" Once formally adopted and promulgated by the Nassau County Board of County Commissioners (BOCC), the duties and processes described in the Base CEMP may carry the force of law within the jurisdiction. The Base CEMP undergoes a full review, update, and re-adoption by the BOCC on a four-year cycle. With a majority vote, the Advisory Council can integrate revised/updated functional and hazard-specific annexes into the approved Base CEMP without returning to the BOCC for a full review and promulgation.

The Nassau County Emergency Management Program's **Mission** is *“to provide Nassau County residents the education and support necessary to reduce risks and protect lives and property from natural and man-made hazards through coordination of mitigation, preparedness, response, and recovery activities using a whole-community approach.”* Local response activities which may (or have) overwhelm(ed) existing capacity, exceed local capabilities, or have the potential to create long-term disruption to public services, utilities, or the economy, all call for the activation of emergency or disaster operations plans, and/or a recommendation to the BOCC for a Local State of Emergency (LSE).

This Base CEMP provides a framework for cooperation and collaboration among all stakeholders and the integration of resources to prevent, prepare for, mitigate the effects of, respond to, and recover from all hazards, both natural and man-made. It includes the utilization of mutual aid agreements, memoranda of understanding, pre-positioned contracts, local pre-identified volunteers, and spontaneous volunteer management if necessary. The nature of the incident triggering disaster operations will determine which components of the CEMP, its annexes, and standard operating guidelines (e.g., hazard-specific, functional) are implemented.

RECORD OF REVISIONS

DATE	SUMMARY OF CHANGE
Version 2014	Contractor-generated CEMP adopted and promulgated by Nassau BOCC
September 2018 Version 2018.1	Complete re-write. Updated Organizational Charts; added descriptions of emergency declarations and emergency powers; included Center Management System concepts, Debris Management overview, Essential Elements of Information, Training and Exercise descriptions, and Recovery base plan; identified the County's responsibility for post-disaster redevelopment; added documentation of the emergency management program's continuous improvement process, review and update cycle changed from "at least every five" to "at least every four" years, and ensured correlation with State-specified CEMP compliance criteria.
December 2018 Version 2018.2	Appended Post Disaster Recovery and Redevelopment Framework to CEMP at FDEM's request
March 2019	Received letter of compliance with State CEMP Criteria
April 2019	Following Advisory Council meeting, removed the duplicate NCSO voting member to reduce the number to 23.
10 June 2019	BOCC Reviewed and Promulgated by Resolution – Version 2019.1
10 July 2019 Version 2019.3	At City of Fernandina Beach's request, added CoFB Fire Chief and Police Chief to the Executive Policy Group. Streamlined "full activation" organizational chart to basic ICS format, ensuring overhead positions are clarified and noting individual functions within each group/unit can be built out as needed or may change in scope as response and recovery operations progress. Included deliberate planning process description and process map as <i>Figure 30</i> .
26 July 2019 Version 2019.3	At the Town of Hilliard's request, changed references to their leadership's EM Program representation from "Manager" to "Public Works Director"

Version 2019.3 of the Nassau County CEMP supersedes all previous versions.

PROMULGATION

Nassau County's Board of County Commissioners (BOCC) is responsible for the formal proclamation or declaration of new ordinances, policies, and rules. When signed, the letter below officially promulgates this version of Nassau County's Comprehensive Emergency Management Plan.

To: Elected Officials, Employees, and Citizens of Nassau County

Nassau County's Emergency Preparedness Planners, in cooperation with the County's Executive Policy Group (EPG), Emergency Management Program Advisory Council, municipal jurisdictions, special districts, Voluntary Organizations Active in Disasters (VOADs), and the private sector, have prepared this Comprehensive Emergency Management Plan (CEMP) to provide a framework consistent with the "whole community approach" for county-wide hazard mitigation, preparedness, and resilience.

The CEMP illustrates the organization and interoperability of Nassau's government and principle stakeholders, including faith-based, civic, and other non-governmental organizations (NGOs); the local business community; and the general public. It addresses the roles and responsibilities each has in preparing for, protecting against, responding to, recovering from, and mitigating all hazards (i.e. natural, man-made, and technological) that have the potential to adversely impact our citizens and infrastructure.

This CEMP provides direction and guidance for all entities involved in incident stabilization and allocation of resources to protect life, property, and the environment. Upon approval by the Nassau County BOCC, the CEMP shall have legal standing and serve as a directive to prepare for and perform assigned emergency tasks consistent with the priorities established herein.

Nassau County Emergency Management, in coordination with the EPG and input from the Emergency Management Program Advisory Council, shall periodically evaluate and exercise the CEMP and revise it as necessary to meet changing conditions. Per Florida Administrative Rule 27P-6, the Division of Emergency Management (FDEM) "*shall review each county CEMP at a minimum of every four years ... in accordance with the criteria of CEMP-001 and CEMP-002.*" As a living document, this CEMP is subject to local technical changes and improvements during the period between FDEM reviews without formal approval of the BOCC. The Emergency Management Director shall ensure all affected stakeholders are notified of any revisions to the CEMP.

Upon approval of the Nassau County Board of County Commissioners and bearing the signature of the BOCC Chairperson, this letter shall officially constitute the adoption of the Nassau County CEMP, and declare the official adoption and recognition of the National Incident Management System (NIMS) as the foundation for all operations triggered by this CEMP.

Chairperson, Nassau County Board of County Commissioners

10 June 2019

Date Signed

INTRODUCTION, PURPOSE, AND SCOPE OF THE CEMP

NASSAU COUNTY'S EMERGENCY MANAGEMENT PROGRAM

Per *Chapter 252.38(1)(a) F.S.* there is established and maintained the **Nassau County Emergency Management (NCEM)** agency with jurisdiction over and serving the entire county, a **Comprehensive Emergency Management Plan (CEMP)** and program that is coordinated and consistent with the State of Florida's CEMP and emergency management program, and an **Emergency Management Director (EMD)** who shall coordinate emergency management activities, services, and programs within the county and shall serve as liaison to the Florida Division of Emergency Management as well as other local emergency management agencies and organizations.

The **Board of County Commissioners (BOCC)** authorizes the County EMD and NCEM staff to perform the preparedness planning and operational duties as outlined in the CEMP. The EMD and organization shall execute the CEMP, or so much thereof as is necessary, to address real local hazards or to practice its execution. The BOCC directs the EMD and NCEM staff to schedule and conduct training and mock or practice disasters no less than once annually, so that partnering entities and County personnel with emergency responsibilities become well-familiar with their duties and functions as described in the CEMP. The County's **Executive Policy Group (EPG)**, when convened by the EMD in the face of a local emergency, helps to establish the incident response's operational objectives. The EPG must concur, by recorded vote, that the proposed plan of action is based upon the collective wisdom of the community leadership. The EPG must also declare that they support the decision to authorize NCEM to address the emergency management needs of community, up to and including the declaration of a Local State of Emergency (LSE), the process of which is detailed later in this plan. The **thirteen-person** EPG is comprised of the:

- *Nassau County Manager (representing the BOCC)*
- *City Manager of Fernandina Beach,*
- *Mayor of the City of Fernandina Beach,*
- *Town Manager of Callahan*
- *Mayor of the Town of Callahan,*
- *Public Works Director of Hilliard,*
- *Mayor of the Town of Hilliard,*
- *Nassau County Sheriff,*
- *Nassau County Fire Rescue Chief,*
- *City of Fernandina Beach Police Chief,*
- *City of Fernandina Beach Fire Chief,*
- *Public Health/Medical Officer for Nassau County,*
- *Nassau County School Board Superintendent*

PURPOSE

Nassau's "Base" CEMP establishes the framework for an effective system of comprehensive emergency management within the jurisdiction for the purpose of:

- Reducing loss of life, injury, and property damage, resulting from natural or man-made emergencies or disaster;
- Preparing for prompt and efficient response and recovery activities to protect lives and property impacted by natural or man-made incidents;
- Responding to emergencies with the effective use of all relevant plans and resources deemed appropriate, using the National Incident Management System (NIMS);
- Recovering from emergencies by providing for the rapid and orderly implementation of restoration and rehabilitation programs for persons and properties affected by disaster; and
- Promoting public awareness, recognition, education, prevention, and mitigation of emergencies that may otherwise be aggravated by insufficient planning or inadequate regulation of public and private facilities and land use.

The Base CEMP provides a base-line situational overview of the County and its population (e.g., geography, demographics, and local hazards) to create a common operating picture for all who read it. It details agency, departmental, and personal responsibilities for preparedness planning; describes the continued training, cooperative collaboration, and steps taken toward continuity of mission-essential operations during emergency operations; and outlines the incident management organizational structure, coordination of resources, and documentation required for effective disaster response. The Base CEMP framework is complemented by functional, hazard-specific, and position-specific guidance documents which detail agency and resource coordination that cross-cuts all emergency response (e.g., logistics and resource management, public information and warning) as well as the considerations and actions required for special circumstances or conditions, and the expectations for individuals filling roles in the incident management organization.

AUTHORITIES AND REFERENCES

The requirement and authority to maintain a local emergency management agency is established in Florida Statutes. The extent and limits of local government's emergency authorities, and conditions under which those authorities become effective are described in federal, state, and local laws, statutes, rules, and ordinances. Although not all-inclusive, the following are relevant to emergency management in Nassau County:

- **The Florida Constitution Section 6, Article II**, empowers the State Legislature to provide prompt and temporary succession to the powers and duties of all public offices

- **Florida Executive Order of the Governor #80-29 (Disaster Preparedness)** – requiring each jurisdiction to plan for and take measures to protect against all-hazards, and maintain a state of readiness for continuity of essential operations in any situation.
- **Florida Statutes, Chapters 14 and 252** –authorizing emergency powers to the Governor to maintain peace, tranquility, and good order in the State; assume direct operational control over any part of emergency management functions within the State or delegate those powers; and to obligate and direct resources of state and local agencies to cope with disaster
- **Florida Statutes, Chapter 252, Part I** – requiring a local emergency management entity; describing emergency management powers, preparedness planning, and mitigation; providing for an emergency/incident management system, emergency response, public information and warning, emergency sheltering of the public and their pets, monitoring of nursing homes and assisted living facilities, emergency prescription medication refills, emergency support forces, mutual aid agreements, finance, compensation, liability, and post-disaster relief assistance.
- **Florida Statutes, Chapter 252, Part II** – outlining emergency planning powers and duties, the community right-to-know act, reporting requirements, and tort liability
- **Florida Statutes, Chapter 252, Part III** – describing the emergency management assistance compact (EMAC) state-to-state mutual aid and cooperation, limitations, liability, compensation, reimbursement, and evacuation
- **Florida Statutes, Chapter 252, Part IV** – requiring risk management planning and prevention of the accidental release of hazardous materials, inspections, liability, and enforcement
- **Florida Statutes, Chapter 252, section 252.35** – (Emergency Management Powers) adopting standard criteria and compliance requirements for the State and County Comprehensive Emergency Management Plans
- **Florida Statutes, Chapter 252, section 252.38** – (Local State of Emergency) must be declared by a mayor, city manager, or board of county commissioners. If an emergency is declared by the Governor, each political subdivision shall have the power and authority:
 - To take whatever prudent action is necessary to ensure the health, safety, and welfare of the community.
 - To appropriate and expend funds; make contracts; obtain and distribute equipment, materials and supplies for emergency management purposes; provide for the health and safety of persons and property, including emergency assistance to survivors of any emergency; and direct and coordinate the development of emergency management plans and programs in accordance with

the policies and plans set by the state and federal emergency management agencies.

- To establish, as necessary, a primary and secondary emergency operations center to provide continuity of government, and direction and control of emergency operations.
 - To assign or make available employees, property and equipment relating to their county agencies and departments for emergency operation purposes.
 - To request state assistance or invoke emergency-related mutual aid assistance by declaring a local state of emergency. The duration of each local state of emergency is limited to 7 days and may be extended as necessary in 7-day increments.
 - To waive rules and regulations in the performance of public work, entering into contracts, incurring obligations, employment of permanent and temporary workers, utilization of volunteer workers, acquisition and distribution of supplies, material, and facilities.
- **Florida Statutes, Chapter 943, section 943.03101** – describing counter-terrorism coordination between Emergency Management and Law Enforcement in accordance with the State CEMP
 - **Florida Statutes, Chapter 943, section 943.0312** – establishing Regional Domestic Security Task Forces (RDSTF) to implement a statewide strategy to address prevention, preparation, protection, response, and recovery efforts by federal, state, and local Law Enforcement, Emergency management, Fire & Rescue, Public Health, and others in dealing with potential or actual terrorist acts
 - **Florida Statutes, Chapter 456, section 456.38** – establishing a practitioner registry for disasters and emergencies
 - **Florida Statutes, Chapter 401, section 401.273** – establishing a paramedic and emergency medical technician registry for disasters and emergencies
 - **Florida Statutes, Chapter 381, section 381.0303** – providing for the operation of special needs shelters and maintenance of a statewide special needs registry as well as designated shelter areas for persons with dementia; making the Department of Health the lead agency for recruitment of providers, medical staffing, and operational coordination of special needs shelters
 - **Florida Statutes, Chapter 400, section 400.492** – requiring continuity of provision of health care services by home health agencies during emergencies
 - **Florida Statutes, Chapter 110, sections 501-504** – covering the status and recognition of volunteers; defining regular-service volunteers, occasional-service volunteers, and material donors who assist in agency-administered programs; describing responsibilities

of departments to develop meaningful volunteer opportunities and ensure volunteers are screened, understand their responsibilities, and are appropriately trained for their duties; and providing for coverage by state liability protection (Chapter 768, FS) and workers' compensation (Chapter 400, FS)

- **Florida Statutes, Chapter 768** – addressing torts, pertaining to liability and negligence, including the Florida Volunteer Protection Act and Good Samaritan Act
- **Florida Administrative Code, Rule 27P-6** – requiring a County Capabilities Assessment and written Comprehensive Emergency Management Plan (CEMP), developed in accordance with criteria in CEMP-001 and CEMP-002, be reviewed for compliance by FDEM at a minimum of every four years
- **Florida Administrative Code, Rule 59A** – requiring minimum standards for all health care facilities (i.e. hospitals, nursing homes, assisted living facilities) and written emergency management plans to be reviewed for compliance annually by the local emergency management authority. *(Beginning 1 January 2018, costs incurred for annual regulatory reviews of these comprehensive healthcare emergency plans by the NCEM planning professionals shall be borne by the individual facilities rather than by the County, as provided for in Florida Administrative Code, Rule 27P-20.)*
- **Florida Administrative Code, Rule 59A-26** – describing minimum standards for disaster preparedness for intermittent care facilities for the developmentally disabled

Additionally, **Title 44, Chapter 1, Part 201 of the Code of Federal Regulations**, and these Federal Laws and Directives apply to all emergency management programs:

- **Homeland Security Presidential Directive 5** – Establishing a comprehensive National Incident Management System (NIMS)
- **Presidential Policy Directive 8** – Establishing National Preparedness Goals, Strengthening Security and Resilience; including the National Preparedness Goal's five mission areas (Prevention, Protection, Mitigation, Response, and Recovery) and 32 Core Capabilities <https://www.fema.gov/core-capabilities>
- **Robert T. Stafford Disaster Relief and Emergency Assistance Act**, as amended by the *Disaster Mitigation Act of 2000*.
- **Sandy Recovery Improvement Act (SRIA)** of 2013.
- Assistant Secretary for Preparedness and Response's (ASPR) **2017-2022 Health Care Preparedness and Response Capabilities**
- **Code of Federal Regulations (CFR) Part 200** – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards

SCOPE

Nassau County recognizes that **all disasters are local** and irrespective of a Local State of Emergency (LSE) being declared by the BOCC, places the health and safety of responders and the public as the principal priority; the preservation and protection of infrastructure, the environment, and personal property being second. The Base CEMP establishes the policies, assumptions, and strategies for a comprehensive **all-hazards, whole-community** emergency management and resilience Program, a “tiered response” framework for resource coordination and cooperation with private sector, volunteer, county, state, and federal partners. It relies upon active stakeholder participation and consistent implementation of the National Incident Management System (NIMS), its common terminology and concepts for unified command, manageable span-of-control, structured planning processes, multi-agency coordination, interoperable communications, resource tracking, and designated facilities. It is applicable to minor, major, or catastrophic incidents as well as planned events. Any section of the CEMP may be used, in whole or in part, as needed to effectively respond to a situation. The promulgated CEMP governs the activities, duties, and functions of the EM Program and addresses:

- **Prevention and Protection** through a comprehensive assessment of community threats, resources, and vulnerabilities, establishing partnerships, planning, educating, training, and practicing, to prevent, protect from, or ensure readiness for potential hazards’ impacts (e.g., creating defensible space, flood-proofing, requiring ignition-resistant construction).
- **Preparedness**, establishing a process for continued improvement using a cycle of planning, training, testing, evaluating, and refining involving the whole community; stressing personal and agency-level accountability; and specifying roles and responsibilities, including minimum training and exercise expectations for public employees, and continued educational outreach programs to inform residents and improve community resilience.
- **Mitigation**, minimizing hazard vulnerabilities and risks, reducing losses, and protecting life safety. Nassau’s State-approved *2016-2020 Local Mitigation Strategy* (FEMA-approved as of 9 February 2016 and expiring 18 February 2021) focuses on mitigation policy, building codes, and structural improvements developed by a variety of public and private stakeholders making up the local LMS Task Force, chaired by the NCEM Mitigation Coordinator.
- **Response**, delineating government, volunteer, and private sector roles and responsibilities for incident stabilization, protection of life, property, and the environment, and initiation of short-term recovery actions.
- **Recovery**, through short- and long-term needs assessments, coordination among all levels of government, prioritization of operations and resource allocation, documenting public or individual assistance necessary to return the impacted area to a state of normalcy, and identification of mitigation measures that would reduce future impacts.

THE EMERGENCY MANAGEMENT PROGRAM ADVISORY COUNCIL

With the adoption and promulgation of the CEMP, there is created an *Emergency Management, Homeland Security, and Disaster Preparedness Advisory Council* (hereafter referred to as the “**Advisory Council**”) which shall consist of a permanent cadre of **23 voting** members (representing government and public safety, health, and welfare), including the **two Co-Chair positions** filled by the *NCSO EM Director* and the *County Manager*. The 21 additional member-entities shall delegate one regular member (and alternate) to conduct business on their behalf, as described in the Advisory Council’s **Bylaws**:

- *City of Fernandina Beach (CoFB) Manager’s Office,*
- *Town of Callahan Manager’s Office,*
- *Town of Hilliard Public Works,*
- *CoFB Building Official/Flood Plain Management,*
- *CoFB Fire Department,*
- *CoFB Police Department,*
- *CoFB Storm Water Management,*
- *County Animal Care and Control Services,*
- *County Building Official/Flood Plain Management,*
- *County Clerk’s Office,*
- *County Facilities Department*
- *County Fire Rescue Department,*
- *County Planning & Economic Opportunity Department*
- *County Property Appraiser’s Office,*
- *County Public Health/Medical Officer,*
- *County Road & Bridge Department,*
- *County School Board*
- *County Supervisor of Elections’ Office,*
- *County Tax Collector’s Office,*
- *County Economic Development Board or Tourist Development Council, and*
- *Volunteer Organizations Active in Disaster (VOAD) Representative*

The *County Attorney*, *Baptist Medical Center Nassau CEO*, *FDEM Regional Coordinator*, and representatives from each electric, water, and wastewater utility serving the jurisdiction are considered **advisory/non-voting** members and are asked to contribute their subject-matter expertise. Additional **non-voting stakeholder representatives** from civic, business, faith-based, military, veteran, or other groups may be appointed by the Chair or Co-Chair. Advisory Council members and external subject matter experts may be organized by the Chair or Co-Chair into *ad hoc* working-groups to accomplish specific tasks related to the Emergency Management Program. The Advisory Council shall be responsible for contributions to county-wide **risk assessments, strategic and operational plans**, post-disaster **recovery plans** and identification of potential **Public Assistance** claims, and **mitigation plans** for hazard vulnerabilities.

The Advisory Council shall convene (in person, by telephonic conference call, or via web/video-conference) **no less than four times per year**, preferably quarterly, to conduct necessary business (e.g., developing and updating emergency management's strategic, tactical, training, and exercise plans). One of these meetings is devoted to the required annual update of the long-term ***Emergency Management Program Strategic Plan***, which includes a program performance review, community needs assessment, re-visioning, and validation of, or development of new, strategic action plan goals with measurable objectives. A simple majority of the Advisory Council's 23 voting members shall constitute a quorum. Additional meetings of the Advisory Council or ad hoc working groups may occur at the call of either Co-Chair.

To ensure the Advisory Council's continued ability to conduct business, each member entity shall appoint one primary Member and an Alternate to each serve a **two-year term**. While there is no limit to the number of successive terms one may serve, each individual should participate in a formal re-appointment process every two years. *The agency or department head should provide a signed appointment letter to the individual and submit a copy to the Advisory Council's Chair and Co-Chair.*

Members and Alternates must have delegated authority to make decisions and agreements, and commit resources on behalf of their organization – the responsibility to actively participate on the NCEM Program's Advisory Council should be part of these individuals' job descriptions. Members and Alternates will not be compensated for the performance of their Advisory Council duties or their contributions to the EM Program.

Nassau County recognizes that strong and inclusive governance systems better ensure that disparate funding streams are coordinated and leveraged for maximum impact. To that end, ***Strengthening Governance Integration*** shall be a standing topic for discussion on the Advisory Council's meeting agendas to help identify critical needs and facilitate collaborative action plans to improve preparedness, mitigation, response, and recovery capabilities.

No later than **March 30th** of each year NCEM, with the assistance of the Advisory Council, shall publish an **Annual Report** outlining emergency management activities and accomplishments which occurred, impacted, or benefited the local government or the citizens of Nassau County during the preceding calendar year. At a minimum this report shall be distributed to the BOCC and any others as determined by either the County Manager or EMD.

PLAN HIERARCHY AND MAINTENANCE

As described previously, the Advisory Council shall assist NCEM with its responsibility for developing and sustaining the County's five-year **NCEM Strategic Plan** with evidence-based objectives, and will review and update the Strategic Plan annually. Utilizing information found in the biennial **Threat & Hazard Identification and Risk Analysis (THIRA)**, the Advisory Council shall perform a comprehensive review of the **CEMP** detailing the changes they deem necessary for a full update prior to the FDEM review for compliance with their CEMP-001 and CEMP-002 criteria, which takes place at least **every four years** per *Rule 27P-6.006, Florida Administrative Code*. The Nassau County EMD shall review these recommendations and report back to the Advisory Council with either concurrence or rationale for not incorporating any of the recommendations. Nassau County Emergency Management's professional preparedness planners are responsible for writing the updates into the CEMP with the direction provided by the EMD, who, following successful review by FDEM, recommends the revised version to the BOCC for adoption and promulgation.

The promulgated Base CEMP and its Annexes govern the activities, duties, and functions of the county-wide *Emergency Management (EM) Program*. To facilitate a whole community approach to the development and implementation of the EM Program and associated preparedness and response plans for Nassau and all municipalities within the county, constitutional officers and the recognized head of each agency, authority, and municipality agree to designate an "**Emergency Coordinating Officer (ECO)**" who shall ensure their unit's participation in preparedness planning, training, and exercising, and shall be responsible for preparation and periodic review/revision of their unit's emergency contingency plans and procedures (i.e. **Continuity of Operations Plans (COOP)** and **Continuity of Government (COG) Plans**) to ensure the preservation of vital records and continuation of mission-essential functions and critical services. These COOPs and COGs shall be consistent with and made part of the County's Emergency Management Plans. Additionally, each designated ECO shall represent their agency, assist NCEM with implementation strategies, and participate in work group meetings as deemed necessary by the Advisory Council.

The CEMP describes necessary prevention and preparedness actions, coordination and control of all-hazards response and recovery operations, as well as hazard-specific plans detailing particular functions and resources needed, and a framework for short- and long-term **Post-Disaster Recovery and Redevelopment**. The Advisory Council shall review the CEMP annually during its strategic planning meetings and may recommend updates concerning the plan's technical components to the EMD who may revise the document as needed without returning the entire plan to the BOCC for promulgation, and shall advise the BOCC of these changes. The Advisory Council shall also review and comment to the EMD at least biennially on all **mutual aid agreements** and **memoranda of understanding** proposed to implement the CEMP.

In addition to annually evaluating and updating the programmatic five-year Strategic Plan and CEMP, the EMD and Advisory Council shall request a presentation from the Chair of the **Local Mitigation Strategy (LMS) Task Force**, who will provide an overview of mitigation, local

strategies, accomplishments, projects, and any other information the Chair feels is germane to the LMS. Mitigation strategies may change as infrastructure ages and development increases. While the local departments responsible for proposing and managing mitigation undertakings are project-specific, County, City, or Town commissioners are ultimately responsible as the fiduciary for infrastructure and capital improvement projects. Federal funding opportunities are announced periodically but local match for these grants is often cited as an obstacle to proactive hazard mitigation. The EMD and Advisory Council together shall **annually** review the LMS documents, and provide a joint written proposal to the BOCC and all other municipal commissions/boards/councils concerning new and continuing strategies (developed by the LMS Task Force) addressing hazards, risks, and ways to minimize potential impacts and losses. The CEMP and LMS will be integrated into and coordinated with the emergency plans and programs of the State and Federal governments, as well as those of surrounding jurisdictions.

The promulgated LMS and its included prioritized project list are considered “living documents” which may be updated by the LMS Task Force following hazardous incidents, when community vulnerabilities are identified, or as mitigation projects are proposed or completed; technical changes to the LMS are recorded on the document’s “record of changes” page. The LMS shall undergo a complete update by the LMS Task Force and compliance review by the Florida Division of Emergency Management (FDEM) and Federal Emergency Management Agency (FEMA) **every five years**, prior to being presented for formal adoption by the governing bodies of the county and municipal jurisdictions.

The CEMP and its supporting hazard-specific plans and operational resource-coordination annexes have been developed to provide specific guidance for particular functions during a variety of emergency scenarios based upon the natural and man-made hazards which might threaten the county. These plan components can be combined as needed based upon the situation. **Figure 1**, on the following page, graphically depicts the hierarchy of strategic and operational plans and guidance documents that steer Nassau County’s Emergency Management Program.

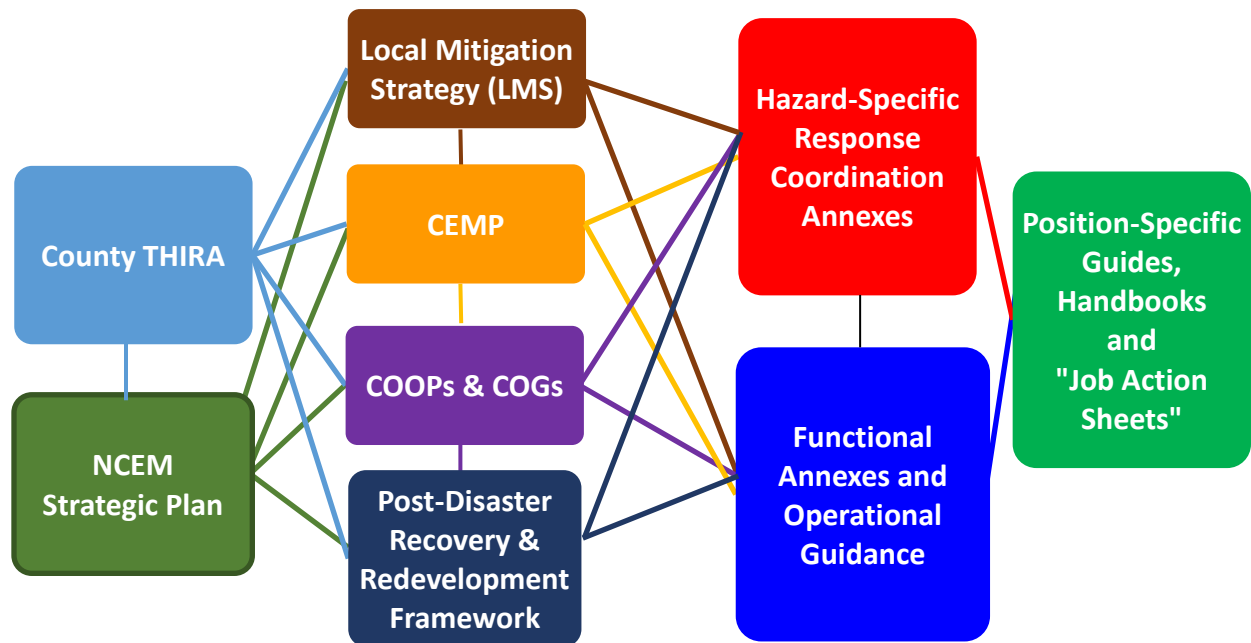


FIGURE 1 – PLAN HIERARCHY AND RELATIONSHIPS

“Base Plans” – (Strategic Plan, THIRA, CEMP, LMS, COOPs & COGs, PDRRF) approved and promulgated, these plans establish and authorize the County’s emergency management agency, institute a county-wide emergency management framework, and institute a comprehensive and cyclical program of disaster prevention, preparedness, mitigation, response, and recovery to ensure an all-hazards disaster-resilient community.

“Functional Annexes” – These operational plans explain the coordination of assisting and cooperating agencies and resources, as well as cross-cutting processes, activities, and functions that typically take place at the EOC during wide-spread emergency activities and disaster response regardless of the hazard involved (e.g., public information, alerts and warnings):

- Crisis Information/Communication (Mass Notification Alerts, Public Info)
- Logistics (Resource Management, County Staging Area, Fuel)
- Active Assailant/Mass Casualty
 - Agency Response
 - Medical Surge and Alternate Sites of Care
 - Reunification
 - Mortuary Services
- Evacuation, Transportation, and Re-entry Management
- Mass Care
 - Emergency “Risk” Sheltering (Public, Pet-Friendly, Special Medical Needs)
 - Host Sheltering (NGO and Faith-based)
 - Transitional and Long-Term Housing
- Damage and Needs Assessment

- Search and Rescue Operations
- Bulk Distribution of Commodities
 - POD Operations (e.g., Food, Water, Tarps)
 - Medical Countermeasures (push/pull; open/closed; public/private)
- Debris Management (Debris Removal & Monitoring)
- Volunteer Reception Centers and Donations Management
- Long-term Critical Infrastructure/Utilities Interruption (Consequence Management)
- Multi-Year Training & Exercise Plan (MYTEP)

“Hazard-Specific Annexes” – Based upon the jurisdiction’s THIRA, these plans, procedures, and checklists describe the unique challenges and activities that must be coordinated in response to special incidents (e.g., active assailant, severe weather, wildfire, hazardous materials, infectious disease outbreak) regardless of their source, intent, or critical infrastructure impacts:

- Active Assailant/Terrorism (WMD, CBERN)
- Tropical Cyclone
- Flood (from any origin)
- Tornado/Straight-line High Winds
- Wildfire
- Extreme Temperatures
- Hazardous Material Release
- Infectious Disease (human or animal)
- Mass Transportation Accident (roads, rail, or air)
- Civil Unrest or Mass Migration

“Position-Specific Guidance” – These “PSG” documents provide guidance and outline the skillsets and responsibilities of individuals performing the various operational, logistical, financial, and planning support functions within the Emergency Operations Center during a Level 2 or Level 1 activation.

- EOC Commander/Unified Command
- Safety Officer
- Public Information Officer
 - Citizen Information Call Center (CICC)
 - Joint Information Center (Media Releases, Social Media Monitoring, Rumor Control, External Affairs)
- Liaison Officer (Point of Contact for partnering and cooperating agencies)
- Planning Section Chief
 - Resource Unit (Check-in/out, Status Tracking)
 - Situation Unit (Information Displays, Reports)
 - Documentation Unit (All Official Incident Records)
 - Demobilization Unit (Resource Accountability, Evaluations)
 - Technical Specialists (Weather Forecasters, etc.)
- Logistics Section Chief

- Logistical Support Branch (Supplies, Ground Support, Facilities, Staging Area)
- Logistical Services Branch (Communication, Food, Medical, Volunteers/Donations)
- Finance Section Chief
 - Time Unit
 - Costs Unit
 - Procurement/Contracts Unit
 - Compensation Claims Unit
- Operations Section Chief
 - Emergency Services: Law Enforcement, Firefighting, Hazardous Materials (HazMat)/Environmental Protection, Search and Rescue, Public Health and Medical Systems
 - Human Services: Mass Care, Sheltering/Temporary Housing, Critical Commodity Distribution, Evacuation Assistance, Animals and Agriculture
 - Infrastructure Recovery: Transportation Infrastructure, Public Works and Engineering, Energy and Commercial Utilities, Damage Assessment, Debris Management, Commerce and Economic Stabilization

To round-out the county's comprehensive Emergency Management Program, NCEM and the Advisory Council ensure alignment of the CEMP's base, coordination, and operational response components with the aforementioned **Strategic Plan** for the Emergency Management Program, local **THIRA** findings, the County's **LMS, Multi-Year Training and Exercise Plan (MYTEP)**, and **Post-Disaster Recovery and Redevelopment Framework (PDRRF)**. Plan components are developed per the Advisory Committee's direction, with input from public and private partners. NCEM's plans and educational outreach activities provide all-hazards preparedness guidance and assure the public of timely warnings and mass notifications when emergency protective measures are necessary. NCEM shall routinely exercise these warning, response, and recovery plans among stakeholders through inter-agency table-tops/drills/simulations, conduct after-action assessments, and develop prioritized corrective action plans. Fundamental to the County's PDRFF is mitigation of future hazards' impacts. The process ensures a continuous cycle of programmatic improvement and a jurisdiction-wide state of all-hazard readiness.

BASIC PLANNING ASSUMPTIONS

Nassau County has adopted the National Preparedness System's "Whole Community" approach to Emergency Preparedness Planning. When developing or revising plans, NCEM staff enlists input from a wide variety of stakeholders to ensure the needs of vulnerable populations throughout the county (e.g., impoverished, homeless, non-English-speaking, medically electric-dependent, or without transportation) are considered and addressed. Following a thorough review of federal and state guidance, local ordinances, and after-action reports from exercises and real-world events, the Advisory Council, planners, and subject matter experts shall convene to develop strategic plans for the Emergency Management Program, and comprehensive plans for local disaster preparedness and response. Each phase of the preparedness improvement process (**Figure 2**) is based upon establishing, building, and sustaining local core capabilities.



FIGURE 2 – EMERGENCY PREPAREDNESS PLANNING PHASES

Following are the assumptions upon which Nassau's Emergency Management Program and associated preparedness, response, recovery, and mitigation planning activities are based.

PLANNING EXPECTATIONS AND ASSUMPTIONS

- **All Disasters Are Local!**
- Effective Emergency Management Programs require “whole community” engagement and an “all-hazards” approach; NCEM planners are trained in different specialties and assigned accordingly to coordinate and assist specific workgroups and ensure program milestones are met.
- As the over-arching document which establishes and guides the County’s ongoing Emergency Management Program, the CEMP is always “in effect”.
- The cycle of building capabilities and enhancing resilience through training, exercises, evaluations, and evidence-based improvements shall be implemented county-wide.
- Local public and private entities will contribute resources (i.e. personnel, facilities, equipment, and supplies) and participate in disaster preparedness planning, training, and exercises, for the good of the whole community.
- Nassau County’s location on the northeast coast of Florida makes it vulnerable to certain climate- and weather-related hazards; man-made hazards, accidental or intentional, can happen in any jurisdiction. Nassau’s identified hazards are listed in **Table 1** later in this document.
- Potential impacts of identified hazards will be reassessed annually and documented in the THIRA workbook; and to the extent local resources are able, vulnerabilities will be mitigated as outlined in the approved LMS.
- At a minimum the CEMP and LMS shall be thoroughly reviewed, updated, and brought before the BOCC by the EMD for promulgation every four and five years respectively, as outlined in Florida Administrative Code. Hazard-specific plans, resource coordination plans, and position-specific guides which supplement the CEMP are considered “living documents” and may be updated as best practices are identified or “lessons learned”, with the approval of the EMD.
- For all time periods immediately before, during, and a period of time after locally declared disasters, all county government employees shall be considered *mission-essential personnel*. Those identified to be responsible for specific disaster-related assignments shall have completed at least the basic introductory NIMS ICS courses (i.e. IS-100, IS-200, and IS-700), and have or will complete G-300/400, necessary position-specific training, and participate in associated drills/exercises. The Advisory Council and County leadership will identify and make available as needed, arranged, and agreed upon, personnel who shall support local emergency response training and exercises, as well as make themselves available before an event or disaster to the extent it is known a potential incident or disaster is approaching (i.e. a weather event or hurricane), during actual disaster response efforts (i.e. to assist with EOC operations, shelter operations, or other field operations), and short-term recovery operations based upon their assigned incident management role.

- To augment essential personnel and increase preparedness, response, and recovery capacities, NCEM has established ongoing relationships with major VOAD groups.
- To maintain a robust cadre of EOC-affiliated volunteers, NCEM has implemented an outreach program of Citizens Emergency Response training for adults and teens, as well as a flagship Youth Emergency Team (YET) program in cooperation with the County Extension Office's 4-H organization.
- All Volunteers who might be activated in a disaster, such as Amateur Radio Emergency Services (ARES) members, are expected to have completed the same basic background screening and NIMS training as paid employees. To ensure familiarity with EOC operations, meaningful opportunities for involvement with day-to-day operations are provided, (e.g., ARES members serve as daily County Watch Officers in the EOC)
- All county government entities shall develop Continuity of Government (COG) Plans, train their personnel, and routinely exercise the COG so that they are prepared to conduct provide essential services during or soon after a local disaster.
- Key Partners and Stakeholders (e.g., health care facilities) have developed and routinely exercise contingency plans, or Continuity of Operations Plans (COOPs), so that they are prepared to provide essential services soon after a local disaster.
- The BOCC and the public rely upon NCEM for timely information and advice pertaining to disaster preparedness, emergency incident response, and large-event contingency operations.
- The county hosts several large-scale events throughout the year (e.g., Isle of Eight Flags Shrimp Festival, Northeast Florida Fair, Amelia Island Concours d'Elegance, and Amelia Island Vintage Gran Prix) which require contingency planning and all such events shall utilize NIMS principles in the development of written and well-coordinated pre-event Incident Action Plans (IAPs).
- The nature of an incident/disaster will determine which components of the CEMP (e.g., functional and resource coordination plans) are implemented.
- Disaster response operations plans will be detailed an IAP; overall objectives will always be to:
 - Keep responders safe,
 - Conduct activities to protect and preserve life, health, infrastructure, and property,
 - Assess incident impacts/damage and community needs,
 - Initiate appropriate post-disaster recovery efforts during the continued response phase, and
 - Transition long-term recovery and redevelopment efforts to the various levels of County leadership under the direction of the BOCC, the various commissions/boards/councils representing the municipalities, and the constitutional officers for operational and legal implementation.

RESPONSE AND RECOVERY EXPECTATIONS

- Following the National Response Framework (NRF) principle of “tiered response,” emergency or disaster responses and initial recovery must be managed at the lowest possible jurisdictional level and supported by additional capabilities when needed.
- The term “response” in this framework includes the execution of emergency plans and actions to save lives, protect property and the environment, stabilize communities, and meet basic human needs to support short-term recovery.
- Response objectives will be SMART (Specific, Measurable, Attainable, Relevant, and Time-specific); Tactics will be developed to meet the Objectives
- Local public and private entities will contribute resources (i.e. personnel, facilities, equipment, and supplies) to large-scale disaster response and short-term recovery operations for the good of the whole community.
- By definition, disasters are likely to exhaust local resources. In the event local response capacity or capabilities are exceeded, requests for external support will follow NIMS chain-of-command and established procedures for obtaining and tracking additional resources via inter-local mutual aid, local contracts, or the State EOC. *For detailed resource request procedures, see the Logistics and Resource Management Annex.*
- Nassau County EOC will be the “Command and Coordination Center” for disaster operations and resource coordination, and will function according to NIMS Center Management System (CMS) principles: serving as the multi-agency coordination and situational information clearing-house; issuing public information and warnings; providing operational direction, projections, planning, and logistical support; requesting, allocating, and tracking resources; reviewing, monitoring, and documenting expenditures.
- As an incident changes in size, scope, and complexity the response organization will adjust and adapt to meet those requirements while maintaining an appropriate span-of-control (3-7 direct reports) for each supervisor in the incident management organization; operational and support management will continue by function, the planning process will continue, and the Incident Action Plans will reflect the changes in objectives as well as the response organization.
- During disaster response, a **Joint Information System (JIS)** is implemented and a **Joint Information Center (JIC)** may be established; all governmental entities and key private stakeholders will dedicate a trained individual to support the JIS; to ensure consistent unified messaging, a primary Public Information Officer (PIO) will be identified as the incident spokesperson.
- If the situation requires emergency public sheltering for at-risk populations, pre-identified Nassau County School District facilities, staff, and food supplies will be utilized for their mass care; evacuees who cannot return home following a disaster will be transitioned as soon as practical, with the help of Non-Governmental Organizations

(NGOs) such as the American Red Cross and Salvation Army, Faith-based and charitable organizations, and governmental programs like the federal post-disaster Transitional Shelter Assistance (TSA) Program into temporary, short- or long-term shelter facilities.

- Post-disaster impact/damage assessments will be conducted and compiled by local subject matter experts (e.g., personnel from Road & Bridge, Code Enforcement, the Building Official, and Property Appraiser's offices), coordinated through the EOC
- Initial recovery actions will begin while response operations are in progress.
- Under the leadership of the County Manager, in the role of *Disaster Recovery & Redevelopment Coordinator*, long-term recovery and redevelopment activities will be guided by current circumstances, the incident's impacts, and the County's PDRRF.
- In keeping with the National Disaster Recovery Framework (NDRF), the *Disaster Recovery & Redevelopment Coordinator* shall coordinate County recovery and redevelopment efforts with leadership of each municipality, as well as the Federal and State Joint Field Offices, if established.
- Following a declared disaster, the County's Office of Management and Budget (OMB) and the analogous offices of the municipalities shall be responsible for meeting the federal Public Assistance Program's requirements, including accounting procedures, grant and sub-contract management, and document maintenance.

COUNTY-WIDE OVERVIEW AND PLANNING CONSIDERATIONS

County demographics, economic profile, and hazard vulnerabilities are detailed in the promulgated *2016-2020 Local Mitigation Strategy*; they are summarized here for convenience.

Using data extrapolated from the 2010 Census, Nassau's population is estimated to be approaching 80,000. The largest employment sectors in the County are education and local government; hospitality, health care, manufacturing, and retail also provide a significant number of jobs. According to Data USA (<https://datausa.io/profile/geo/nassau-county-fl/>) the median property value in the jurisdiction is \$192,600. Based upon the County Property Appraiser's "Just Value" as of 2016, the Florida Housing Data Clearing House managed by the University of Florida (<http://flhousingdata.shimberg.ufl.edu>) estimated the Single Family Home just value average in Nassau at \$229,236; average Condominium just value at \$305,679; and average Mobile Home just value at \$56,956. Per capita income for Nassau is near \$32,000; median income is \$59,200 with approximately 12.5% of the population living in poverty. As of 2018, the NE FL Homeless Coalition estimates 100 homeless or transient individuals reside in the County at any given time.

The County's **726 square miles** (650 sq. mi. of land area, 76 sq. mi. of inland waters) average 113 persons each, but that number is deceiving since population is concentrated (i.e. higher density) primarily east of I-95. Two small rural communities are located west of the I-95 corridor: the **Town of Callahan** in the southwest and the **Town of Hilliard** in the northwest. The third, **City of Fernandina Beach**, is located at the north end of Amelia Island and attracts more than 500,000 tourists and seasonal residents each year according to the Nassau County Economic Development Board. In addition to the private residences both in the city and unincorporated area of Amelia Island, the following significant entities are located on the environmentally sensitive barrier island:

- The Port of Fernandina,
- West-Rock's and Rayonier's pulp mills,
- A municipal airport,
- Baptist Medical Center-Nassau, the county's only hospital (52-beds),
- Assisted living facilities and the Council on Aging
- Municipal water treatment and public utilities facilities,
- High-end beach resorts (i.e. The Ritz-Carlton and Omni Amelia Island Plantation),
- Ft. Clinch and several other National Historic Sites (i.e. Amelia Island Lighthouse, American Beach Historic District, Fernandina Beach Historic District, the historic Nassau County Jail and Museum of History)
- Recreational facilities (e.g., golf courses, kayaking, charter fishing, hiking and birding trails, Amelia Island State Park)

Current and projected population, current zoning and future land use designations are depicted on the following pages in **Figures 3 and 4**.

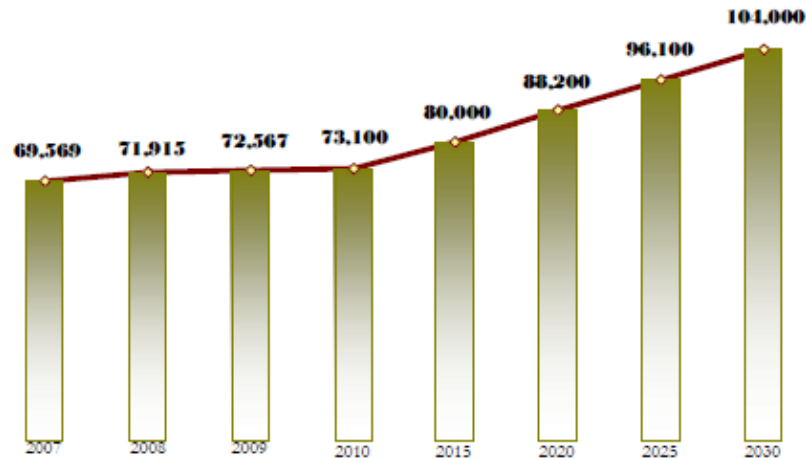
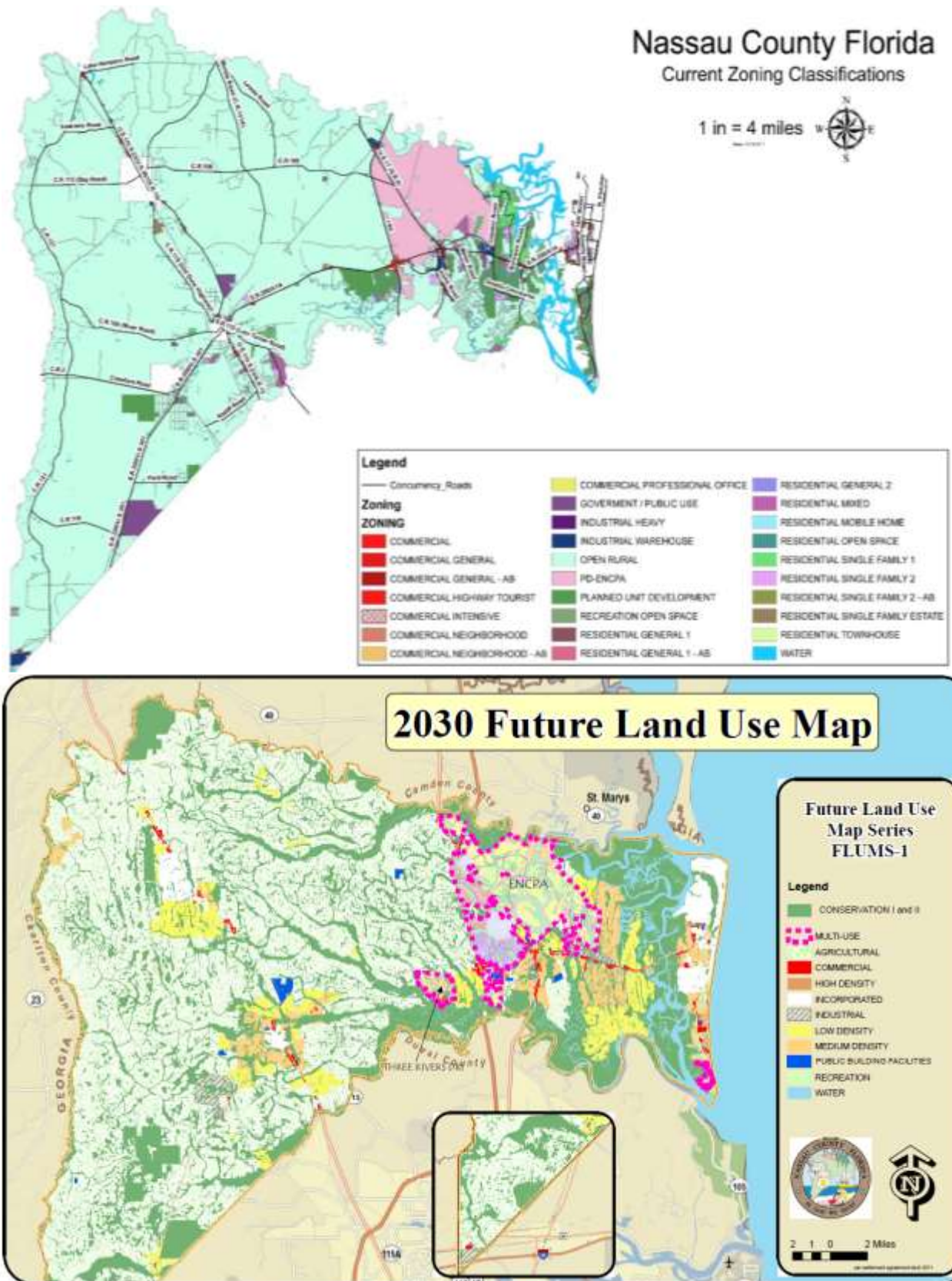


Table 1 Permanent Population Estimates & Projections, 2010-2030

	2010	2015	2020	2025	2030
Total Population	73,100	80,000	88,200	96,100	104,000
Callahan	1,197	1,388	1,682	1,970	2,258
Fernandina Beach	12,212	12,609	13,037	13,523	14,010
Hilliard	2,953	3,057	3,207	3,333	3,459
Unincorporated Area	56,738	62,946	70,274	77,314	84,273

FIGURE 3 – POPULATION ESTIMATES FROM NASSAU’S COMPREHENSIVE PLAN 2010-2030



Nassau County's location and geography are unique (see **Figure 5**). The St. Mary's River separates Florida from Georgia and creates a natural border for the north and northwest sides of the county. The 500 ft. wide and 51 ft. deep St. Mary's Inlet has been stabilized and maintained by jetties and dredging operations since the late 1800s. Its current channel depth and width are 51 and 500 feet respectively. The relatively shallow Nassau Sound/River forms the southern border of the county, separating Nassau from Duval. Most of the County's population resides at less than 30 feet above sea-level and in close proximity to a body of water.

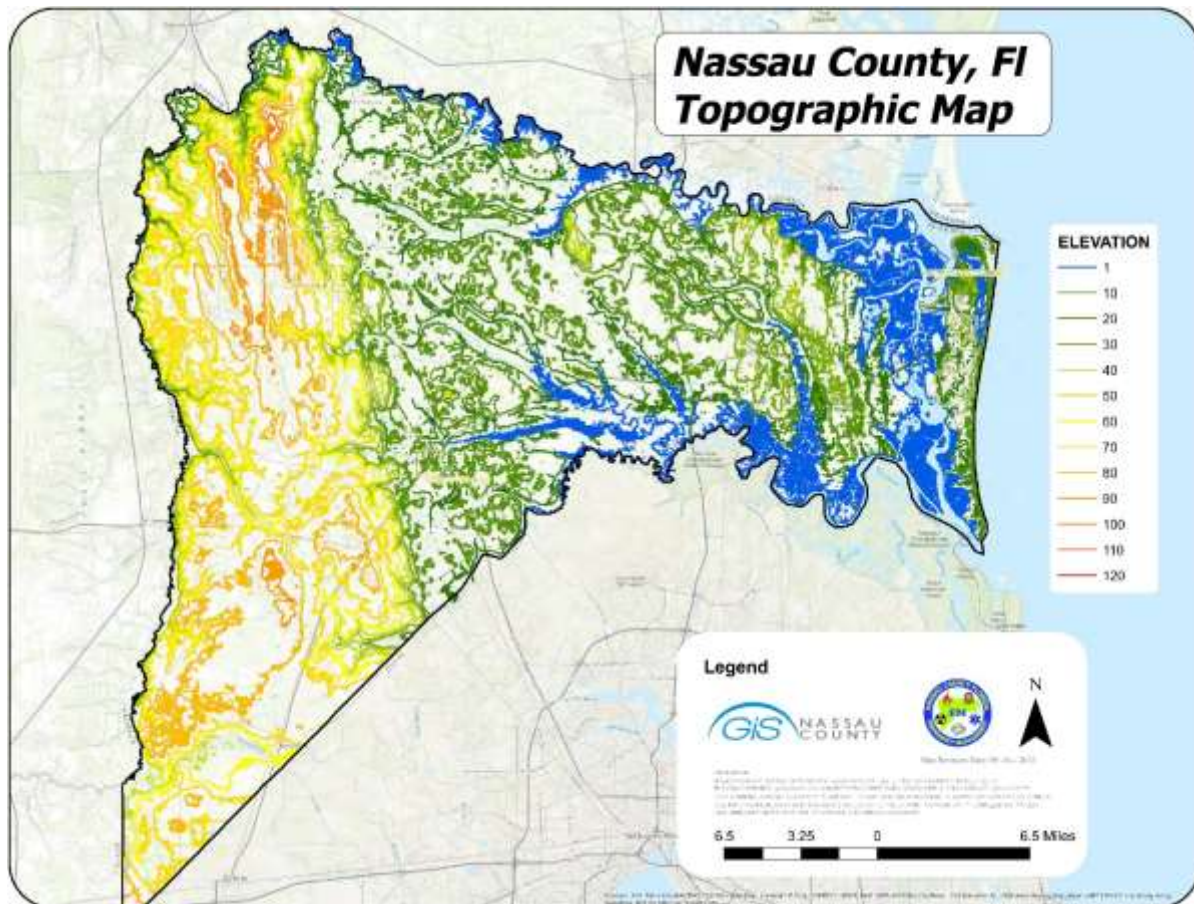
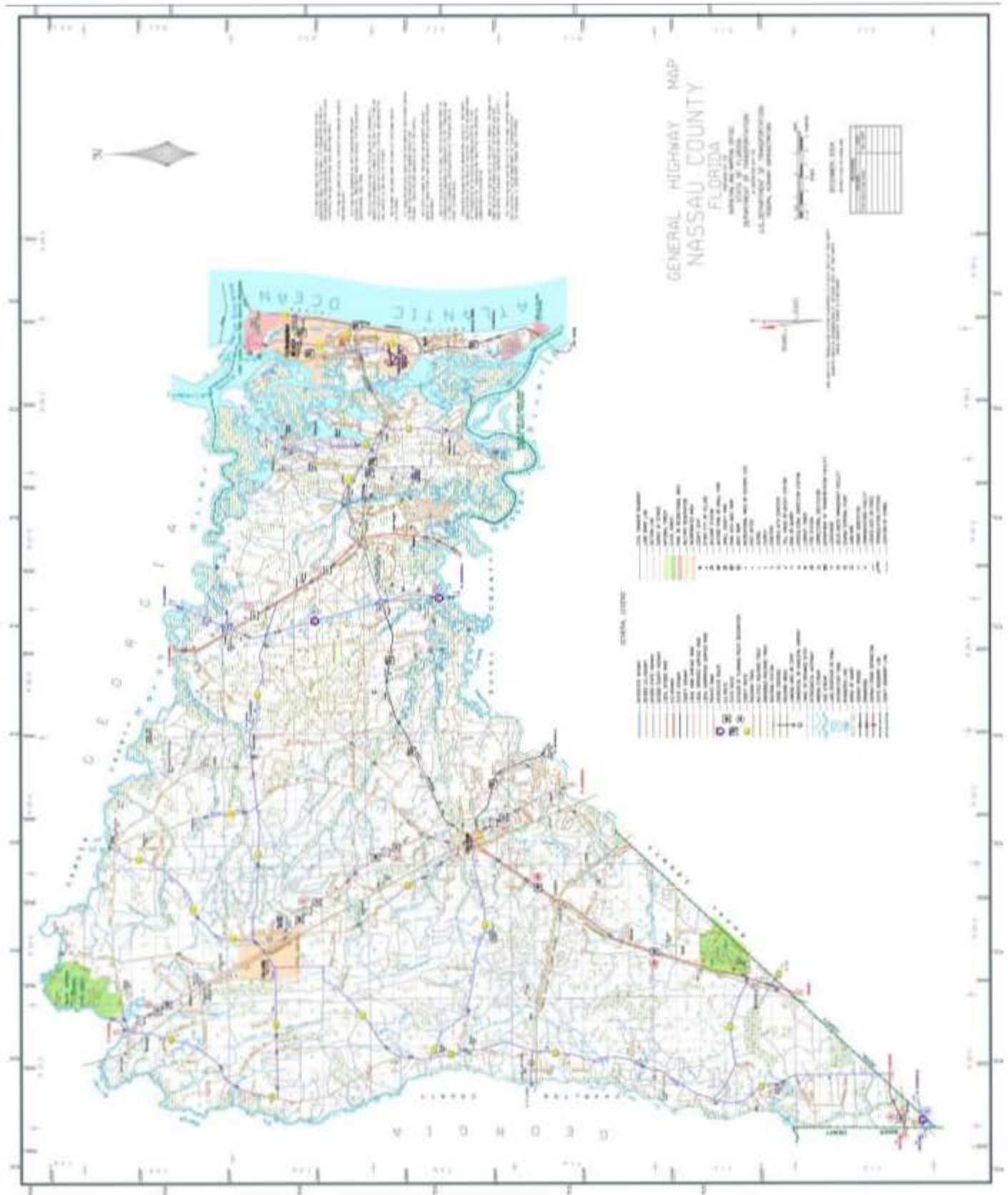


FIGURE 5 – TOPOGRAPHIC MAP OF NASSAU COUNTY

The median age of the population is 44 years, with 20% of the population <18 years old and 21% >62 years old. Many Nassau residents are seasonal; fewer than 2% are non-English-speaking. Only about 250 residences are distributed among the ten mobile home parks, but there are many pre-manufactured homes on private property in the rural inland areas. According to the 2012 Census of Agriculture, there are 700 farmworkers on 444 registered farms encompassing 39,335 acres, many being family “hobby” farms. The average farm size is 89 acres but that number is deceptive because 54% of the County's designated “farm acreage” is managed forest used for silviculture. The combined market value of crop and livestock sales averaged only \$14,739 per farm in 2012.

Nassau County is a major commerce “gateway” into the Florida peninsula for much of the country. It serves as an inter-modal transportation hub with multiple railways, interstates and federal highways, and state roads connecting with industrial sites, logistics and distribution centers, and the Port of Fernandina. Florida East Coast Railway, Norfolk Southern Corporation, CSX Transportation, and First Coast Railroad all carry a wide variety of freight through the county several times a day. A transportation study commissioned by the NE Florida Local Emergency Planning Council during 2018 showed a variety of hazardous materials (by placarded hazard classification) traversing the county’s primary north-south and east-west roadways each day. This commercial traffic combines with the high volume of highway tourist-traffic to increase the potential for major transportation incidents. Nassau’s complex network of ground and rail transportation lines, bridges, roads, and waterways is depicted in detail in the FDOT comprehensive General Highway Map of Nassau County Florida (**Figure 6**, next page). A large-format high-resolution version of this map is available on-line at http://www.fdot.gov/geospatial/geomap/nass_c.pdf.



Nassau County is subject to a variety of natural and man-made hazards. Like other coastal counties, the area is vulnerable to severe storms, tropical cyclones, storm surge, and flooding. Tornado, drought, and wildfire are also of concern; an EF-1 tornado impacted more than 40 homes on 4 August 2016 and wildfire scorched more than 700 acres and damaged multiple homes in March 2017. Mass transportation accidents, hazardous materials releases, poor air quality, extreme temperatures, and disease outbreaks can severely impact humans, animals, and the local healthcare system. Local population and infrastructure vulnerabilities, risks to critical facilities, and the relative probability and potential impacts of each hazard are evaluated annually and discussed in detail in both the THIRA and LMS. **Table 1** summarizes these results.

TABLE 1 – HAZARD PROBABILITIES AND IMPACTS MATRIX

<i>Natural and Man-made, Intentional and Unintentional Hazards</i>	Severe Storm with Lightning and Hail	Tropical Cyclone	Flood (storm surge, riverine, tsunami)	Tornado, Straight-line High Winds	Extreme Temps and Drought	Wildfire	Infectious Disease Outbreak	Transportation Crash (Road, Rail, or Air)	Hazardous Material Release	Active Assailant(s)	Civil Unrest	Planned Events and Mass Migration	Terrorism / WMD (CBERN)	Cyber-Tech Disturbance
Expected Impacts														
<i>Soil/Sand/Dune Loss or Movement</i>	X	X	X											
<i>Evacuation & Public Sheltering</i>		X				X						X	X	
<i>Roadway Blockage</i>	X	X	X	X		X		X	X		X	X	X	
<i>Excessive Debris Clean-up</i>	X	X	X	X		X		X			X	X		
<i>Electricity/Power Disruption</i>	X	X		X	X								X	X
<i>Water Services Disruption</i>	X	X	X	X	X	X	X	X	X		X	X	X	X
<i>Sewer Services Disruption</i>	X	X	X	X	X	X		X	X		X	X		X
<i>Communication Services Disruption</i>	X	X	X	X	X	X		X			X		X	X
<i>Physical/Mental Health & Safety</i>	X	X	X	X	X	X	X	X	X	X	X	X	X	
<i>Medical Surge</i>				X			X	X	X	X	X	X	X	
<i>Business Closures, Economic Losses</i>	X	X	X	X	X	X	X	X	X		X		X	X
<i>Agricultural Damage/Losses</i>	X	X	X	X	X	X	X	X	X					
<i>Environmental Damage</i>	X	X	X	X	X	X	X	X	X		X	X	X	
<i>Historical or Cultural Losses</i>	X	X	X	X		X					X		X	

County land west of I-95 is part of Georgia's St. Mary's Watershed. The multitude of environmentally sensitive wetlands, floodplains, river basins, and marshes throughout the county are all subject to both areal and riverine flooding. Nassau County's location on the Atlantic seaboard, the concave shape of its shoreline, and the slope of the continental shelf offshore also make the jurisdiction uniquely vulnerable to storm surge inundation. Because of this, the National Flood Insurance Program (NFIP) has designated at least a third of the county (157,194 acres) as "Special Flood Hazard Area" (SFHA, **Figure 7**); as of the end of 2017 approximately 8160 structures have been built in the SFHA. In an effort to mitigate flood losses and increase participation in the NFIP, both unincorporated Nassau County and the City of Fernandina Beach participate in the NFIP's Community Rating System (CRS). Each jurisdiction has instituted ongoing programs in public education and policy improvement to enhance their CRS ratings and garner increased NFIP premium discounts for their citizens.

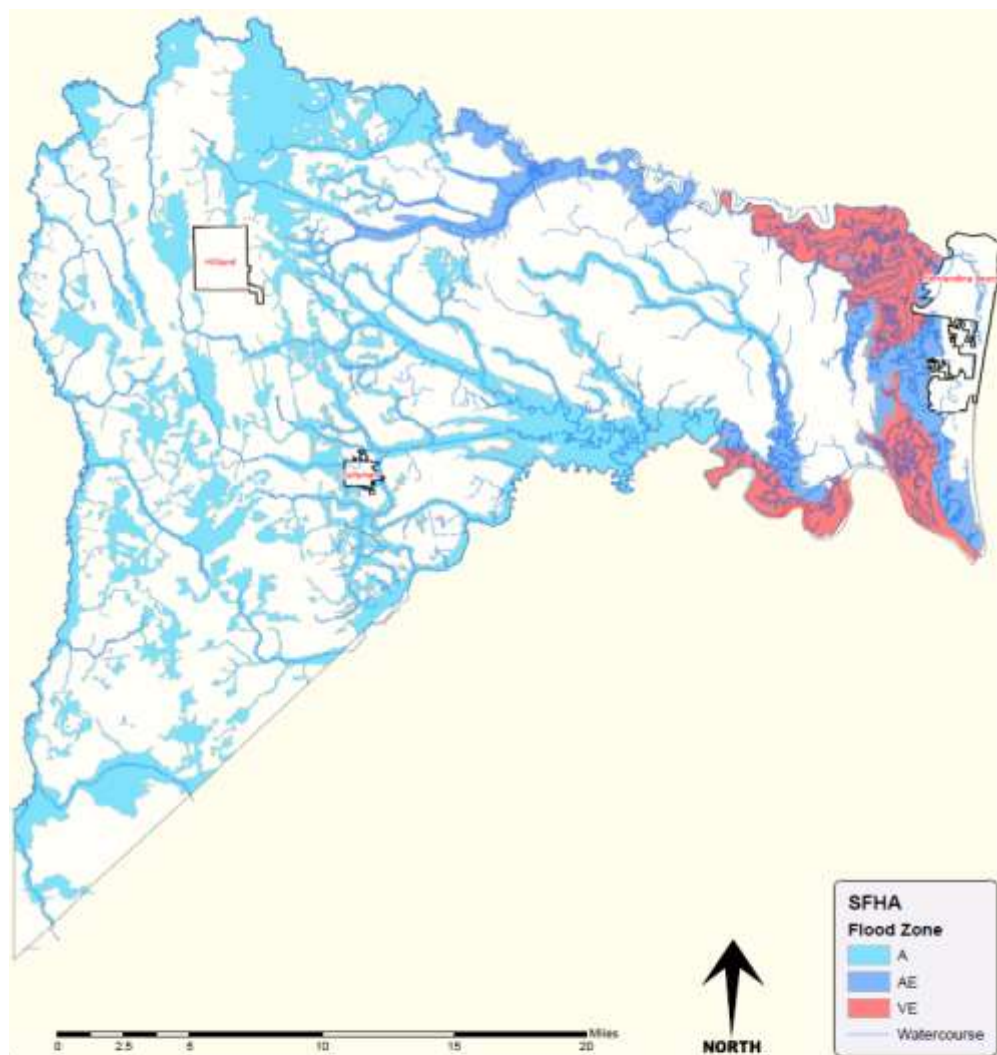


FIGURE 7 – SPECIAL FLOOD HAZARD AREAS THROUGHOUT UNINCORPORATED NASSAU

As of 1 June 2015, the NFIP reported 10,785 policies in force throughout Nassau County: 7,106 in unincorporated areas, 32 in the Town of Callahan, 11 in the Town of Hilliard, and 3,636 in the

City of Fernandina Beach. With so many residences built in areas prone to flooding, some have flooded frequently enough to be considered “repetitive flood loss” properties. Following a flood incident or any other hazard (e.g., tornado, wildfire), the County Building Official is responsible for analyzing damage assessments, identifying significantly damaged structures, and making “substantial damage determinations” for affected properties.

Nassau County’s designated Evacuation Zones and Routes have been developed using data collected from FDEM LiDAR data, FEMA NFIP data, and further modeled by the NE Florida Regional Planning Council, with consideration for topography, riverine floodplains, surge potential, special flood hazard areas, population densities, and roadway access for public services. A substantial portion of the population and many of the county’s critical facilities are located in evacuation zones. For instance, the County’s only hospital and municipal airport, several law enforcement and fire rescue stations, power substations, and water treatment facilities servicing the county and municipalities are located in *Evacuation Zone A* (see **Figure 8**).

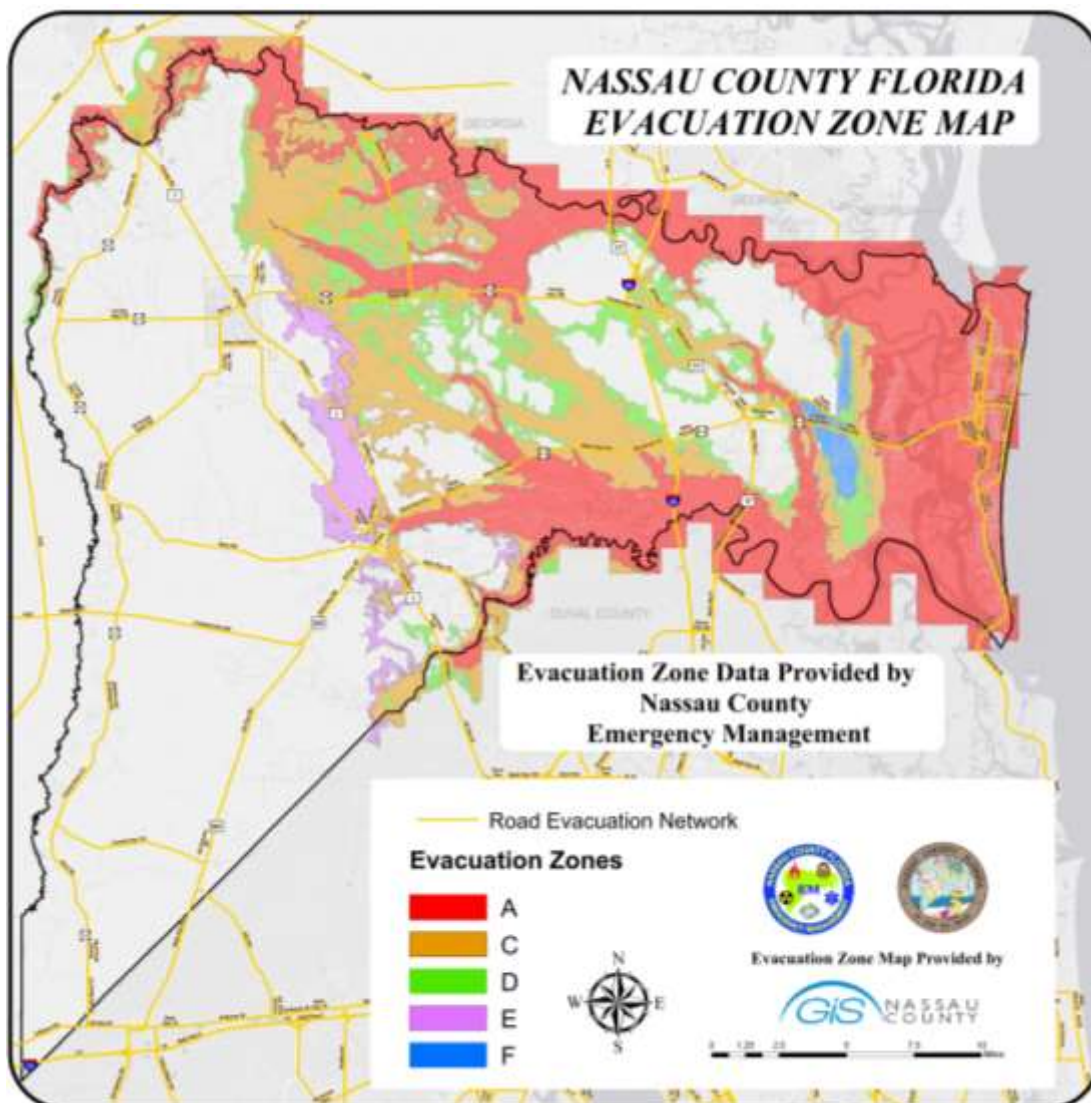


FIGURE 8 – NASSAU COUNTY EVACUATION ZONES AND ROUTES

CONCEPT OF OPERATIONS FOR EOC ACTIVATIONS AND DECLARATIONS OF A LOCAL STATE OF EMERGENCY

Nassau County's Emergency Operations Center (EOC) is the facility that houses Emergency Management staff and is the jurisdiction's primary location for coordination of disaster response and initial recovery operations. The EOC, located at **77150 Citizens Circle**, is part of the *Nassau County Public Safety Complex* within the Robert M. Foster Justice Center in Yulee.

There are three recognized levels of activation for Emergency Management and the Nassau County EOC:

- **Level 3**, maintaining situational awareness and operational readiness, is the normal “blue-skies” day-to-day steady-state activation status for the EOC. Overseen by the Emergency Management Director (EMD), the NCEM personnel (i.e. coordinators, planners, watch officers, etc.) are responsible for routine operational duties which include but are not limited to serving as the County Warning Point, monitoring local, state, national, and international news and conditions; performing threat and risk assessments, all-hazards disaster preparedness planning, coordination, training, and exercising; budget and grant management; public education and outreach; as well as mitigation, response, and short-term recovery operations planning. For instance, the Senior EM Planner consults with stakeholders and subject matter experts, writes preparedness and response plans, and manages the County Emergency Management Program's accreditation efforts; the Training and Exercise Planner organizes and ensures execution of county-wide NIMS training, multi-agency exercises, disaster response capabilities improvement, and continuity of operations; the Mitigation Coordinator assesses local threats and risks, chairs the LMS Task Force, and ensures local emergency preparedness plan compliance among local nursing homes and assisted living facilities, and businesses with Tier 2 hazardous materials; while the Volunteer Coordinator works to improve community awareness, preparedness, and resilience. NCEM staff members work as a team and are all direct reports to the EMD, as depicted in **Figure 9**. The EMD and staff comprise a functional unit of the Nassau County Sheriff's Office, as diagrammed in Nassau County's organizational chart, provided as **Figure 10**.

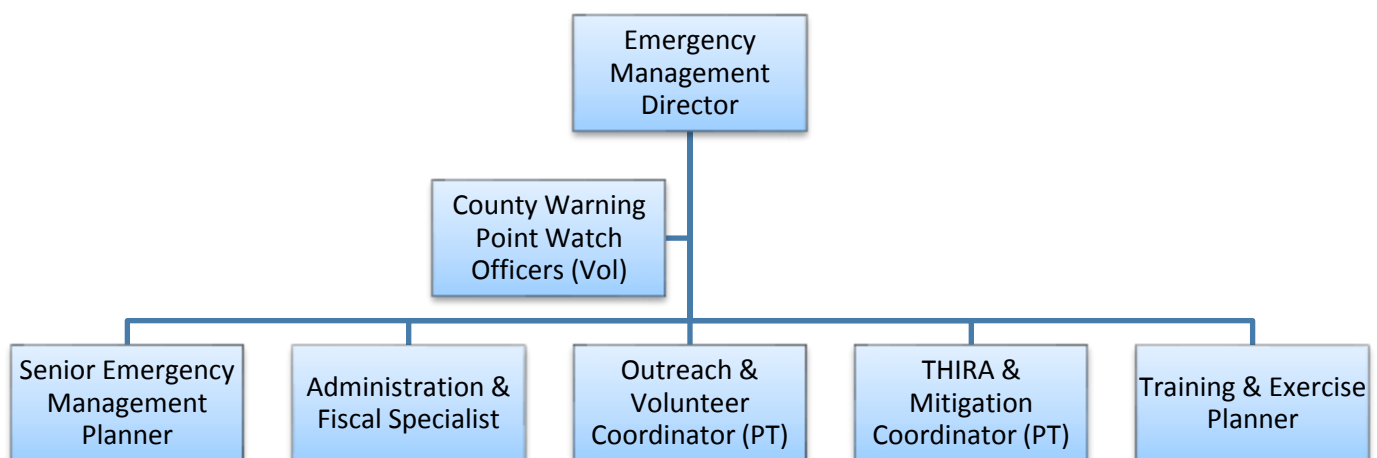
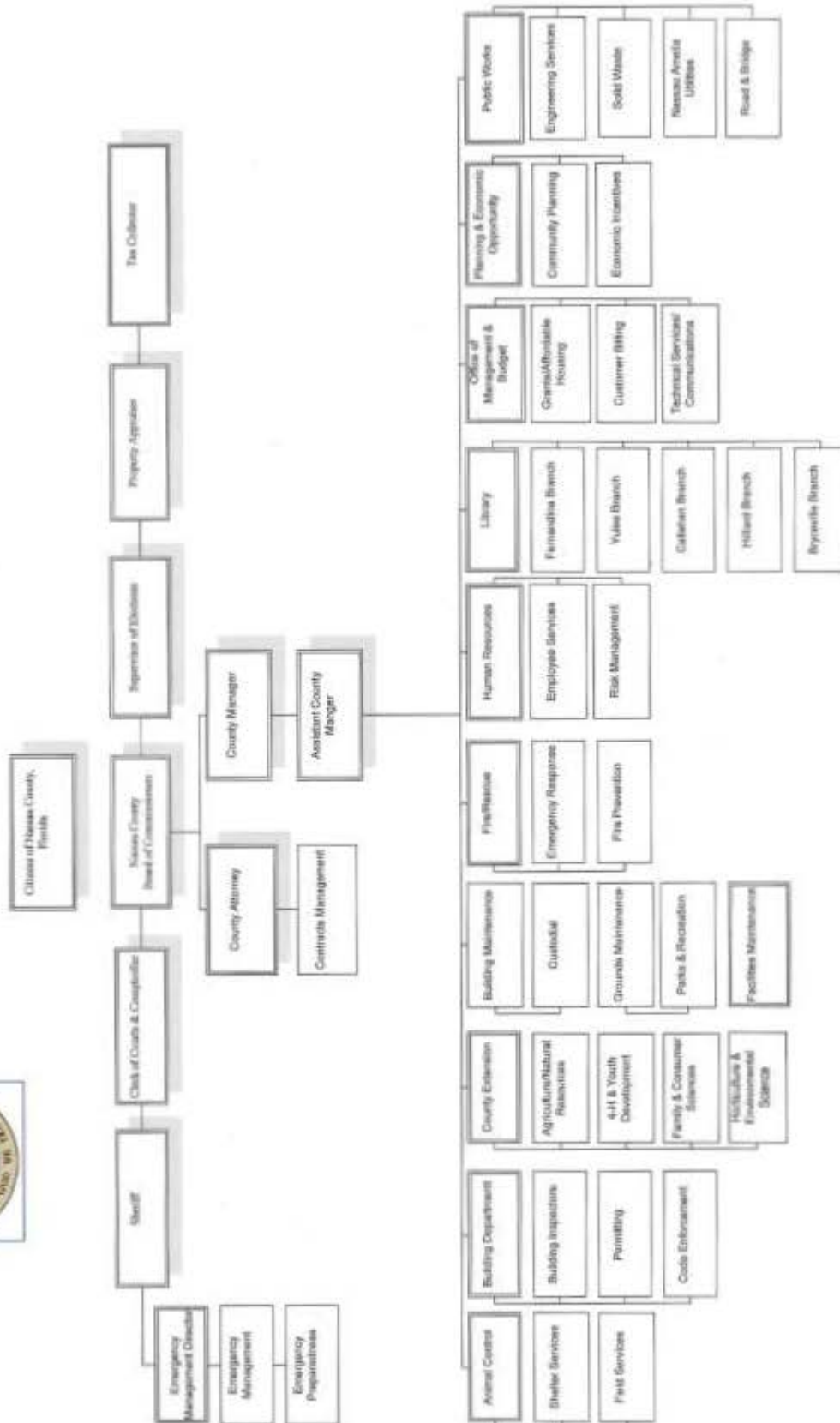


FIGURE 9 – NCEM “BLUE SKIES” ORGANIZATIONAL STRUCTURE – APRIL 2018



Nassau County, Florida - Organizational Chart

April 2018

FIGURE 10 – NASSAU COUNTY GOVERNMENT “BLUE SKIES” ORGANIZATION

Level 2 is a heightened activation level in response to a looming threat or developing incident of concern which could adversely impact the jurisdiction necessitating advance planning and preparedness, or a prudent activation of personnel in response to a local incident. High-profile events (planned or unplanned), incidents which do not require the full complement of emergency support functions (e.g. civil unrest), and initial post-disaster recovery operations may be handled at this activation level; NIMS and NRF flexibility and organizational principles still apply, additional county personnel and volunteers may be activated to fill support roles as needed. While the Executive Policy Group must be alerted to any change in EOC Activation Level, authority to elevate EOC staffing and operations to Level 2 lies with the EMD, who will coordinate with the County Manager and individual agency leadership to acquire necessary staffing and actively manage extraneous costs of such an activation. Emergency Management staff focuses on assessing the situation, determining trigger points for further action, drafting incident action plans, and making preparations to manage the crisis. To prepare for possible escalation or de-escalation, subject matter experts and key stakeholders are consulted, and situation reports are disseminated to Executive Policy Group members and key stakeholders.

Level 1 is “full activation” of the EOC, requiring personnel from local government and partnering entities to report for duty in response to the emergency incident. Level 1 activation requires a declaration of a Local State of Emergency (LSE), the process for which is described later in this document. The LSE temporarily realigns local government, suspends certain regulations, and activates emergency policies and procedures concerning contracts, purchasing, and compensation. The duration of a declared LSE is limited to seven days, but may be extended in seven day increments as deemed necessary. All governmental employees are considered mission-essential during a LSE and may be required to work before, during, or immediately after an incident. Employees are required to contact their supervisor or department head at the onset of a LSE in order to receive instructions on where and when to report for duty.

Applying NIMS principles, the EOC becomes the facility where the incident’s management and coordination take place, providing “whole-community” strategic command and control for widespread operations that may be divided geographically or by mission, as well as overall incident support, resource acquisition, information gathering and dissemination, and financial administration functions. Depending on incident circumstances, some or all of the disciplines responsible for emergency support may be activated to ensure the prompt, efficient execution of the CEMP’s response coordination and support plans. In anticipation of FEMA’s adoption and recommendation of the NIMS *Center Management System* (CMS) convention within the next five years, EOC personnel will be organized according to functions as diagrammed in **Figure 11**.

Command Staff “Officers” and General Staff “Section Chiefs” are led by the Emergency Operations “Center Director” (i.e. “Command” – analogous to the NIMS/ICS *Area Commander* position) who may, depending on incident type and severity, be part of a

“Unified Command” with leadership from the principal discipline(s) involved (e.g., law enforcement, fire rescue, public health).

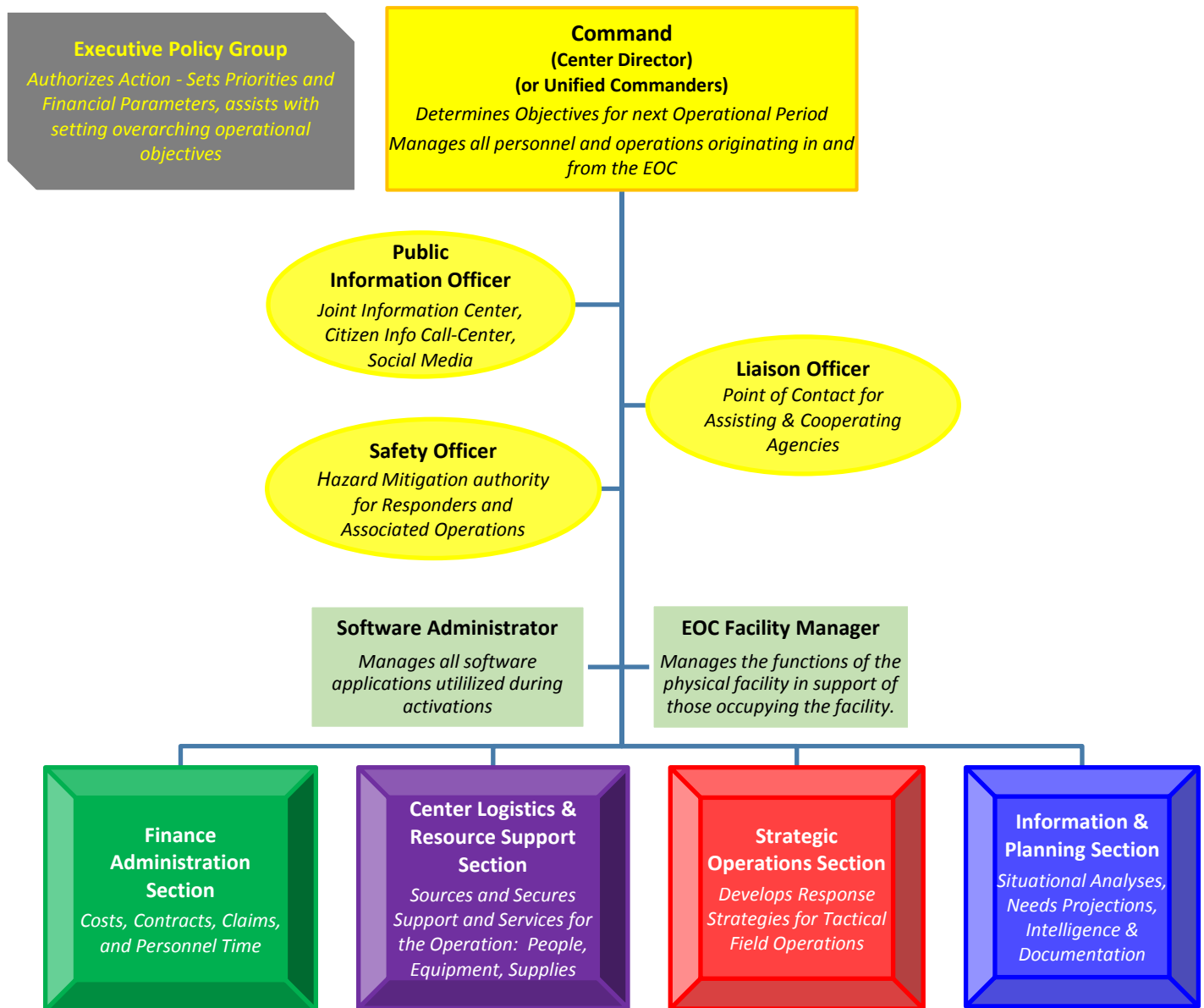


FIGURE 11 – EOC COMMAND & GENERAL STAFF ORGANIZATION DURING ACTIVATION

Under delegated authority of the **Executive Policy Group (EPG)** (i.e. the County Manager, Mayors of the Municipalities, County and City Law Enforcement Officials, County and City Fire Chiefs, County Public Health Officer, Chief Judge, School Board Superintendent, Property Appraiser, Tax Collector, Supervisor of Elections, Clerk of Court, and the County Attorney, who serves in a non-voting legal advisor capacity), the Commander, Command Staff (Officers), and General Staff (Section Chiefs) plan and coordinate the response actions to be implemented by Incident Commanders in the field, and oversee Emergency Support Functions (ESFs) to facilitate those field operations. The Center Director contributes

technical information and recommendations to the EPG, so the EPG can determine the priorities and constraints for disaster operations and help Command establish overarching objectives for incident.

Command develops and communicates SMART (i.e. Specific, Measurable, Achievable, Relevant, Timely) objectives for the next operational period. The General Staff subsequently develops strategies to meet those objectives, then obtains and tracks the resources necessary to realize successful response and initial recovery efforts. Functional Groups under each General Staff Section are led by representatives of local government (see **Table 2** in the Disaster Responsibilities section) and each has the authority to direct the resources assigned/allocated to their Group in accordance with the established Incident Action Plan and the responsibility to document their Group's response actions, agreements, and accidents on the Group's ICS 214 *Unit Activity Log*.

All Group Supervisors and/or Unit Leaders shall ensure that a single ICS-214 *Unit Activity Log* is completed for their Group/Unit during, and finalized by the end of, each operational period. The ICS-214 will document the Group/Unit's members by name and role and list the Group/Unit's collective activities (i.e. accomplishments, agreements, and accidents). Each Group Supervisor shall submit their completed ICS-214s to their Section Chief at the conclusion of each operational period. Section Chiefs review the Unit Logs before submitting them to the Documentation Unit Leader to be stored as part of the permanent incident record. *Complete and accurate documentation of incident activities is essential for providing the best possibility for cost reimbursement from FEMA or obtaining other state/federal assistance.*

A dedicated Joint Information Center (JIC) may be established during an incident to provide a separate location for the Public Information Officer (PIO) and Assistant PIOs to ensure coordinated messaging to the news media, vetted responses to questions and requests for assistance with unmet needs from the public via the Citizen's Information Call-Center (CICC), and timely Social Media messages. EOC and field personnel may be expected to work 13-14 hour shifts to ensure adequate time for briefings before and after each 12-hour operational period. This schedule may be continued 24 hours per day, seven days per week, until the crisis is under control. Requests for supplemental resources must follow established NIMS and CEMP established approval channels and all purchases or contracts to support the response must be compliant with the requirements outlined in Chapter 2 of the *Code of Federal Regulations* section 200 (2 CFR 200).

DISASTER RESPONSIBILITIES OF LOCAL GOVERNMENT AND NON-GOVERNMENTAL ENTITIES

Understanding that **All Disasters are Local**, and in keeping with the “**whole community**” and approach to preparedness and NRF tiered response principles, local entities are primarily accountable for emergency management operations and support before, during, and after a disaster. A table of the roles and responsibilities of each of the County's constitutions and governmental units during an activation is provided as **Table 2**.

Supervisors of each entity shall ensure that their personnel understand that they are mission-essential, are trained in NIMS and EOC Operations, and are well-prepared for their roles in emergency response, initial recovery, and long-term recovery. In addition, each individual is expected to have a personal/family preparedness plan and to mitigate hazard impacts to their personal property, so that they know their loved-ones and homes are safe while they are assigned to emergency duty.

TABLE 2 – STAKEHOLDERS’ DISASTER ROLES AND RESPONSIBILITIES

Entity	Includes	Roles and Responsibilities
Nassau County Board of County Commissioners	County Attorney, County Manager, Contracts Management	Executive Policies, Incident Objectives, Financial Constraints and Financial Management; Long-term Recovery and Redevelopment
County Constitutional Officers		
Sheriff	Law Enforcement and Emergency Management Staff	Command and Control, Planning
Clerk of Courts	Comptroller, Court Staff	Finance & Administration
Supervisor of Elections	Information Technology and Legal Staff	Volunteers & Donations Reception Center
Property Appraiser	Appraisal and GIS Mapping Staff	Damage Assessments
Tax Collector	Cashier and Licensing Staff	Volunteers & Donations Reception Center
County Departments		
Animal Control	Shelter and Field Services	Small and Large Animal Issues, Pet Sheltering
Building Department	Inspections, Permitting, Code Enforcement	Structural Damage Assessments
Building Maintenance	Custodial, Facilities and Grounds Maintenance, Parks & Recreation	Facility Support, Logistics, Damage Assessments
County IFAS Extension Office	Agriculture, Horticulture, Environmental and Natural Resources; Family and Consumer Sciences, 4H & Youth Development	Large Animal Issues; Agriculture; Citizen Information Call Center

Entity	Includes	Roles and Responsibilities
Fire Rescue	Paramedics, Fire Prevention, Inspections, Emergency Response	Fire Suppression, Search and Rescue, Hazardous Materials
Human Resources	Risk Management, Claims and Compensation	Finance & Administration
Library System	Branches in Municipalities	Citizen Information Call Center; Bulk Distribution sites
Office of Management and Budget	Technical Services, Communication, Billing, Grants, Affordable Housing	Finance & Administration
Planning & Economic Opportunity	Community Planning, Economic Incentives	Unmet Needs, Assistance for Individuals & Households
Public Works and Engineering Departments	Engineering Services, Roads and Bridges, Solid Waste, Nassau-Amelia Utilities	Infrastructure Damage Assessments, Repairs, Restoration, and Recovery
Boards, Committees, Councils, and Organizations		
Nassau County Economic Development Board	Multi-discipline	Economic and Corporate Recovery; Business Damage Assessments
Nassau County & Amelia Island Tourism Development Council	Multiple private partners	Economic and Tourism Redevelopment
Amelia Island Mosquito Control District	Surveillance and Control	Mosquito population monitoring and control measures on the island
Ocean Highway and Port Authority		TBD – as needed
Nassau County Development Review Committee	Building Department, Engineering Services, Fire Rescue, FDOH Environmental Health, Planning & Economic Opportunity, and Property Appraiser	Recovery Planning and Implementation
Florida State College of Jacksonville – Nassau	Conference rooms, class rooms, library	EOC Staff & Responder Billeting

Entity	Includes	Roles and Responsibilities
Community Alliance of Northeast Florida	Clay, Duval, and Nassau Counties	Per FL Statute 20.19
NE Florida Long-Term Recovery Organization	Local Emergency Management and Economic Development Departments; various NGOs	As Chartered, 501(c)(3)

To facilitate the development of strategic and tactical operations plans, Command may opt to divide the County geographically into three “operational complexes” (see **Figure 12**) and treat each as a separate incident with its own organizational structure. Situations like this highlight the concept of the Emergency Operations Center functioning as the “Area Command Center” for the jurisdiction, as well as a multi-agency resource and support coordination entity.

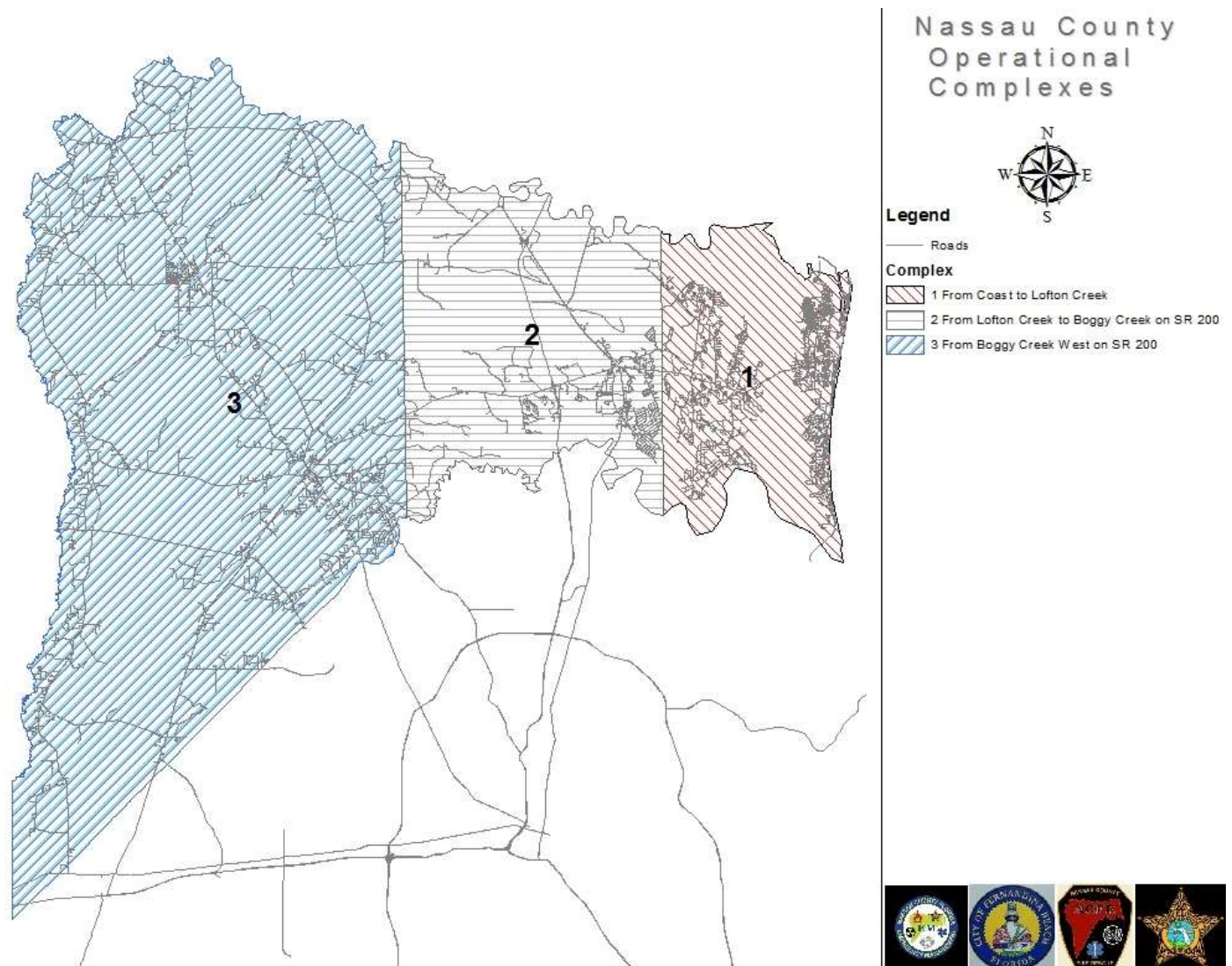


FIGURE 12 – OPERATIONAL COMPLEXES

EMERGENCY DECLARATION PROCESSES AT EACH LEVEL OF GOVERNMENT

The authority to declare a “state of emergency” at the state and local level is identified in Chapter 252, Florida Statutes: a mayor, city manager, or board of county commissioners may declare a local state of emergency; at the state level the governor may declare a state of emergency. The emergency declaration allows the governor or local official to suspend certain regulations to facilitate resource procurement and asset deployment necessary to meet response and recovery needs, expanding social services, providing assistance to disaster survivors, and managing elections disrupted by the emergency. At the national level, only the President of the United States may declare a state of emergency.

NASSAU COUNTY EMERGENCY DECLARATION

Unless otherwise designated by appointment by the BOCC, for purposes of Section 252.38(1)(b), Florida Statutes, the Emergency Management Director (EMD) of Nassau County shall be the director of Nassau County Emergency Management, a unit of the Nassau County Sheriff’s Office, as appointed by the Nassau County Sheriff and defined in a Memorandum of Agreement (MOA) between the Sheriff and Nassau County BOCC. In event the EMD is absent or disabled, a successor EMD may be appointed by the Sheriff, or while an existing declared Local State of Emergency (LSE) exists the County Manager, and such successor shall exercise all of the powers and undertake all of the duties of the EMD.

Upon promulgation of this CEMP, as approved by the Nassau County Board of County Commissioners (BOCC), until otherwise revoked or revised, the LSE declaration procedure shall be as follows: in the event a major or catastrophic disaster has occurred, is imminent, or anticipated, the EMD shall convene the Executive Policy Group, if operationally feasible, and upon their concurrence recommend in writing to the County Manager that he/she declare a LSE and if appropriate, concurrently issue a formal request for emergency-related mutual-aid or State assistance.

Upon receipt of such recommendation, the County Manager is authorized to issue an *executive order* declaring the LSE, and such executive order shall bear the signatures of both the County Manager and EMD or their successors. In the absence or disability of both the EMD and the successor EMD, the County Manager may also issue such an executive order if he or she reasonably believes good cause exists. In the absence or disability of the County Manager, this authority shall pass to the Deputy or Assistant County Manager, or other designee as provided by law or written authorization executed by the County Manager, or it may revert back to the BOCC. The BOCC shall always retain its lawful authority under State Statute to declare or revoke any LSE, including any such declaration issued by the County Manager.

Each written executive order declaring a LSE shall indicate the nature of the emergency, the area or areas threatened, and the conditions which brought about the emergency. The contents of the order shall be promptly disseminated by means calculated to bring it to the attention to the general public and to the governing bodies of the municipalities within the county. Declaration of a LSE will trigger the execution of applicable components of this CEMP.

Immediately subsequent or as soon as reasonably practical to declaring the LSE, the County Manager shall notify the BOCC and recommend the chairperson convene the board in open emergency session for the explicit purpose of receiving from the County Manager a report of the situation which necessitated the issuance of this executive order. The BOCC will vote to determine their concurrence with the County Manager's decision and provide their decision by written proclamation. The duration of an LSE declaration is limited to seven days. If warranted, the LSE may be extended by the County Manager in seven day increments, with subsequent reports by the County Manager to the BOCC. Any LSE may be altered or rescinded by executive order of the County Manager or BOCC.

STATE OF FLORIDA EMERGENCY DECLARATION

If an emergency or disaster has the potential to exceed the capabilities of counties or state agencies, the Governor, by executive order or proclamation, may declare a state of emergency for the impacted area or areas in which the incident is anticipated as defined in Section 252.36, Florida Statutes and activate the Statewide Mutual Aid Agreement (SMAA). Depending on the type of emergency or disaster, a state of emergency will activate certain components of the State CEMP. A declaration of a state of emergency by the Governor is required to activate the full range of federal disaster recovery programs available to the State, and is a condition for requesting interstate mutual aid through the Emergency Management Assistance Compact (EMAC). The state Legislature, by concurrent resolution, may terminate a state of emergency at any time. The process for declaring a state of emergency in Florida is as follows:

- The public is alerted to or warned of an imminent or actual incident.
- FDEM initiates response plans to manage the emergency.
- A county declares a local state of emergency.
- The FDEM Director determines that a state of emergency is required and recommends to the Governor that he/she declare a state of emergency.
- Through executive order, the Governor designates a State Coordinating Officer and the executive order is forwarded to the Secretary of State for attestation and filing with the Florida Department of State.
- If federal assistance is indicated, a copy of the executive order is provided to the Regional Director of FEMA Region IV.

PRESIDENTIAL EMERGENCY OR MAJOR DISASTER DECLARATION

If an emergency situation is of such severity and magnitude that effective response is beyond the capabilities of the state and affected local government(s), Pursuant to Title 44, Code of Federal Regulations, the Governor may request that the President issue an Emergency or Major Disaster Declaration, provided a state of emergency has been declared and all appropriate state and local actions have been taken.

A request for an ***Emergency Declaration*** is indicated if the situation requires federal assistance to save lives, protect public health and safety, safeguard property, or lessen or avert the threat

of disaster; total amount of assistance may not exceed \$5 million. If the threat of major disaster due to wildfire exists, the State may request a Fire Management Assistance Emergency Declaration directly from the FEMA Regional Director. This process is accomplished on an expedited basis (FEMA decision rendered within a manner of hours) providing 75% Federal cost share through the **Fire Management Assistance Grant (FMAG)** Program for expenses such as field camps, mobilization/demobilization activities, supplies, and equipment/tool use, repair, or replacement exceeding the “fire cost threshold” (e.g., \$1,325,495 for a single wildfire and \$3,976,480 for multiple fires in the state, as of 2016).

A request for a **Major Disaster Declaration** is indicated if federal assistance under the Stafford Act is necessary to supplement efforts and available resource of the state, local governments, disaster relief organizations, and compensation by insurance for disaster-related losses. If the President grants an Emergency or Major Disaster Declaration, the Governor and the FEMA Regional Administrator will execute a FEMA-State Agreement which states the understandings, commitments, and conditions for federal assistance through the Public Assistance (PA) and Household and Individuals Program (HIP). The post-disaster assistance process is depicted in **Figure 13**. If a Joint Field Office (JFO) is established, the EMD will coordinate local efforts with those of the JFO. Detailed PA policy guidance is provided in FEMA’s most recent *Public Assistance Program and Policy Guide* (currently version 3.0, January 2018) found at <https://www.fema.gov/media-library/assets/documents/111781>.

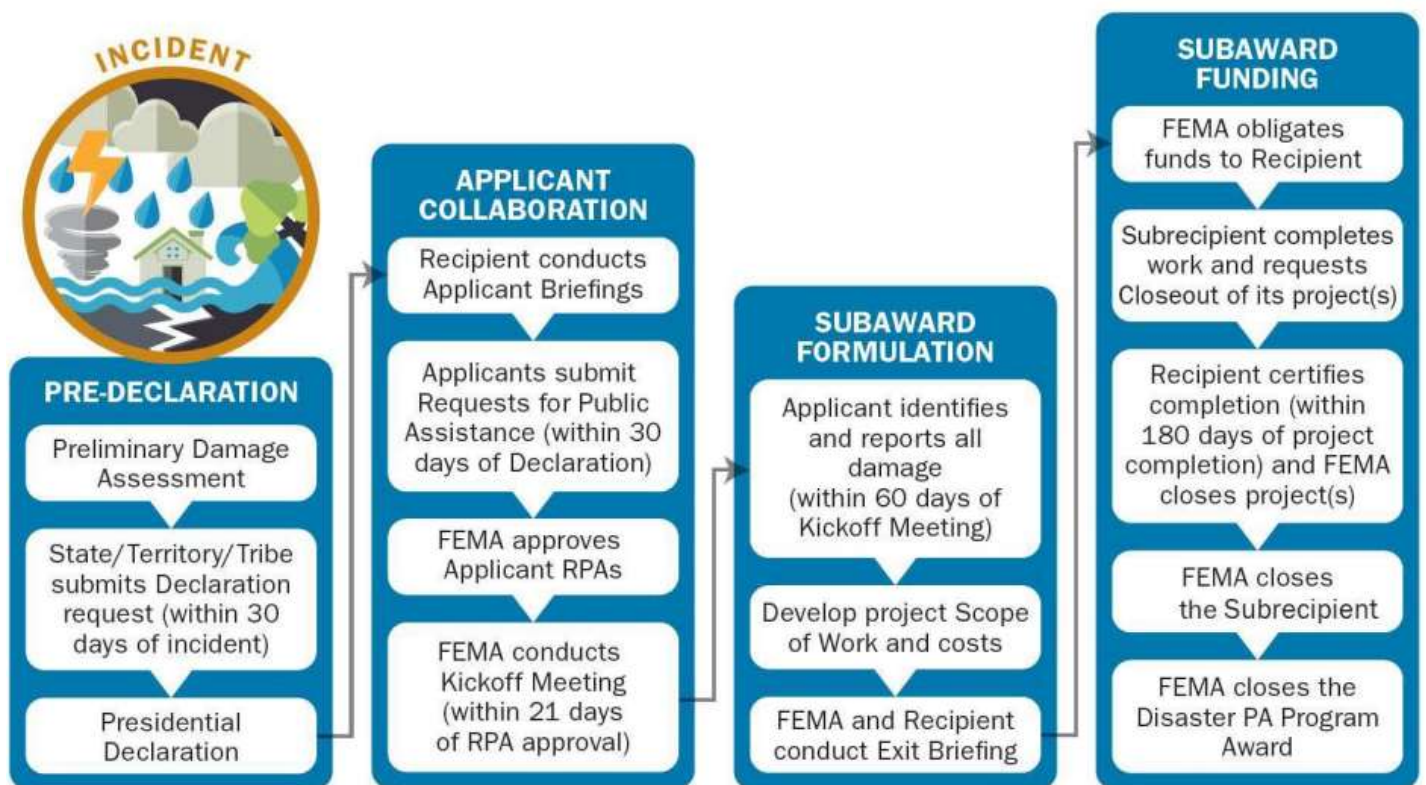


FIGURE 13 – POST-DISASTER ASSISTANCE PROGRAM IMPLEMENTATION PROCESS

EMERGENCY POWERS UNDER A LOCAL STATE OF EMERGENCY

Upon the declaration and as part of their authority consistent with a LSE, and if recommended by the Nassau County EMD in writing, the County Manager shall have the power and authority to issue executive orders directing and compelling the evacuation of all or part of the population from the stricken or threatened area as necessary for the preservation of life safety or other emergency mitigation, response, or recovery actions. The Nassau County Sheriff and other recognized law enforcement agencies shall have the vested authority for enforcing this order.

If recommended by the EPG, with subsequent written justification and request from the EMD the County Manager shall have the power and authority by executive order to impose, or to empower and authorize the EMD to impose, any or all of the following restrictions:

- Prohibiting or regulating the purchase, sale, transfer, or possession of explosives, combustibles, dangerous weapons of any kind, or alcoholic beverages.
- Prohibiting or regulating any demonstration, parade, march, vigil, sit-in, or participation therein from taking place on any public right-of-way or upon any public property.
- Prohibiting or regulating any sale or use of gasoline, diesel fuel, kerosene, naphtha, or any other explosive or flammable fluids or substances. Such regulations may exempt the delivery of such into a tank properly affixed to an operable motor vehicle, bike, scooter, boat, or airplane and necessary for the propulsion thereof.
- Prohibiting or regulating the possession of any portable container containing gasoline, diesel fuel, or other flammable or combustible liquid.
- Prohibiting or regulating participation in or carrying on of any business activity, and the keeping open of places of business, places of entertainment, and any other place of public assembly, including business parking lots, when such activities may negatively impact public health, safety, and welfare.
- Prohibiting or regulating travel upon any public street or highway or upon any other public property. Persons in search of medical assistance, food, or other commodity or service necessary to sustain the well-being of themselves or their families may be exempted from such prohibition or regulation.
- Imposing a curfew upon all or any portion of the county prohibiting persons from being on public streets, right-of-ways, highways, business parking lots, parks, or other public places during the hours the curfew is in effect.
- Prohibiting state or local business licensees, vendors, merchants, and any other persons operating retail businesses from charging more than the normal average retail price for any goods, materials, or services sold during a declared LSE. If the wholesale price or the cost of obtaining the goods, materials, or services has increased as a direct result of the local emergency, the average retail price may be increased, but only to the degree that the maximum increase in retail price shall be less than or equal to the amount representative of the average mark-up between the wholesale and average retail price

for any goods, materials, or services during the ninety-day period immediately preceding the declared Local State of Emergency.

- Prohibiting any person, firm, or corporation from using the fresh water supplied by public water systems for any purpose other than cooking, drinking, or bathing.

An executive order prohibiting any of the actions above may exempt classes of persons as may be essential to the preservation of public order or necessary to protect the public health, safety, and welfare (i.e. physicians, nurses, paramedics, emergency medical technicians, and ambulance operators performing medical services; on-duty employees of hospitals and other medical facilities; on-duty military personnel; bona fide members of the news media; public utilities personnel maintaining or repairing essential public services; county-authorized and county-requested public safety personnel recognized by statute; and other personnel deemed mission-essential by the EMD.)

Any person, firm, company or corporation who refuses to comply with or violates any of the emergency measures or restrictions as described above, shall be guilty of an offense that, pursuant to Section 125.69 and Section 252.50, Florida Statutes, shall be prosecuted in the same manner as a second degree misdemeanor is prosecuted, and upon conviction shall be punished by a fine not to exceed five hundred dollars (\$500.00), imprisonment in the county jail not to exceed sixty (60) days, or both. Each day of non-compliance shall constitute a separate offense.

The County Manager shall also have the power and authority by executive order to waive the procedures and formalities otherwise required of the county by law, ordinance, resolution, or policy pertaining to:

- Performance of public work and taking whatever prudent action is necessary to ensure the health, safety, and welfare of the community;
- Entering into contracts;
- Incurring obligations;
- Employment of permanent and temporary workers;
- Utilization of volunteer workers;
- Renting equipment;
- Acquisition and distribution, with or without compensation, of supplies, materials, and facilities;
- Appropriation and expenditure of public funds; and
- Appropriation or requisition of merchandise, goods, equipment, services, property or personnel needed to alleviate the emergency with reimbursement paid at a later date; provided, reimbursement shall be at the rate charged during the ninety-day period immediately preceding the emergency unless there is good and sufficient reason to reimburse at a different rate.

Nothing in this CEMP shall be construed to limit the power and authority of the BOCC. During a LSE, the BOCC sitting in regular or special session shall have the reserved power and authority by resolution to:

- Declare, alter, extend, or terminate a LSE with or without the recommendation of the EMD or County Manager;
- Alter, revoke, suspend, or supersede any emergency powers and authority for the duration of all or part of a LSE declared by executive order;
- Authorize the County Manager to determine if the removal of disaster-generated debris accumulated within the county, to include private property, is necessary in order to remove or reduce threats to life, public health, safety, and welfare.

DISASTER OPERATIONS – ORGANIZATION AND RESPONSIBILITIES

Officials at all levels of government (i.e. constitutional officials, agency and department heads) share responsibility for the planning required to minimize losses to and provide relief from all-hazards. They are obligated to ensure their personnel are provided the resources and training needed to fulfill their emergency response duties. They must also designate representative Emergency Coordination Officer (**ECOs**) who act as their department's point of contact for NCEM; participate in ad hoc Advisory Council working groups; and annually review, test, and update their organizational unit's COOP/COG plans ensuring the preservation of vital records (e.g. data storage redundancy) and continuity of mission-essential functions and critical services during emergencies.

As explained, during a Local State of Emergency (i.e. "Grey Skies") the EMD becomes a direct report to the County Manager rather than the Sheriff, and governmental personnel exchange their "Blue Skies" roles to perform incident response duties or *Emergency Support Functions (ESFs)* in positions within the established organizational structure in the EOC (see **Figure 14**). Not all positions must be filled at all times; positions may be left unfilled if not needed. To the greatest extent possible, public sector personnel, including appointed officials, career, and part-time employees from both County and Municipal rosters, shall be used to provide a trained cadre of reserve emergency management personnel (see **Table 2** and **Table 3**). EOC Position-Specific Skillset Task Books will be developed based upon the NIMS Emergency Operations Center Skillsets User Guide, National Qualification System (NQS) skillset descriptions, and task book templates published in September 2018. **Table 3** provides a detailed matrix of the Center Management System roles that will be filled during a Level 1 Activation and the entities responsible for overseeing and performing the tasks assigned to those roles. Note that State and Federal agencies, Non-Governmental Organizations (NGOs), and private entities assigned responsibility in **Table 3** either have local jurisdiction or are needed for their technical or subject matter expertise.

The assignment of a local government employee to a specific position in the Emergency Management organization shall be considered essential duty during the LSE and temporary reorganization of government to meet the extreme requirements of a disaster. Mission-essential personnel shall respond to the EOC as stipulated by policy or inter-agency or intra-agency memoranda of agreement. Other essential personnel may be assigned to perform emergency operations roles in the field. Volunteer and auxiliary personnel may also be assigned to support EOC operations and the Emergency Management Program during

prevention, preparedness, mitigation, response, and recovery activities, but such assignment shall not *ipso facto* make these individuals public employees, nor entitle them to any powers, duties, rights, privileges, or immunities to which they are not otherwise entitled.

All personnel, regardless of rank, position, or agency affiliation, agree that they and all employees under their authority shall follow Emergency Management’s cardinal “incident accountability” rule by:

- **checking in** at the established “incident check-in” site,
- **signing in** before the beginning of each operational period/shift,
- **reporting** to their incident supervisor for a briefing at the beginning of each shift, tracking time worked,
- **participating** in scheduled planning meetings and conference calls as assigned
- **documenting** activities performed during the operational period,
- **signing out** at the conclusion of each shift worked,
- **demobilizing** properly, briefing supervisor or replacement, returning all incident equipment, submitting all incident documentation (e.g., unit activity logs, time sheets), obtaining official signatures on incident release/demobilization paperwork, and
- **notifying** home agency of time demobilized from incident and expected time of return to normal duty.

Depending on the incident situation, this information may be recorded on paper Incident Command System (ICS) Forms (e.g., the ICS-211 Incident Check-In List, ICS-211a Daily Sign-In/Out Sheet, ICS-213 General Message Form, ICS-213RR Resource Request, ICS-214 Unit Activity Log, ICS-221 Demobilization Check-Out, ICS-225 Incident Personnel Performance Rating, ICS-257 Resource Accounting Record) or electronically via the secure web-based system currently used by the County and FL Division of Emergency Management (FDEM) (i.e. as of 2018, WebEOC®).

Note: During an emergency all personnel, whether assigned to a role in the EOC or in the field, must understand they have transitioned from their routine reporting structure and procedures to the Incident’s chain-of-command, shift schedule, activity documentation, and timekeeping requirements. Nassau County’s Agency Heads, Directors, and Managers are responsible for ensuring all of their employees are aware of, agree to, are trained, and provided opportunities to practice, to execute their emergency-duty roles.

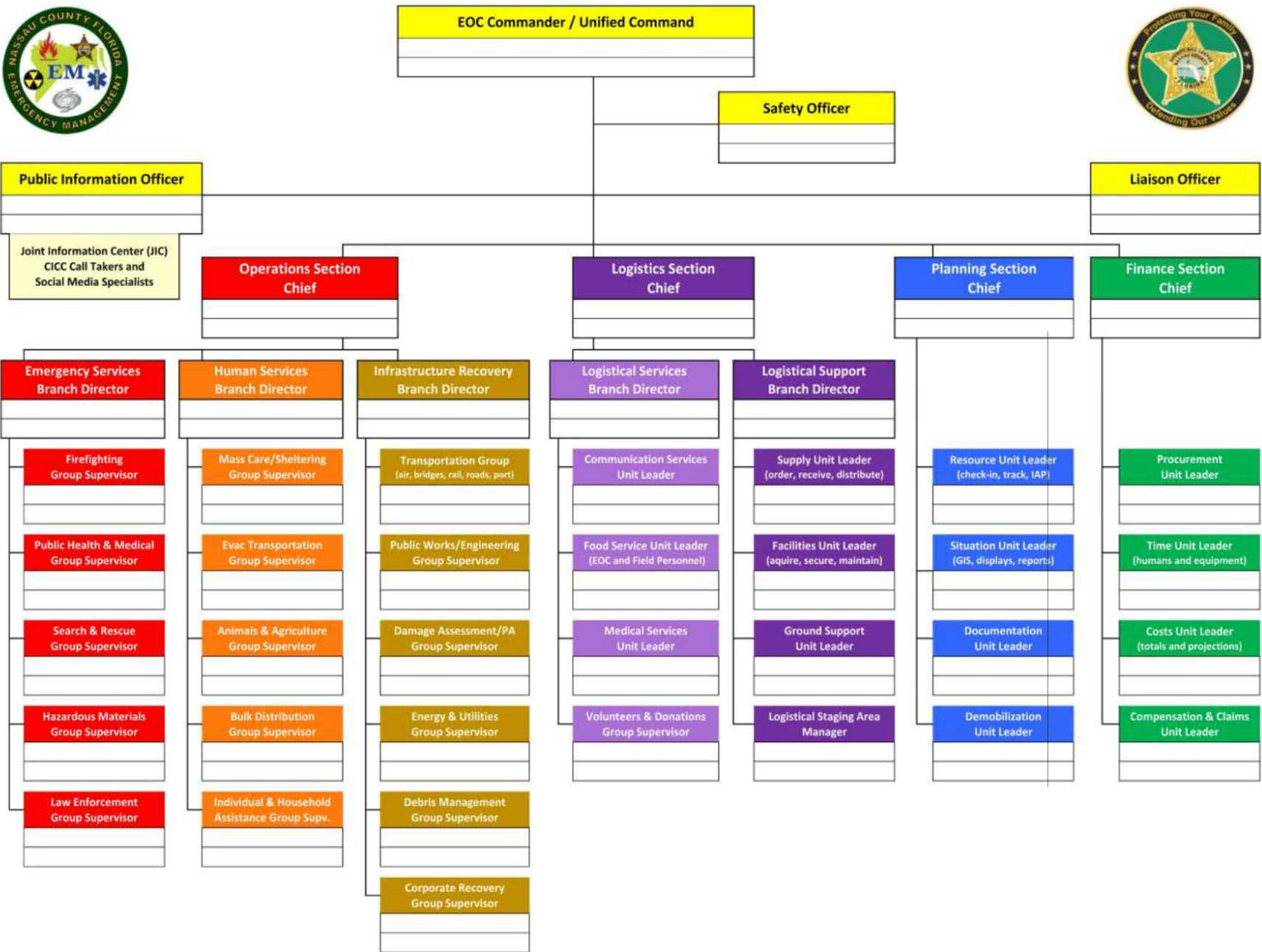


FIGURE 14 – “GREY SKIES” ACTIVATION LEVEL 1 ORGANIZATIONAL STRUCTURE

TABLE 3 – EMERGENCY OPERATIONS CENTER RESPONSIBILITIES

CMS	Function or Group	Primary Responsible Entity	Assisting, and Supporting Entities (not all-inclusive)	Typical Scope of Incident Duties
COMMAND STAFF	EOC Commander or Unified Commanders EOC.Command@NassauFLEM.com 904-548-0900	Nassau County Emergency Management (NCEM)	Nassau County Sheriff's Office (NCSO), Nassau County Fire Rescue (NCFR) FL Dept. of Health-Nassau (FDOH-Nassau) Fernandina Beach Police, Fernandina Beach Fire Rescue	Delegated authority to manage the incident(s) and execute actions necessary to mitigate consequences; Monitor current operations needed to meet incident objectives; resolve disputes or misunderstandings; Set objectives for the next operational period; Manage EOC; Authorize or deny incident related resources requests and expenditures as appropriate
	Safety Officer EOC.SafetyOfficer@NassauFLEM.com 904-548-0934	County Manager	NCEM, NCSO, NCFR, FDOH-Nassau	Monitor incident operations, advise the Commander on all matters relating to the health and safety of responders/county employees and mutual aid personnel; ensure compliance with applicable health and safety standards; Coordinate with Medical Unit; develop measures to ensure personnel safety and provide a relevant Safety Message for IAP; has the authority to stop any incident activity deemed unsafe
	Liaison Officer EOC.LiaisonOfficer@NassauFLEM.com 904-548-0944	NCEM	NCSO, NCFR, FDOH-Nassau Municipal Liaisons, external agency liaisons	Incident Point-of-Contact for assisting, supporting, and cooperating entities; Inter-agency relations

CMS	Function or Group	Primary Responsible Entity	Assisting, and Supporting Entities (not all-inclusive)	Typical Scope of Incident Duties
	Public Information Officer (PIO) / Joint Information Center (JIC) ESF-14 EOC.PublicInfo@NassauFLEM.com 904-548-0953	NCEM / County Manager	NCSO, NCFR, FBPD, FBFR, City of Fernandina Beach (CoFB), FDOH-Nassau; Nassau County Extension Services (IFAS)	Point-of-Contact for news media, Coordinate press conferences, VIP/dignitary visits, and community relations; Provide timely crisis and risk communications, rumor control, protective action guidance; Identify and keep IC informed of emerging issues/rumors (political and public); Keep incident personnel up-to-date on major current affairs; Establish Joint Information Center (JIC) if necessary; Supervise and manage Citizen Information Call Center (CICC) and Social Media operations
OPERATIONS SECTION CHIEF 548-0949 Emergency Services Branch 548-0903	Firefighting ESF-4 EOC.FireFightingGroup@NassauFLEM.com 904-548-0901	NCFR	Fernandina Beach Fire Department (FBFD), Volunteer Fire Departments Florida Forest Service (FFS)	Coordination of fire suppression activities and fire-control resources; Wildland, rural, and urban firefighting operations
	Search and Rescue ESF-9 EOC.SearchRescue@NassauFLEM.com 904-548-0901	NCFR	FBFD, NCSO, Fernandina Beach Police Dept. (FBPD) US Coast Guard (USCG) CERT Volunteers	Search and rescue operations, Life-saving assistance

CMS	Function or Group	Primary Responsible Entity	Assisting, and Supporting Entities (not all-inclusive)	Typical Scope of Incident Duties
	Public Health and Medical Care System ESF-8 EOC.HealthMedicalGroup@NassauFLEM.com 904-548-0906	FDOH-Nassau	Baptist Medical Center (BMC), NCFR and FBFD Amelia Island Mosquito Control (AIMC)	Public Health issues, Medical Care System support, Mass Prophylaxis operations, Special medical needs sheltering, Mass fatality management, Mental Health services, Refugee services
	Hazardous Materials & Environmental Protection ESF-10 EOC.HazMatGroup@NassauFLEM.com 904-548-0906	NCFR & Florida Department of Environmental Protection (DEP) – Jacksonville	FBFD FL Fish & Wildlife Conservation (FWC), USCG; FDOH Bureau of Radiation Control; FDEM Rad Unit	Hazardous materials release or spill response (chemical, biological, radiological) and containment, Environmental protection and clean-up
	Law Enforcement ESF-16 EOC.LawEnforcementGroup@NassauFLEM.com 904-548-0903	NCSO	FBPD, Code Enforcement, Nassau County Animal Services (NCAS) FL Highway Patrol (FHP), FL Dept of Law Enforcement (FDLE), FL Agricultural Law Enforcement, FWC, FL National Guard (FLNG)	Facility and resource security, Security planning, Public safety and security support, Access restrictions, Evacuation Assistance, Traffic and crowd control; Perimeter Security and Access Control at bridges and into neighborhoods or commercial areas

CMS	Function or Group	Primary Responsible Entity	Assisting, and Supporting Entities (not all-inclusive)	Typical Scope of Incident Duties
OPERATIONS SECTION CHIEF 548-0949 Human Services Branch 548-0909	Mass Care & Sheltering (includes transitional and long-term housing) ESF-6 EOC.MassCareGroup@NassauFLEM.com 904-548-0908	NCSB	FDOH-Nassau, Nassau County Animal Services (NCAS) NE FL American Red Cross (ARC), Salvation Army, FL Dept of Children and Families (DCF); local Faith-Based organizations Nassau County Planning & Economic Opportunity (Nassau P&EO)	Provide food, water, and critical supplies to Evacuation Shelterees and Citizens in need; Provide safe (wind-rated, elevated) shelter during high wind or flood events requiring evacuations or public emergency shelter operations; includes Special Medical Needs Sheltering, support for pets in shelters, and transitioning to Host Shelters Provide temporary shelter facilities for those who are in a localized evacuation area (e.g., wildfire or hazmat) or cannot return home when emergency shelters close pending implementation of a medium-to-long-term housing solution
	(part of Mass Care) Evacuation Transportation Assistance	NCSB	Council on Aging (COA) and Nassau Transit	During mandatory evacuations, provide transportation to public shelter for those without access to personal transportation
	Bulk Distribution (PODs) ESF-11 EOC.BulkDistGroup@NassauFLEM.com 904-548-0908	FLNG; Nassau County Public Library System	Faith-Based organizations Agriculture and Consumer Services (FDACS), Voluntary Organizations Active in Disaster (VOAD)	Establish sites for orderly distribution and re-supply of critical commodities (e.g., water, food, tarps) that are otherwise unavailable or in short supply

CMS	Function or Group	Primary Responsible Entity	Assisting, and Supporting Entities (not all-inclusive)	Typical Scope of Incident Duties
	Animals & Agriculture ESF-17 EOC.SmallAnimalGroup@NassauFLEM.com 904-548-0937	NCAS	UF-IFAS County Extension Services, Nassau County Humane Society (NCHS) FDACS, State Agricultural Response Team (SART), Amelia Island Mosquito Control (AIMC)	Coordination of resources for evacuation and containment; Safety and well-being of pets; Shelter operations; Animal control; Pet food and water distribution; Veterinary damage assessments and assistance; Disease control Livestock and agriculture protection; Coordination of resources for evacuation and containment; Shelter operations; Hay, food, and water distribution; Agricultural damage assessments and disease control
	Unmet Needs; Individuals & Households Assistance EOC.IAGroup@NassauFLEM.com 904-548-0911	Nassau P&EO	Nassau County Building Official, CoFB Building Department	Facilitate the Individual Assistance (IA) declaration, Households and Individuals Program (HIP), and Small Business Administration (SBA) loan processes Identify and coordinate Local Disaster Housing Task Force Transitional Shelter Assistance (i.e. FEMA TSA program) housing and long-term housing for residents in need; Facilitate the Assistance for Households and Individuals Program (HIP); Consider temporary zoning and ordinance variances Facilitate survivor case management during emergency and transitional shelter phase of disaster; Identify public and private resources to meet post-disaster needs, Coordinate with Volunteers & Donations Group to facilitate assistance to residents with unmet needs

CMS	Function or Group	Primary Responsible Entity	Assisting, and Supporting Entities (not all-inclusive)	Typical Scope of Incident Duties
Infrastructure Recovery Branch (Road & Bridge) 548-0904	Transportation Infrastructure ESF-1 EOC.TranspoGroup@NassauFLEM.com 904-548-0904	Nassau County Road & Bridge (NCRB)	FL Department of Transportation (FDOT), Fernandina Municipal Airport, Federal Aviation Authority at Hilliard, CSX & FEC Railroad	Transportation safety for roads, bridges, railways, air, and port operations; Vehicular movement restrictions, Damage assessment of transportation equipment and surfaces
	Public Works & Engineering ESF-3 EOC.PubWorksGroup@NassauFLEM.com 904-548-0905	Nassau County Road & Bridge (NCRB)	Engineering Services (NCES), municipal Public Works; Building Officials, NCPA, P&EO, OMB, County Clerk, Facilities Maintenance, Parks and Recreation; public utilities	Infrastructure protection, damage assessments, emergency repair of roads and bridges; Infrastructure restoration; Engineering services and construction management, Emergency support for life-saving and life-sustaining services; complete Project Worksheets for Public Assistance, Construction management for long-term community recovery and improved resilience
	Damage Assessment EOC.DamageAssessGroup@NassauFLEM.com 904-548-0915	Nassau County Property Appraiser (NCPA)	NCFR, NCSO, County Building Official, Tax Collector, NCRB, NCES, Nassau OMB; NCEDB; Tourist Develop. Council	Windshield assessments; Preliminary Damage Assessments and Valuation; Document damage to infrastructure, government, residences, businesses, and industry facilities; Support PA/IA process

CMS	Function or Group	Primary Responsible Entity	Assisting, and Supporting Entities (not all-inclusive)	Typical Scope of Incident Duties
	Debris Management (Includes 1 st Push, Removal, and Monitoring) EOC.DebrisMgtGroup@NassauFLEM.com 904-548-0913	NCRB and Contractor	Nassau County Solid Waste (NCSW); Public Safety (Law & Fire); Florida Power & Light (FPL), Florida Public Utilities (FPU), Fernandina Beach Utilities	Provide initial immediate post impact debris field assessment; Conduct “cut-and-toss” to clear roads of large trees and down wires, and perform emergency mitigation of other various types of debris, all without removing from scene; provide minimum access necessary for emergency services Manage, collect, certify quantity, stage, and legally dispose of all types of disaster-related debris consistent with pre-positioned contracts’ SOW
	Energy and Utilities ESF-12 EOC.UtilityGroup@NassauFLEM.com 904-548-0912	Nassau-Amelia Utilities	FPL, FPU, OREMC, CoFB Utilities, JEA	Protection and restoration of energy infrastructure, water, and sewage systems
	Economic & Corporate Recovery ESF-18 EOC.CorpRecovGroup@NassauFLEM.com 904-548-0911	Nassau County Economic Development Board (NCEDB)	Nassau County Tourism Development; AIFBY and Greater Nassau Chamber of Commerce FL Restaurant and Lodging Association, AIP Develop. Assoc.	Analyze community business and industrial damage; Coordinate with Florida’s Disaster resources (https://floridadisaster.biz/) and encourage/facilitate entry of local businesses’ incident data; Facilitate SBA process; Identify ways to support the local economy; implement processes to stimulate local commerce and tourism

CMS	Function or Group	Primary Responsible Entity	Assisting, and Supporting Entities (not all-inclusive)	Typical Scope of Incident Duties
LOGISTICS SECTION CHIEF 548-0945 Services Branch Director 548-0921	Communication Services Unit EOC.CommsUnit@NassauFLEM.com 904-548-0918	NCSO	Amateur Radio Emergency Services (NC-ARES), Dispatch Center; Commercial Communications Providers	Incident communications planning; acquiring, setting up, maintaining, and accounting for information technology and communication systems resources (radio, satellite, EOC audio/visual)
	Food Services Unit EOC.FoodUnit@NassauFLEM.com 904-548-0913	NCSO	NCSB, Nassau OMB; Contractor(s)	Determines food and water requirements for each operational period, plans menus, orders food, provides cooking facilities, cooks, serves, maintains food service areas, food security and safety concerns
	Medical Services Unit EOC.MedUnit@NassauFLEM.com 904-548-0918	NCFR	FBFD, FDOH-Nassau, BMC-Nassau	Responsible for the effective and efficient provision of health and medical care for incident personnel; coordinate with Safety Officer
	Volunteers & Donations ESF-15 EOC.VolReception@NassauFLEM.com EOC.DonationMgt@NassauFLEM.com 904-548-0919	Nassau County Supervisor of Elections	NCEM Volunteer Coordinator, Nassau County Tax Collector Barnabas Center, Salvation Army Hope House; Volunteer FL	Establish and manage a Volunteer Reception Center, vetting and accountability, Donations management, assist Unmet Needs Group to match volunteers and resources to community needs

CMS	Function or Group	Primary Responsible Entity	Assisting, and Supporting Entities (not all-inclusive)	Typical Scope of Incident Duties
LOGISTICS SECTION CHIEF Support Branch Director 548-0916	Facilities Support Unit (Center & Ancillary) EOC.FacilitiesUnit@NassauFLEM.com 904-548-0916 904-548-0920	Nassau County Facilities Maintenance	Nassau County Human Resources, Fernandina Beach Human Resources, Nassau OMB	Acquires, sets-up, maintains, and demobilizes all temporary facilities used for incident management, including the EOC, Joint Information Center, Bunk Houses, feeding areas, hygiene facilities, warehouses/staging areas, points of distribution sites; facilitates maintenance and repair of government-owned fixed-facility assets utilized for Emergency Operations
	Supply Unit ESF-7 EOC.SupplyUnit@NassauFLEM.com 904-548-0916	NCSO	Nassau OMB	Order, receive, store, and distribute all incident-related support resources (personnel, equipment, and consumable supplies)
	Ground Support Unit EOCGroundSupportUnit@NassauFLEM.com 904-548-0920	NCSO	NCSB	Ground transportation; documents vehicle/equipment condition at check-in and check-out; maintenance or repair of incident vehicles and equipment; maintains usage records
	(part of Ground Support) Fuel Management EOC.FuelUnit@NassauFLEM.com 904-548-0921	NCSO	Port Consolidated; Gate Fuel	Ensure prepositioning of fuel supplies and temporary fueling sites; determine burn rates and ensure sufficient supply for incident vehicles and public safety generators (e.g., shelters, traffic signals)
	County Staging Area EOC.CountyStationUnit@NassauFLEM.com 904-548-0917	NCSO	NCFR	Receive, stage, and store requested equipment, supplies, and commodities; warehouse operations

PLANNING SECTION CHIEF 548-0940

Resource Unit ESF-7 EOC.ResourceUnit@NassauFLEM.com 904-548-0929	NCEM	NCSO, NCFR, FBFD, FBPD, Nassau County Human Resources	Incident Resource Check-In, Resource tracking and projections, Incident Action Plan writing Technical Specialists in the Unit provide subject matter expertise; forecast incident weather that may impact operations, etc. Investigate and Analyze information to determine useful incident intelligence
Situation Unit ESF-5 EOC.SitUnit@NassauFLEM.com 904-548-0935	NCEM	NCSO, NCFR, FBFD, FBPD, Nassau County Human Resources	Monitor and report incident status, resource status, completed and planned operations; provide situational displays; coordinate with PIO and/or JIC as well as Technical Specialists in Resource Unit; provide GIS services and incident maps for planning and situational displays
Documentation Unit ESF-5 EOC.DocsUnit@NassauFLEM.com 904-548-0928	NCEM	NCSO, NCFR, FBFD, FBPD, Nassau County Human Resources, Nassau OMB	Organize and maintain all original incident documents; provide document reproduction services
Demobilization Unit EOC.DemobUnit@NassauFLEM.com 904-548-0932	NCEM	NCSO, NCFR, FBFD, FBPD, Nassau Human Resources, Nassau OMB	Accountable for safe return of incident assets and personnel to home agencies

FINANCE & ADMIN SECTION CHIEF 548-0946

Procurement Unit EOC.ProcurUnit@NassauFLEM.com 904-548-1307	Nassau OMB	County Clerk-Finances, CoFB Clerk, NCSO, NCFR, NCSB, FBPD, FBFD	Coordinate with Logistics' Supply Unit; Address financial matters concerning vendor contracts
Cost Unit EOC.CostUnit@NassauFLEM.com 904-548-0907	Nassau OMB	Nassau County Clerk-Finances, CoFB Clerk-Finances, NCSO, NCFR, NCSB, FBPD, FBFD	Track all expenditures including those associated with personnel, equipment use, mutual aid costs, supplies, food, facilities; maintain cumulative cost data, analyze cost data and generate cost projections, recommend cost-saving measures
Time Unit EOC.TimeUnit@NassauFLEM.com 904-548-0907	Nassau OMB	Nassau County Clerk-Finances, CoFB Clerk-Finances, NCSO, NCFR, NCSB, FBPD, FBFD	Record "time worked" for incident personnel and "time used" for incident equipment each operational period
Compensation and Claims Unit EOC.ClaimsUnit@NassauFLEM.com 904-548-0907	Nassau OMB	Nassau County Clerk-Finances, CoFB Clerk-Finances, NCSO, NCFR, NCSB, FBPD, FBFD	Establish and facilitate workers' comp procedures and documentation; Address and document incident financial concerns resulting from property damage, injuries, or fatalities

During local disaster activations, descriptions of the emergency support functions and Position-Specific Guidelines are provided to each individual working in the EOC; the NIMS Planning Cycle (see the Operational Planning P, **Figure 15**) is followed and a “Battle Rhythm” is established for meetings and planning activities during each operational period.

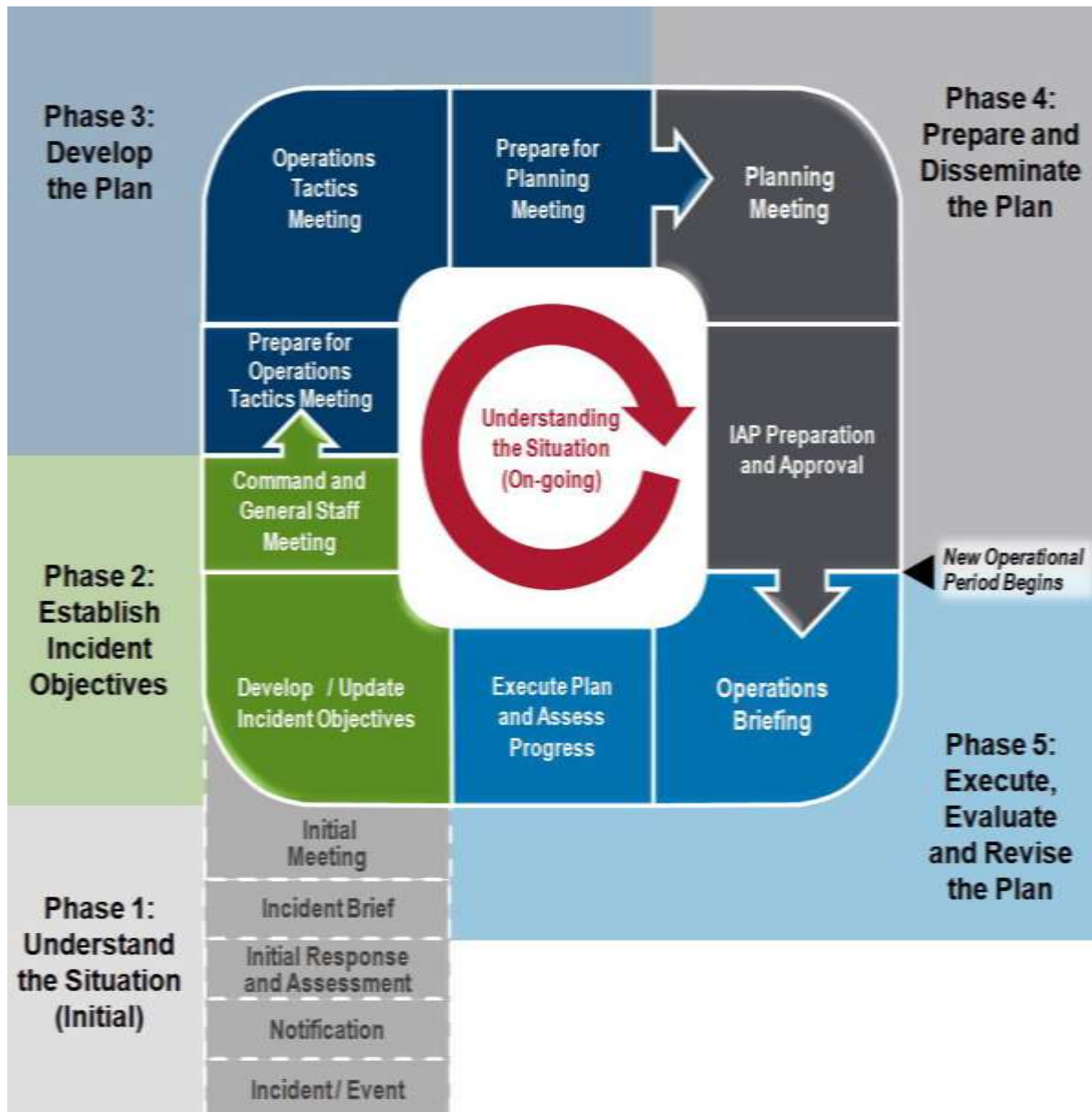


FIGURE 15 – OPERATIONAL “PLANNING P” OR BATTLE RHYTHM

The activated EOC’s organizational structure is hybridized to address NIMS Area Command & Control, the EOC’s Center Management System (CMS), and each of the Incident ESFs recognized by the State of Florida (see the FDEM graphic provided as **Figure 16**). The NCEM *Emergency Operations Center Handbook* provides an overview of the Planning Cycle and what to expect at each phase, position-specific skillset and task guidance for the Command and General Staff, as well as guidance for each of the positions providing incident support.



FIGURE 16 – STATE OF FLORIDA’S EMERGENCY SUPPORT FUNCTIONS AND RESPONSIBLE ENTITIES

TYPICAL DISASTER PREPAREDNESS AND RESPONSE ACTIVITIES

Successful disaster response and initial post-disaster recovery depend upon a collaborative and inclusive pre-disaster planning process (see **Figure 2**). Preparedness requires the coordination of stakeholders, mitigation of hazard vulnerabilities wherever possible, development of continuity plans, and identification of key recovery resources. Nassau County is party to the Statewide Mutual Aid Agreement (SMAA) and NCEM planning staff is constantly adding to and updating the agency's partner agencies list and resources inventory, and to prepare for Hurricane Season, annually verifies contacts (ideally, three-deep) for key stakeholder entities (i.e. those that may be involved in disaster response or recovery support; see **Table 2**) Formal training is offered annually to assist these stakeholders with continuity planning, refresh their staff on disaster duties and EOC operations, and educate both management and fiscal staff on the SMAA and other MOA/MOU details. Potential PA-applicant organizations (e.g., Advisory Council members, assisting and cooperating partner-entities in **Table 2** and **Table 10**; see **Figure 17** and **Figure 18** for PA-eligible organization categories) are trained regarding the Public Assistance program, eligibility restrictions, Stafford Act, and 2 CFR part 200 requirements.

Hazards such as tropical cyclones provide time for Emergency Management, partner agencies, stakeholders, and the public to take protective actions and seek shelter prior to impact. Spontaneous disasters, such as tornados or mass casualty incidents, require many of the same activities in a greatly compressed time-frame. Pre-planning and timely communication among all stakeholders are critical functions; NCEM staff coordinates these activities and the EOC serves as the information "hub" before, during, and after hazard impacts. Response, recovery, and mitigation activities related to life safety, public health and welfare, and property protection take place even in undeclared disasters.

PRE-IMPACT

First and foremost, NCEM provides ongoing outreach education, training, and drills to prepare public and private stakeholders to prepare for, respond to, and recover from all-hazards. NCEM utilizes the Everbridge Mass Notification System to alert public safety employees, stakeholders, and citizens to the situation and provide advisory information such as the nature and timing of the anticipated hazard and suggested protective actions (e.g., gathering shelter-in-place supplies, preparing for safe evacuation). Stakeholders are educated on requirements for documenting the pre-impact condition of assets, and the documentation of expenses and damages that will necessary for possible post-disaster assistance. Situational awareness is maintained among stakeholders through NCEM's distributed Situation Reports (SitReps), webpage and social media postings, e-mail, and conference calls. The EMD determines the indicated level of EOC activation and advises local leadership as to the need for additional staffing, a LSE declaration, activation of contingency contracts (e.g., emergency fueling, feeding, etc.), and other preparedness actions described previously.

If mutual aid or other outside resources might be incoming, the Logistics Section Chief may activate the County Staging Area and warehousing capabilities at the Fairgrounds or other

incident-specific site. If emergency evacuations and public sheltering are deemed necessary, multiple agencies will be responsible for the coordinated planning and concurrent operational and support actions including: providing public information; closing government offices and schools; setting up and staffing General, Pet-Friendly, Special Medical Needs, and/or Large Animal Shelters; providing transportation assistance and traffic control; and addressing public health and safety concerns. (See the appropriate Functional and Resource Coordination Plans such as the *Public Information and Warning Annex*, *Evacuation and Re-Entry Annex*, and *Mass Care Annex* for additional guidance and considerations.

DURING IMPACT

Responder health and safety are primary concerns during any disaster operations. Therefore, personnel will not be put into harm's way to perform response operations during unsafe conditions. Emergency calls are "stacked" and EOC staff monitor the situation, evaluate impact reports, prioritize and prepare for post-impact operations, and initiate response activities as soon as it is deemed safely feasible.

POST-IMPACT

Responder health and safety remains a high priority, while also giving high priority to immediate threats to life, public health, safety, and welfare; pushing disaster-generated debris from the county rights-of-way to permit safe passage (i.e. first push, cut and toss); and eliminating immediate threats of significant damage to county property or facilities. Initial impressions of sustained damage will be collected for situational awareness via "windshield assessments" performed by field observers once Search-and-Rescue (SAR) operations are conducted and urban/suburban/rural "render-safe" procedures are completed. The return of mission-critical personnel (e.g. hospital, public safety, and critical infrastructure staff) to evacuated areas, emergency infrastructure repairs and power restoration operations, and can take place once safe access has been confirmed. This phased process is listed in **Table 4**.

In addition to answering incident-related questions, the EOC's Citizen Information Call Center (CICC, 904-548-0900) takes damage and needs reports from callers and routes them to the appropriate function (e.g., Human Services, Infrastructure Recovery). Preliminary Damage Assessment (PDA) of the impact zone, re-entry of the public into evacuated areas, unmet needs assessments, bulk distribution of essential commodities (e.g., drinking water), and the collection and removal of disaster-generated debris shall begin as soon as safely feasible. Results of the assessments are used to prioritize response and recovery actions and are reported to the State during daily conference calls and established electronic incident documentation processes.

The County Manager shall leverage all County Department resources to address infrastructure recovery and citizens' unmet needs concerning disaster clean-up, emergency financial assistance, and social services; make transitional and long-term housing provisions for displaced residents; and commence restoration of the community's economic stability and resilience capabilities (e.g., supporting local commerce and tourism, issuing timely re-building permits

with mitigation measures in mind). This may include rezoning, expediting permitting and inspection processes, exercising contingency contracts, developing recovery projects' scopes of work, writing and submitting grant applications, facilitating applications for disaster loans and other State and Federal Aid programs, and eventually managing and closing out recovery projects.

TABLE 4 – PHASED INCIDENT RESPONSE

Response Phase	Expected Actions	Desired Outcomes
Immediate Emergency Response & Render-Safe	<ul style="list-style-type: none"> • Law Enforcement secures perimeter of impact zone • First Responders and equipment return to impact-area • “First Push” to clear main roads • Identify and evaluate threats to health and safety; windshield assessments • Conduct Search and Rescue 	<ul style="list-style-type: none"> • Emergency vehicles have access to areas within the impact zone • Immediate health and safety hazards are contained or stabilized • Trapped, injured, or ill are rescued and given medical care • All disaster-related activities, hours worked, and expenses are documented
Preliminary Damage Assessment (PDA)	<ul style="list-style-type: none"> • Debris collection and monitoring begin • Utility Company responders deploy • Hospital assessment teams deploy • PDA Teams deploy into impacted areas 	<ul style="list-style-type: none"> • Debris management operations underway • Power restoration underway • Re-establish basic emergency medical services and fire protection services • PDAs provide an overview of sustained damage
Restoration of Services	<ul style="list-style-type: none"> • Emergency Shelters close • Hospital re-populates • Disaster assistance, water, and food are provided to survivors as needed • Volunteers get matched with projects to address unmet needs • Business owners/operators and Residents return 	<ul style="list-style-type: none"> • Healthcare providers resume operations • Utilities come back on line • Transitional shelters open for those who cannot return home • Property clean-up underway • Supplies become available through normal commerce
Recovery and Mitigation	<ul style="list-style-type: none"> • Emergency Disaster Assistance ends • Volunteers are matched with projects to address unmet needs • Businesses re-open • Residents begin repairs/rebuilding • Grant applications are written/submitted for long-term recovery/redevelopment assistance 	<ul style="list-style-type: none"> • Critical infrastructure and key resources are restored and available to support long-term recovery operations • Long-term recovery facilities in place • Fresh food, fuel, and other retail commodities are available • Rebuilding efforts mitigate future losses

PRELIMINARY DAMAGE ASSESSMENT

A formal Preliminary Damage Assessment (PDA) of public infrastructure is necessary to request a post-disaster Presidential Emergency or Major Disaster Declaration and apply for Public Assistance (PA) funds to support the costs of emergency response operations and critical infrastructure repairs. The PDA shall be initiated by fire/rescue and law enforcement windshield assessments, followed by the Building Official's impact assessment of individual structure as soon as it is safe to commence. PDAs shall be conducted in accordance with FEMA's *Damage Assessment Operations Manual* (www.fema.gov/media-library/assets/documents/109040) and will denote the number of structures in each damage category (i.e. affected, minor, major, or destroyed). These data are compiled and analyzed through the EOC and essential information is relayed to the State via WebEOC® and joint conference calls. The Property Appraiser's Office shall follow the PDA with value assessments of the damages to public and private structures; NCEM has acquired, and trained personnel on the use of, web-based damage assessment software to facilitate the PDA and damage value assessment processes. If indicated by the extent of the hazard's impact, the EMD may direct EOC staff to submit a State Mission Request for "Joint PDA Teams", comprised of County, State, and Federal assessors. These teams are coordinated through the EOC under direction of the EMD.

REQUESTS FOR PUBLIC ASSISTANCE

If the magnitude of an incident's impact is likely to exceed local recovery capabilities, the collected PDA data, combined with documented expenses for "eligible costs," are used to support a request for a Presidential Emergency or Major Disaster Declaration and subsequent Public Assistance (PA) requests for supplemental response, recovery, and redevelopment funds. Eligible costs are broken down per 44 CFR 204.42 into these categories:

- Pre-positioning costs
- Mobilization and demobilization
- Travel and per diem costs
- Labor costs
- Equipment and supplies
- Emergency work
- Fires on co-mingled State/Federal land
- Temporary repair of damage caused by firefighting activities

All entities that might be eligible to submit PA requests must be involved in the PDA process and damage value assessments, and as such the leadership or delegates of affected entities are included in all post-disaster assessment and applicant meetings and discussions. NCEM and Advisory Council members update local "potential PA applicant" entities' contact information annually before the start of hurricane season. The "eligible applicants," also responsible for implementing repairs and redevelopment that incorporate mitigation measures, include:

- Local Governments (i.e. counties, municipalities, school districts, local public authorities, and special districts established under State law; see **Figure 17**)
- Private Non-Profit (PNP) tax-exempt organizations that provide a critical service (i.e. education, utility, emergency, or medical) or a non-critical, but essential, governmental service open to the public; see **Figure 18**

To be considered eligible, a PNP applicant must also have a regularly maintained “qualified” facility, building, works, system, or equipment open to the public; or an improved/enhanced natural feature, such as a realigned channel or a terraced slope, which is maintained on a regular schedule to ensure it performs as designed. Damaged unimproved property (e.g., hillside, natural channel bank, marsh, forest) is not eligible for PA.

PNP ELIGIBLE CRITICAL SERVICES	
<p>EDUCATION</p> <ul style="list-style-type: none"> • Primary or secondary education as determined under State law and provided in a day or residential school, including parochial schools, OR • Higher-education institutions that meet all of the following criteria: <ul style="list-style-type: none"> ○ Admit students or persons having a high school diploma or equivalent; ○ Are legally authorized to provide education beyond a secondary level; ○ Award a bachelor’s degree or a 2-year degree that is acceptable as full credit toward a bachelor’s degree or provides at least a 1-year training program to prepare students for gainful employment in a recognized occupation; and ○ Are accredited by a nationally recognized agency or association (as determined by the Secretary of Education). 	<p>MEDICAL</p> <ul style="list-style-type: none"> • Emergency medical care (diagnosis or treatment of mental or physical injury or disease) provided in: <ul style="list-style-type: none"> ○ Clinics ○ Facilities that provide in-patient care for convalescent or chronic disease patients ○ Hospices and nursing homes ○ Hospitals and related facilities, including: <ul style="list-style-type: none"> ➢ Central service facilities operated in connection with hospitals ➢ Extended-care facilities ➢ Facilities related to programs for home-health services ➢ Laboratories ➢ Self-care units ➢ Storage, administration, and record areas ○ Long-term care facilities ○ Outpatient facilities ○ Rehabilitation centers that provide medical care
<p>UTILITY</p> <ul style="list-style-type: none"> • Communications transmission and switching, and distribution of telecommunications traffic • Electric power generation, transmission, and distribution. • Irrigation to provide water for drinking water supply, fire suppression, or electricity generation • Sewer and wastewater collection, transmission, and treatment • Water treatment, transmission, and distribution by a water company supplying municipal water 	<p>EMERGENCY SERVICES</p> <ul style="list-style-type: none"> • Ambulance • Fire protection • Rescue
Administrative and support buildings essential to the operation of PNP critical services are eligible facilities.	

FIGURE 17 – PA-ELIGIBLE CRITICAL PNP SERVICES AND FACILITIES

PNP ELIGIBLE NON CRITICAL, ESSENTIAL GOVERNMENTAL TYPE SERVICES	
<p>Community centers established and primarily used for the purpose of offering the following services (or similar) to the community at large:</p> <ul style="list-style-type: none"> • Art services authorized by a State, Territorial, Tribal, or local government, including, but not limited to: <ul style="list-style-type: none"> ◦ Arts administration ◦ Art classes ◦ Management of public arts festivals ◦ Performing arts classes • Educational enrichment activities that are not vocational, academic, or professional training; examples include hobby or at-home pursuits, such as: <ul style="list-style-type: none"> ◦ Car care ◦ Ceramics ◦ Gardening ◦ Personal financial and tax planning ◦ Sewing ◦ Stamp and coin collecting • Multi-purpose arts programming • Senior citizen projects, rehabilitation programs, community clean-up projects, blood drives, local government meetings, and similar activities • Services and activities intended to serve a specific group of individuals (e.g., women, African-Americans, or teenagers) provided the facility is otherwise available to the public on a non-discriminatory basis • Activities to pursue items of mutual interest or concern or social engagement, such as: <ul style="list-style-type: none"> ◦ Community board meetings ◦ Neighborhood barbecues ◦ Various social functions of community groups • Youth and senior citizen group meetings • Activities of community centers or houses of worship open to the general public, without regard to their secular or religious nature 	<ul style="list-style-type: none"> • Child care • Day care for individuals with disabilities or access and functional needs (for example, those with Alzheimer's disease, autism, muscular dystrophy) • Food assistance programs • Health and safety services • Homeless shelters • Libraries • Low-income housing (as defined by Federal, State, Territorial, Tribal, or local law or regulation) • Museums: <ul style="list-style-type: none"> ◦ Constructed, manufactured, or converted with a primary purpose of preserving and exhibiting a documented collection of artistic, historic, scientific, or other objects ◦ Buildings, associated facilities, fixed facilities, and equipment primarily used for the preservation or exhibition of the collection, including: <ul style="list-style-type: none"> ➢ Permanent infrastructure, such as walkways and driveways of outdoor museum-type exhibition areas ➢ Historic buildings, such as barns and other outbuildings, intended for the preservation and exhibition of historical artifacts within a defined area ➢ Permanent facilities and equipment that are part of arboreta and botanical gardens ➢ Infrastructure, such as utilities, and administrative facilities necessary for support ◦ The grounds at museums and historic sites are not eligible. ◦ Open natural areas/features or entities that promote the preservation/conservation of such areas are not eligible. • Residential and other services for battered spouses • Residential services for individuals with disabilities • Senior citizen centers • Shelter workshops that create products using the skills of individuals with disabilities • Zoos • Performing arts centers with a primary purpose of producing, facilitating, or presenting live performances, including: <ul style="list-style-type: none"> ◦ Construction of production materials ◦ Creation of artistic works or productions ◦ Design ◦ Professional training ◦ Public education ◦ Rehearsals • Public broadcasting that monitors, receives, and distributes communication from the Emergency Alert System
<p>Facilities that do not provide medical care, but do provide:</p> <ul style="list-style-type: none"> • Alcohol and drug treatment • Assisted living • Custodial care, even if the facility is not open to the general public (including essential administration and support facilities) • Rehabilitation 	

FIGURE 18 – PA-ELIGIBLE ESSENTIAL GOVERNMENTAL-TYPE SERVICES

Once a Presidential Emergency or Major Disaster Declaration is made based upon the PDA information, the PA application process illustrated in **Figure 19** (on the following page) can begin. The PA “Applicant Briefing,” conducted by the assigned FEMA Program Delivery Manager and State Recovery experts, is attended by the EMD, County Manager, Director of the County’s OMB, and leadership for the affected municipalities and other eligible applicant organizations, based upon incident impact and response circumstances. If approved, the PA application process can proceed with a “Kick-off Meeting” among the eligible local applicants, State, and Federal representatives to discuss detailed damage and value reports, the development of specific projects, scopes of work, and cost estimates that will be used by FEMA to determine their obligation of grant funds.

Federal *Household and Individual Assistance* might be available for eligible citizens post-disaster. Applications for federal assistance must be made directly by the individuals, but the County’s Planning and Economic Opportunity Department (NCP&EO) shall contribute data to support the Individual Assistance (IA) declaration. The NCP&EO shall also facilitate community recovery by assisting residents with the application processes for Small Business Administration (SBA) loans, the Households and Individuals Program (HIP), as well as other opportunities for recovery and redevelopment support.

With the county and municipality leaders’ concurrence, the EMD may submit a Mission Request to the State to have one or more Disaster Recovery Centers (DRCs) opened in disaster-impacted areas. The DRC is a readily accessible facility or mobile office where survivors can go and speak directly to representatives from FEMA, the SBA, FDEM, and other agencies (e.g., disaster legal and unemployment services, crisis counseling) to get/verify information and receive individualized help applying for the appropriate available disaster assistance programs. Potential sites (i.e. facilities designed for congregate activities) for fixed-facility DRCs meeting FEMA’s minimum site requirements have been identified by NCEM, but the ultimate location of a DRC is incident-dependent and shall be decided by consensus of the EMD, County Manager, and leadership of the affected municipalities. If additional support is needed for DRC operations (e.g., security or traffic management personnel) volunteers and other supplemental resources can be sourced through the EOC.

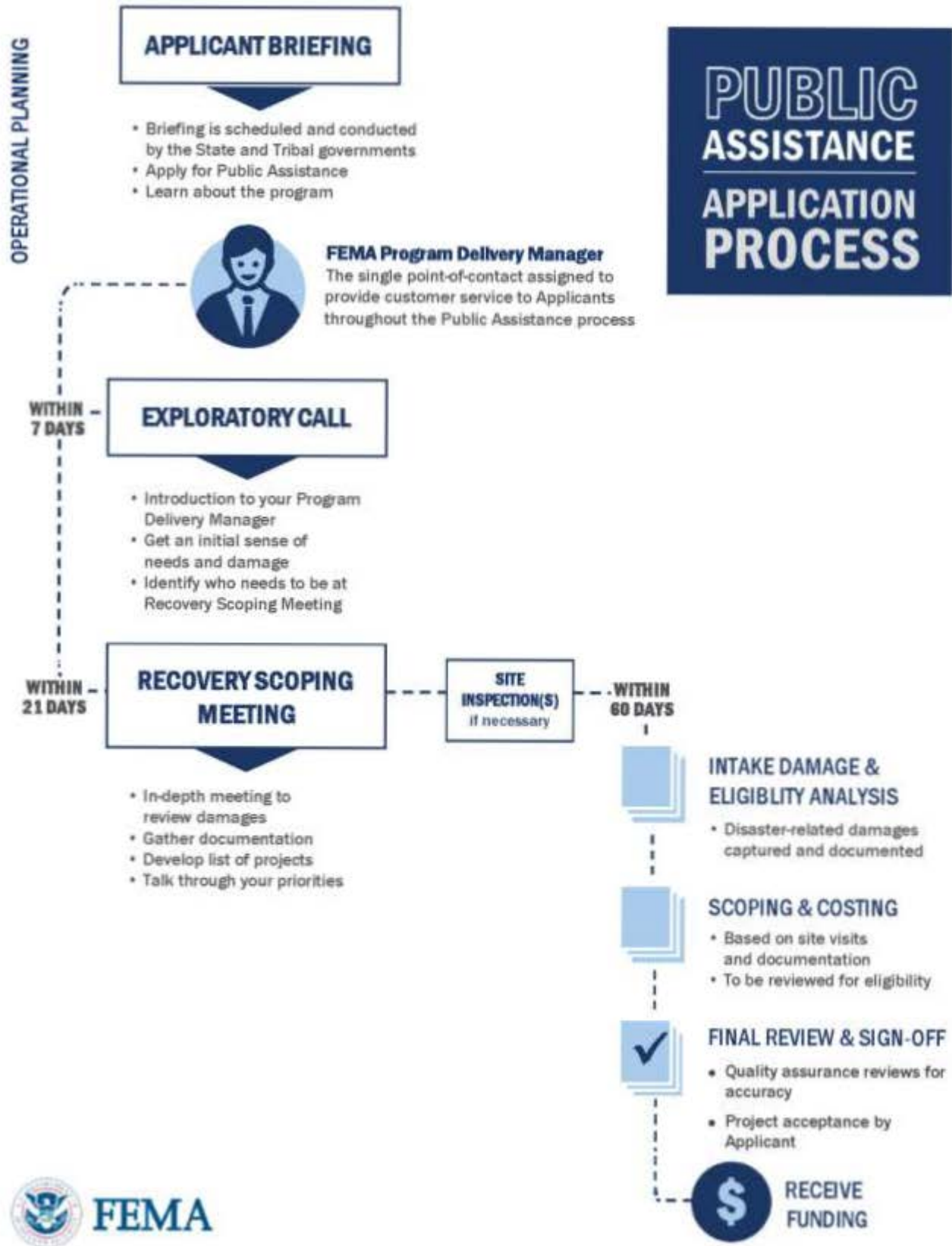


FIGURE 19 – PA APPLICATION PROCESS FLOW

PUBLIC SAFETY FACILITIES AND RESOURCES

THE EMERGENCY OPERATIONS CENTER

Located in the *Robert Foster Justice Center's Nassau County Public Safety Complex* at **77150 Citizens Circle** (USNG 17R MP39 3918 6754), the EOC is the hub for daily emergency management operations, preparedness planning, training, exercise, and mitigation activities, as well as coordination of all disaster response and recovery operations for the jurisdiction. The facility is secured with electronic badge access; it is conjoined with, but separate from, the county's Consolidated Emergency Dispatch 911 Call Center (77100 Citizens Circle) and Civil/Warrants Building (77050 Citizens Circle) which are staffed with NCSO personnel. Also located on the Justice Center campus are Nassau County's Court House, the jurisdiction's only detention center (with a maximum **capacity of 300 inmates**), and the NCSO Administration building (77151 Citizens Circle).

The EOC building has two small conference rooms, office space for the full-time staff, men's and women's restrooms with a shower in each, a small kitchen, and two offices that can quickly convert to accommodate up to four stations each to create a four- or eight-line Citizen Information Call Center (CICC; phone number **904-548-0900**); limited parking and no sleeping quarters are available. The EOC-proper (a.k.a. the "war room") has audio-visual projection capabilities and computer workstations with phone lines that can accommodate up to 72 people filling emergency command, control, and support roles during disaster operations or participating in training and exercise events. Supplies to support routine operations and initial activation are maintained in the EOC and its ancillary storage unit.

A map and description of local public safety first response resources is provided in **Figure 20**. These assets are dispatched and tracked through the Consolidated Emergency Dispatch 911 Call Center using the "New World" computer-aided dispatch (CAD) system. NCEM maintains a small inadequate cache of deployable emergency shelter equipment and the NC-ARES communications trailer in a secure facility at **97047 Pirates Way** off of Blackrock Rd in Yulee.

In the event a local incident requires increased capacity or capabilities exceeding those within the county, Nassau maintains standing Mutual Aid Agreements (MAA) with neighboring jurisdictions for emergency law enforcement and fire rescue resource support. During a declared LSE, additional assets may be requested through the EOC which will either follow existing emergency procurement procedures to obtain them through local vendors or existing contracts, or requisition them via the State Emergency Operations Center's established Mutual Aid or Vendor-Contract resource request processes (refer to NCEM's *Logistics and Resource Management Annex* for details, the ICS-213RR Resource Request form, and SMAA request process and forms, and Mutual Aid response procedures). During an emergency, the State EOC may send "mission requests" via WebEOC® to be filled by counties able to do so. Counties agreeing to fulfill State missions may provide personnel and/or equipment resources; documented expenses are reimbursed through FDEM.

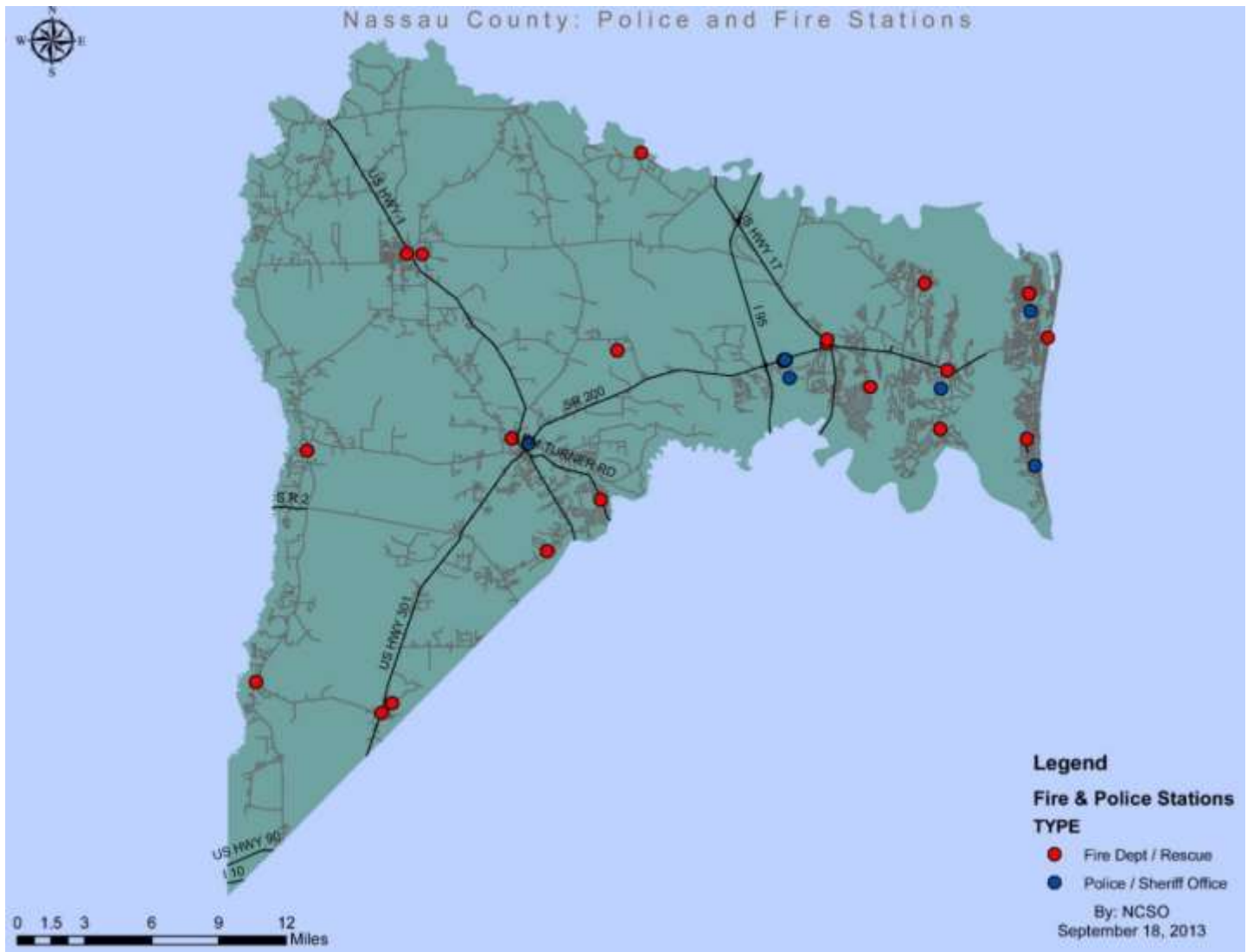


FIGURE 20 – MAP OF LAW ENFORCEMENT AND FIRE RESCUE STATIONS

RESOURCE STAGING SITES

Supplemental disaster response resources must have a secure location for delivery/check-in and staging prior to their deployment during a disaster response. Nassau County has identified a primary resource staging area at the **NE FL Fairgrounds, 543478 US Hwy 1, Callahan**, a Nassau County School District (NCSO) property leased long-term by the NE Florida Fair Association (see **Figure 21**). One of the NCSO bus depots/maintenance lots, located directly adjacent to the Fairgrounds, can be used for staging and ground support for incident vehicles. During a LSE, Command may designate additional resource staging locations as needed based upon incident conditions and needs.

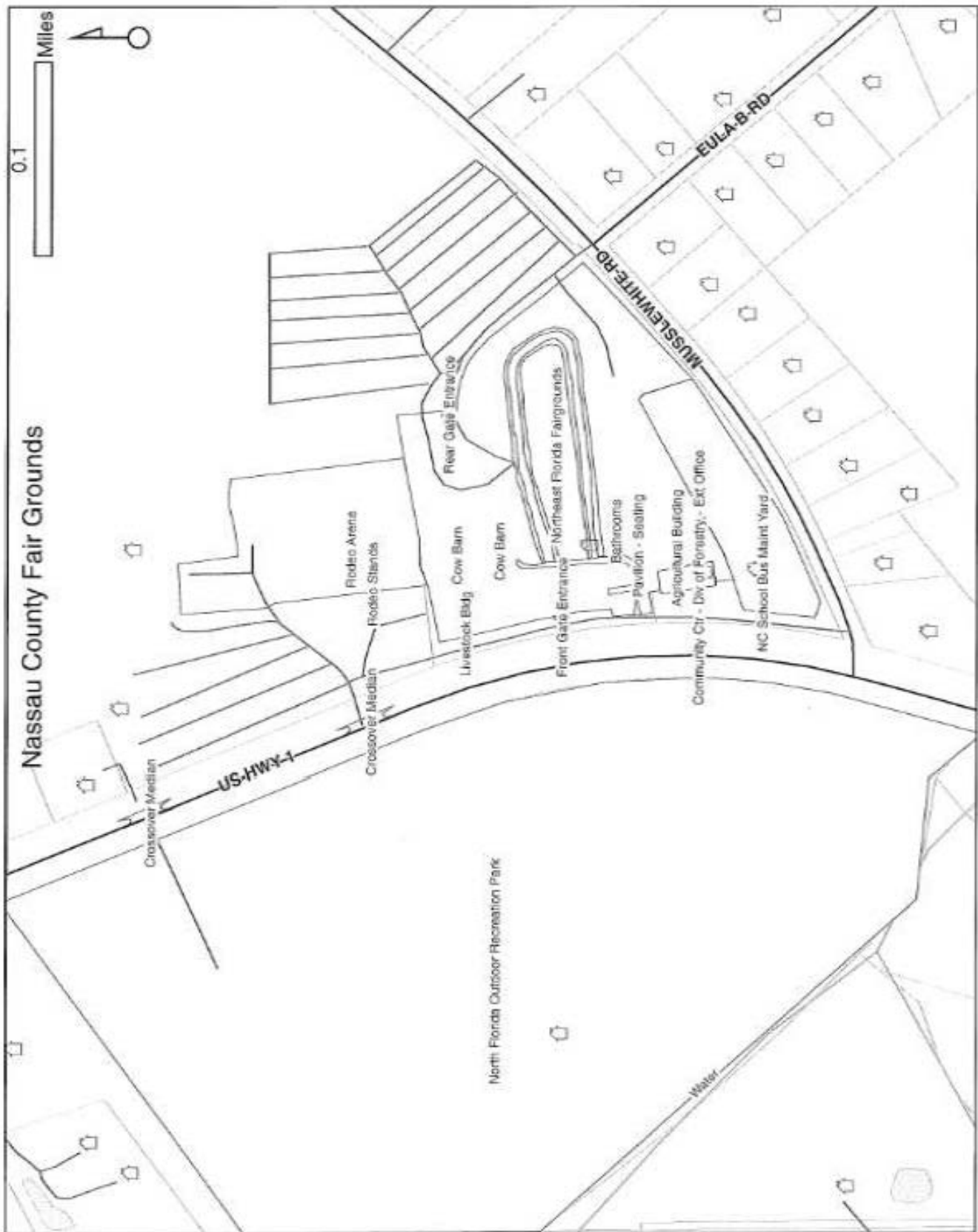


FIGURE 21 – NE FL FAIRGROUNDS IN CALLAHAN

NCEM and FDEM use the web-based incident status and resource management tool **WebEOC®** to help document response operations. Users log into the system under the active incident as the position they are filling during a given operational period. The system assigns a time-stamp to the sign-in, operational log entries, incident status updates, resource requests, and sign-out actions, creating a detailed record of all operational “actions, agreements, and accidents”. The system also allows tracking and display of county “essential elements of information” (EEI, detailed later in this CEMP), regional and state-wide road closures, weather conditions, shelter population status, significant events, and resources requested for operational support. WebEOC® also facilitates Incident Action Planning, Situation Reports, and Media Releases with fillable ICS forms, basic mapping capabilities, file libraries, and customizable position-specific checklists. As of 2018 the WebEOC® system will also be used to track reports and resolutions of unmet needs and communicate mission and resource requests to the State EOC.

LAW ENFORCEMENT

The Fernandina Beach Police Department (FBPD) has jurisdiction within the city’s boundaries. Law enforcement operations in unincorporated Nassau, the Town of Callahan, and Town of Hilliard are carried out by NCSO personnel. Reciprocity/mutual aid understandings exist between the NCSO and FBPD, and both agencies are dispatched through the Consolidated Emergency Dispatch 911 Call Center. Both law enforcement agencies provide 24-hour service and protection to the public, and staffs are supplemented by their dedicated cadres of trained auxiliary personnel. Law Enforcement facility locations are provided in **Table 5**.

NCSO “blue skies” patrol is broken down into East Patrol and West Patrol sectors, delineated at Griffin Rd on SR-200. The sectors are jointly covered by a patrol squad consisting of ten deputies assigned to individual zones. There are four squads covering all “watches”, two rotating day squads and two rotating evening squads. The patrol squads are assigned one K-9 which is centrally located in the County for calls for service to each sector. Each dayshift has two deputies, who in addition to having patrol vehicles and performing patrol functions, are assigned police motorcycles. Two sergeants are assigned to oversee each sector, and a lieutenant is assigned as “Watch Commander” responsible for the entire jurisdiction. An overview of local law enforcement assets is maintained in the NCEM Logistical Resources Database.

TABLE 5 – LAW ENFORCEMENT FACILITIES

Identifier	Address	Telephone #	Operated By
FB Police Department	1525 Lime St Fernandina Beach	904-277-7342	City of Fernandina Beach
NCSO Administration	76001 Citizens Cir Yulee 32097	904-548-4069 855-725-2630	Nassau County SO

Identifier	Address	Telephone #	Operated By
Consolidated Emergency Dispatch 911 Call Center	77050 Citizens Cir Yulee 32097	911; 904-548-4022 904-225-5174 904-548-4009 855-725-2632	Nassau County SO
NCSO Agricultural and Marine Unit	76001 Citizens Cir Yulee 32097	904-548-4028	Nassau County SO
NCSO Callahan Sub-Station	542198 US Hwy 1 Callahan 32011	911; 855-725-2632	Nassau County SO
NCSO Hilliard Sub-Station	15879 CR 108 Hilliard 32046	911; 855-725-2632	Nassau County SO
Nassau County Jail	76212 Nicholas Cutinha Dr Yulee 32097	904-548-4002 855-725-2631	Nassau County SO

FIRE SUPPRESSION AND EMERGENCY RESCUE

Two professional fire departments operate within the jurisdiction. Nassau County Fire Rescue (NCFR) Head Quarters (HQ) is located at **96160 Nassau Place** in Yulee, phone number **904-530-6600** or toll-free **855-305-3905**; Fernandina Beach Fire Department (FBFD) HQ administration offices are in City Hall at **204 Ash Street**, phone number **904-277-7331**; the FBFD Fire Marshal is located at **516 South 10th Street**, phone number **904-310-3150**.

Ninety-nine NCFR personnel at seven stations are responsible for all brush and structure fire suppression, hazardous material spills, and emergency medical calls over nearly 650 sq. mi. of mainland and unincorporated Amelia Island. FBFD handles the City of Fernandina Beach's fire and medical emergencies and ocean rescue operations. NCFR personnel resources include two administrative support personnel, the Fire Chief and Assistant Chief, a Fire Prevention Officer and Logistics Officer, three Battalion Chiefs, 24 Lieutenants, 48 Engineers, and 21 Firefighters. Ninety-three NCFR personnel are certified Paramedics, five are Emergency Medical Technicians (EMTs), and the department is training and equipping a local Special Hazards Operations Team (SHOT).

FBFD personnel resources include one administrative support person, the Fire Chief, a Deputy Chief/Fire Marshal, a Deputy Chief for Emergency Medical Services (EMS), three Captains, three Lieutenants, six Driver/Operators, and 18 Firefighters. Thirty of these personnel are certified Paramedics, three are EMTs, and one team has been trained, equipped, and certified for high angle and confined space rescues. An overview of local Fire Rescue apparatus is provided in **Table 6**; details are maintained in the electronic *NCEM Logistical Resources Database*.

TABLE 6 – FIRE RESCUE FACILITIES AND APPARATUS

Identifier	Address	Telephone #	Normally On-Site	Operated By
City Station 1	225 S 14 th St Fernandina Beach 32034	904-277-7331	Engine and Rescue vehicles	FBFD
City Station 2	2800 John Robas Rd Fernandina Beach 32034	904-277-7337	Engine and Rescue vehicles	FBFD
Station 20	5518 First Coast Hwy South Amelia Is. 32034	904-530-6620	Engine, Rescue, 95' Tower, and Beach Utility vehicles	NCFR
Station 30	86028 Pages Dairy Rd Yulee 32097	904-530-6630	Engine and Rescue vehicles	NCFR
Station 40	37230 Pea Farm Rd Hilliard 32046	904-530-6640	Batt-1 Engine, Rescue, and Water Tender vehicles	NCFR
Station 50	542310 US Hwy 1 Callahan 32011	904-530-6650	Engine and Rescue vehicles	NCFR
Station 60	8291 US Hwy 301 Bryceville 32009	904-548-4876	Engine, Rescue, and Brush vehicles	NCFR
Station 70	96031 Pine Grove Rd O'Neil 32034	904-530-6670	Engine and Rescue vehicles	NCFR
Station 90	3195 SR 2 (River Rd) Hilliard 32046	904-530-6590	Engine, Rescue, and Brush vehicles	NCFR
<i>Station pending</i>	<i>Edwards Rd</i>			NCFR
<i>Station pending</i>	<i>Heron Isles</i>			NCFR
<i>Station pending</i>	<i>Wildlight Development</i>			NCFR

PUBLIC HEALTH AND MEDICAL CARE RESOURCES

One **52-bed hospital** with limited emergency department and two urgent-care facilities serve the population of Nassau County. Trauma patients are transported to facilities in Jacksonville that can provide advanced trauma life support. Yulee, the Town of Callahan, and the City of Fernandina Beach each have two funeral homes providing mortuary services. As of December 2016, there were 133 Physicians, 34 Physician Assistants, 103 ARNPs, 1028 RNs, 198 LPNs, 177 Paramedics, 115 Emergency Medical Technicians, 78 Pharmacists, and 38 Dentists listed in the FDOH Medical Quality Assurance database as having active licenses in Nassau County.

In addition to the private medical and healthcare providers in Nassau, the Florida Department of Health in Nassau County (FDOH-Nassau) has a number of facilities which serve a variety of public health and welfare needs in the County (see **Table 7**). FDOH-Nassau staff provides family planning services, school health care, adult primary care and cancer detection, dental clinical care, wellness care, childhood and adult vaccinations, communicable disease testing (e.g., HIV, STDs, TB), pregnancy testing, well-baby checks and nutritional assistance for women, infants, and children (WIC); conducts epidemiological surveillance and investigations, arbovirus surveillance, rabies surveillance, inspections for the County's ten mobile home parks, on-site sewage disposal inspections, and testing of public pools, spas, beach water, and wells.

TABLE 7 – PUBLIC HEALTH AND EMERGENCY HEALTHCARE FACILITIES

Name	Address	Phone #
FDOH-Nassau Administration and Infectious Disease Services	30 S 4 th St Fernandina Beach 32034	904-875-6100 877-580-4784
FDOH-Nassau Callahan Clinic – Wellness Services	45377 Mickler St Callahan 32011	904-320-6010
FDOH-Nassau Fernandina Beach Clinic – Wellness Services	1620 Nectarine St Fernandina Beach 32034	904-557-9130
FDOH-Nassau Hilliard Clinic – Clinical, Dental, Nutrition, and Wellness Services	37203 Pecan St Hilliard 32046	904-320-6020
FDOH-Nassau Yulee Clinic – Clinical, Nutrition, and Wellness Services	86014 Pages Dairy Rd Yulee 32097	904-875-6110
FDOH-Nassau Yulee Dental Clinic	86207 Felmor Rd Yulee 32097	904-875-6090
FDOH-Nassau Environmental Health Services (Group Care, Food Hygiene, Drinking Water, Biomedical Waste)	96135 Nassau Pl, Suite B Yulee 32097	904-557-9150
Baptist Medical Center-Nassau	1250 S 18 th St Fernandina Beach 32034	904-321-3500
Amelia Urgent Care	96279 Brady Point Rd Fernandina Beach 32034	904-321-0088
Care Spot Urgent Care	463941 East SR-200 Yulee 32097	904-572-1959

During activations of the EOC, Public Health and Medical Issues are handled by FDOH-Nassau. In those incidents requiring emergency shelter operations, FDOH-Nassau is responsible for the

management, staffing, and operation of the County's Special Needs Shelter(s) (SpNS). The agency also maintains and exercises their own SpNS operations plan, equipment, and supplies.

Community residents who are medically dependent on electricity or without personal transportation and who plan to utilize public shelter facilities during an emergency are eligible for Special Needs assistance. Both NCEM and FDOH-Nassau constantly communicate to the public the need to enroll in the Statewide/County Special Needs Registry annually. Information and links to the registration site are provided on the agencies' websites and printed preparedness guides, and NCEM sends direct mail reminders to the prior year's registrants at the beginning of each calendar year. Residents without internet access can have a friend or family member register for them, or call the EOC, FDOH-Nassau, or even the Nassau County Council on Aging for help registering.

FDOH-Nassau nursing staff annually reviews **approximately 300** local applications to the FL Special Needs Registry to ensure each individual is suited to the level of assistance available in a Special (Medical) Needs Shelter. Upon the decision to order an evacuation, FDOH-Nassau organizes a "call down" of all registrants to verify their need for space in the Special Medical Needs Shelter and/or transportation assistance to a public "at-risk" shelter. This personal communication helps identify resource needs for shelter operations and transportation schedules, and provides an opportunity for staff to explain what registrants can expect at the shelter, remind them to take personal necessities (i.e., equipment, supplies, and pets) with them, and answer their last-minute questions.

NOTE: With only 20 FDOH-Nassau healthcare professionals available locally to staff the SpNS and no local Medical Reserve Corps, supplemental healthcare staff will have to be requested immediately to ensure adequate staffing for emergency operations lasting more than 72 hours.

ANIMAL CARE AND CONTROL SERVICES

Nassau County Animal Services (NCAS), at **86078 License Rd** off of SR-200 on the east side of the county, is responsible for animal-related public safety. Animal Control Officers can be reached at **904-530-6150** or toll-free at **855-242-6964**, and after hours through NCSO at 904-225-0331. The NCAS Director or delegate is the Small Animal Issues lead during emergencies and will manage the animal component of "Pet Friendly" emergency shelter operations. NCAS has small animal boarding facilities and transport vehicles for small animals, trained animal control officers, a staff veterinarian, and animal care technicians. Additionally, ten private veterinary practices, including two mobile veterinary clinics, operate within the county.

Nassau County Humane Society (NCHS) at **639 Airport Rd** in Fernandina Beach also has small animal care resources, a boarding facility, and animal care technicians that provide animal control services within the City of Fernandina Beach. NCHS (**904-321-1647**) personnel might assist during emergencies, although their location on Amelia Island means that their first priority during evacuations of Zone A will be relocation of their on-site animals and supplies to an alternate facility inland.

During emergencies involving large animals or livestock, appropriate resources may be obtained through the University of Florida’s Institute for Food & Agricultural Sciences (UF-IFAS) **County Extension Office at 86026 Pages Dairy Rd** next to Fire Station 30 in Yulee (**904-530-6350**) or **543350 US Hwy 1** on the NE FL Fairgrounds in Callahan (**904-530-6353**), which has access to local transportation and containment assets as well as the FL State Agricultural Response Team’s (FL-SART) regional assets. While no wind-rated facility has been identified to shelter large animals during storm evacuations, the Animal Issues Group (Emergency Support Function 17), led by Nassau County Animal Services, can establish a large animal shelter at the NE FL Fairgrounds following a storm’s impact or for non-wind-event emergencies such as wildfire.

COUNTY VEHICLE FUELING

It is the responsibility of all Nassau County and municipal government entities to ensure that all of their fleet vehicles, back-up generators, and other types of equipment are completely fueled prior to impact of impending natural hazards or potential disaster. Several fixed facilities (see **Table 8**) are available for refueling of County-owned and incident-related vehicles. Nassau County School District employs sufficient drivers and mechanics credentialed to transport fuel to temporary fueling sites or power-generator sites (e.g. fuel stations, traffic light generators, critical facilities, shelters) as needed during disaster response.

TABLE 8 – COUNTY FUELING SITES

Location Name	Address	Fuel Type and Storage Capacity
Gene Lasserre Road & Bridge Maintenance Yard	86200 Gene Lasserre Blvd USNG: 17R MP 4650 8896	Gasoline – 2500 Gallons Diesel Fuel – 2500 Gallons
Hilliard / Pea Farm Road Road & Bridge Maintenance Yard	37356 Pea Farm Rd USNG: 17R MP 1299 9533	Gasoline – 2000 Gallons Diesel Fuel – 3000 Gallons
Sheriff’s Administration Building Public Safety Complex	77151 Citizens Cir USNG: 17R MP 3934 8671	Gasoline – 5000 Gallons
Callahan School Bus Shop	45015 Musslewhite Rd USNG: 17R MP 2051 8844	Diesel Fuel – 4000 Gallons
Fernandina School Bus Shop	1201 Atlantic Ave USNG: 17R MP 5630 1931	Diesel Fuel – 2000 Gallons
Hilliard School Bus Shop	27637 Ohio St USNG: 17R MP 1081 2957	Diesel Fuel – 2000 Gallons
Yulee School Bus Shop	86260 Goodbread Rd USNG: 17R MP 4187 8967	Gasoline – 10,000 Gallons Diesel Fuel – 10,000 Gallons

ADDITIONAL INCIDENT-SPECIFIC RESOURCES

Local capabilities and resources are limited. Nassau County's disaster management philosophy is to analyze an incident's potential and plan for contingency response missions; a "lean forward" approach to identify and obtain critical assets in advance to avoid having to wait for their arrival when rapid response time is crucial. This may include sourcing equipment or supplies from local vendors to allow for quick procurement or requesting external assets (e.g., mutual aid resources) to be staged for rapid deployment. The Logistics Section's Supply Unit shall fill approved Resource Requests using the most efficient and cost-effective Local Resource, Memorandum of Agreement, Memorandum of Understanding, or Mutual Aid Agreement.

Nassau County is a party to inter-local agreements with neighboring jurisdictions for emergency public safety assistance (i.e. Law Enforcement and Fire/EMS aid), Florida Fire Chiefs and Florida Sheriff's Associations and to Florida's 2018 Statewide Mutual Aid Agreement, all of which include provisions for reimbursement of the assisting party; the State of Florida is a party to the nationwide Emergency Management Assistance Compact between states.

During an incident, the designated Finance Section Chief (i.e. County Manager, Office of Management and Budget Director, or delegate) has responsibility for monitoring expenses and budget projections and working with Command and General Staff to ensure good fiscal stewardship. Nassau's Office of Management and Budget, consistent with the County's consensus, ensures all financial employees receive NIMS/ICS training and provides "Just-in-Time-Training" to those filling roles in the incident's Finance and Administration Section. Nassau County's incident management organization includes a Stafford Act Subject Matter Expert and representation from each of the jurisdiction's three municipalities to ensure that all necessary documentation is completed and fiscal concerns are addressed at all levels. The BOCC has determined that emergency operations will be funded through the County's established "reserves" accounts. Procurement processes shall remain in compliance with the Nassau BOCC's current **Resolution Updating Financial Policies** (i.e. 2016-131) and Federal regulations as described in **2 CFR, Part 200**; details and justification (i.e. kind and type, source, costs, mission and incident objective) for all resources activated and acquired shall be well-documented utilizing customary NIMS forms and processes. All incident-related invoices must be reviewed and approved by the OMB, which also tracks costs and prepares reimbursement forms for the County, and can assist municipalities in the process. For additional details pertaining to procurement, mutual aid, and management of disaster resources, see the *Logistics and Resource Management Annex*.

POINTS OF DISTRIBUTION AND DISPENSING SITES

Distribution of critical commodities that are otherwise unavailable or in limited supply locally (e.g., emergency bottled water following a natural disaster or pharmaceutical countermeasures to biological incidents) will be managed as a response and short-term recovery operation according to the *Logistics and Resource Management Standard Operating Guidance*. Sites to be used as Primary Points of Distribution (PODs) have been identified in each of the Operational

Complexes diagrammed in **Figure 13**. For convenience, their locations are provided in **Table 9**. Additional sites may be stood up as the situation warrants.

TABLE 9 – PRIMARY POINTS OF DISTRIBUTION

Name	Address	Points of Contact
City of Fernandina Beach Municipal Airport	700 Airport Rd Fernandina Beach 32034 USNG: 17R MP 5539 8721	City of FB Manager, Dale Martin 904-310-3100 wk; 904-557-5047 cell FB Airport Ops Mgr, Bobby Kozakoff 904-310-3435 work
Yulee Sports Complex	86200 Goodbread Rd Yulee 32097 USNG: 17R MP 4193 8961	On-Call Tech, 904-430-3156 Nassau Parks & Rec Mgr, Jeff Little 904-753-4033 work
Bryceville Community Center	7280 Motes Rd Bryceville 32009 USNG: 17R MP 1029 6317	On-Call Tech, 904-430-3156 Nassau Parks & Rec Mgr, Jeff Little 904-753-4033 work

PUBLIC SHELTER DURING AND AFTER DISASTER

EMERGENCY SHELTER FACILITIES

Safeguarding the lives and property of its citizens is an innate responsibility of government. This includes evacuating and sheltering citizens at-risk for flood, storm surge inundation, isolation, or high winds – known hazards for our coastal and barrier island communities (i.e. Nassau County’s Evacuation Zone A). Only **essential** services (i.e. space to sit or lie down, drinking water, simple food, first aid) are provided at emergency shelters. Cots, bedding, and special diet foods are NOT essential services; residents are expected to take their own supplies to the shelters. Additional shelter descriptions are provided in the *Mass Care and Human Services Annex*.

Several Nassau County School District (NCSD) buildings have been identified as “**Risk Shelters**.” These facilities are located in the hazard risk area (i.e. within the “cone of error” or path of a storm, fire, or flood) but have been constructed to meet building codes to withstand the high winds created by severe storms or tropical cyclones and are not in probable flood areas (**Figure 22**, next page). Additional buildings at these sites may be added to the list of eligible shelter facilities (see **Table 10** on the following page) as their physical “envelopes” are hardened with window shutters or special glazing. These risk shelters are intended for temporary use (e.g., immediately preceding, during, and immediately after a tropical cyclone) and their use during the school year would necessitate a LSE for the suspension of normal school operations. School-based shelters are operated by NCSD staff with the individual school principal typically serving as the site manager. Resource support for designated “Pet Friendly” shelters shall be

coordinated by NCAS, the primary agency responsible for Animal Issues during an incident. FDOH-Nassau provides the healthcare staff and resource support for “Special Medical Needs” shelters which are outfitted with emergency power generators. Additional details regarding shelter terminology and the coordination of agencies and resources for emergency shelter operations are provided in Nassau’s *Mass Care and Human Services Annex*.

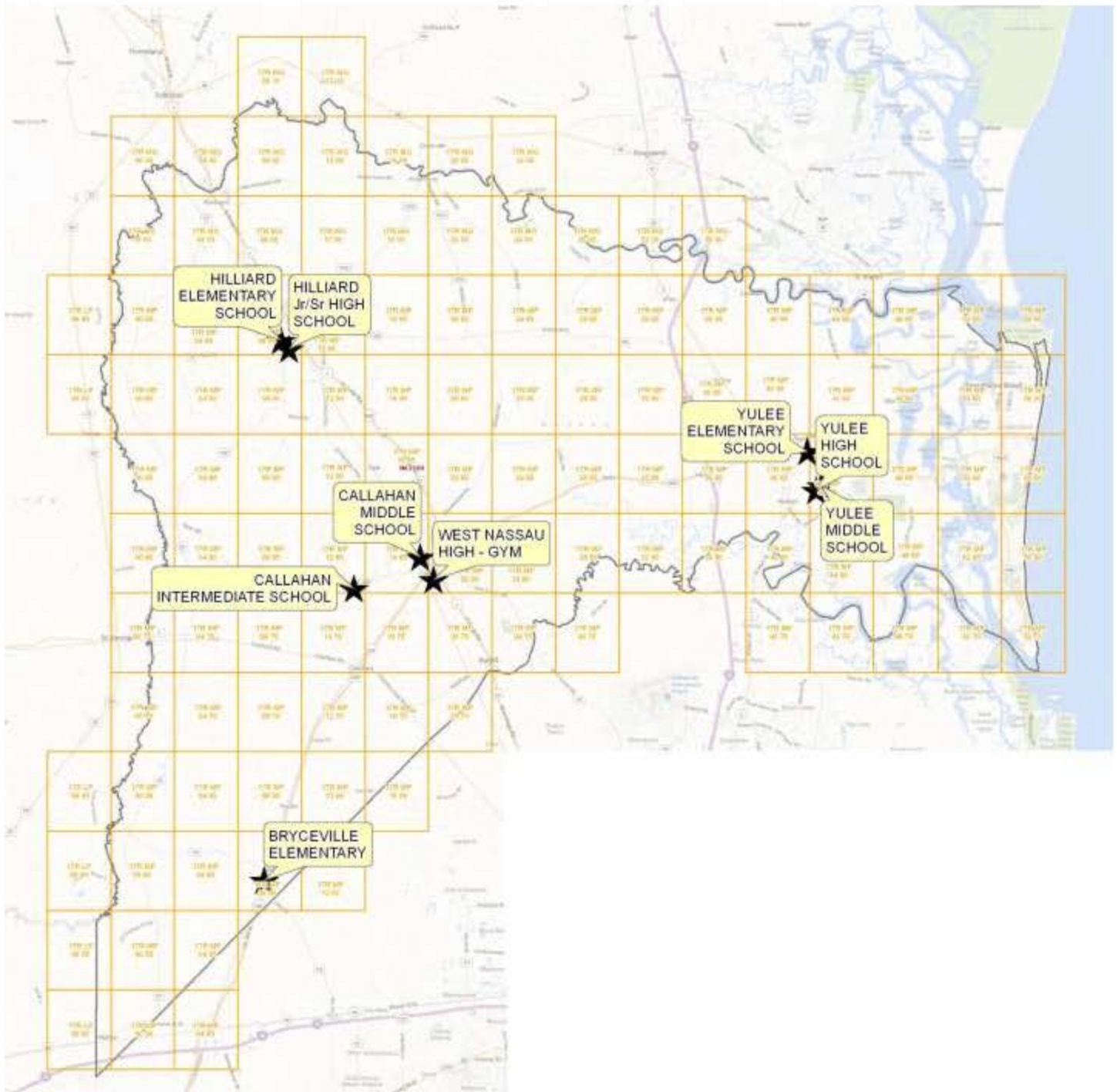


FIGURE 22 – SCHOOLS WITH APPROVED SHELTER SPACE

TABLE 10 – SCHOOL FACILITIES DESIGNATED AS PUBLIC “RISK” SHELTERS

Name, Address, and Phone #	Building # Approved for Storm Shelter	Shelter Capacity (clients)	Special Medical Needs Capable	Pet Friendly	Back-Up Power On-Site
Bryceville Elementary 6504 Church Ave 904-266-9241	8 and 9	128	Yes	No	Yes
Callahan Elementary 449618 US Hwy 301 904-879-2121	6	300	No	No	No – Needs transfer switch & generator
Callahan Intermediate 34586 Alligator Creek Hunting Club 32011 904-879-1114	1 Also 2, 3, 4, 5, 6, & 7 if shuttered	327	No	No	Yes Additional buildings need transfer switch & generator
Callahan Middle 450121 Old Dixie Hwy 32011 904-879-3606	15 Also 3 if/when shuttered	528	No	Yes	Yes Additional building needs transfer switch & generator
Hilliard Elementary 27568 Ohio St 32046 904-845-4471	1 Also 2, 4, 5, 6, 7, 9, 10, & 11 if shuttered	326	No	No	Yes Additional buildings need transfer switch & generator
Hilliard Middle-Senior 1 Flashes Ave 32046 904-845-2171	15 Also 19 & 25	156	Yes	Yes	Yes Additional buildings need transfer switch & generator
West Nassau High 1 Warrior Dr 32011 904-879-3461	6 Also 13 & 17 if shuttered	561	No	No	No Need transfer switch & generator
Yulee Primary 86426 Lewis Rd 32097 904-225-9711	7	220	No	No	No Needs transfer switch & generator
Yulee Elementary 86063 Felmor Rd 32097 904-491-7943	9 Also 2 & 3 if shuttered	370	No	No	Yes Additional buildings need transfer switch & generator

Name, Address, and Phone #	Building # Approved for Storm Shelter	Shelter Capacity (clients)	Special Medical Needs Capable	Pet Friendly	Back-Up Power On-Site
Yulee Middle 85439 Miner Rd 32097 904-491-7944	3, 4, 5, & 6 Also 8, 9, & 10 if shuttered	965	No	No	Yes Additional buildings need transfer switch & generator
Yulee High 85375 Miner Rd 32097 904-225-8641	4 & 6 Also 2, 3, 5, & 7 if shuttered	1373	No	Yes	Yes Additional buildings need transfer switch & generator
Wildlight Elementary 550 Curiosity Ave 32097 904-225-3053	<i>To Be Determined</i>	<i>TBD</i>	<i>Yes</i>	<i>Yes</i>	Yes

TRANSITIONAL AND HOST SHELTER FACILITIES AND COMMUNITY RECOVERY SUPPORT

In addition to the resource assistance that can be requested from national Non-Governmental Organizations (NGOs) such as the American Red Cross and Salvation Army, Nassau depends on community partners, local charitable agencies, and faith-based organizations to address the short-term sheltering and feeding of displaced residents following the closure of emergency/risk shelters, or due to an incident that does not trigger a LSE that closes schools (e.g., a neighborhood evacuation). “**Host Shelters**” provide a safe place to stay and basic services but are either **outside of the area at-risk** for the hazard of concern or that risk has passed. The list of potential host facilities and community support organizations provided in **Table 11** is not all-inclusive, but does provide a starting point for human services, transitional/short-term host sheltering, donations management, and the community recovery process. See the *Mass Care and Human Services Annex* for details.

TABLE 11 –COMMUNITY SUPPORT ORGANIZATIONS AND HOST SHELTER SITES

NGO and Faith-Based Partners	Primary Point of Contact (POC)	Secondary POC
NE FL Red Cross 751 Riverside Ave Jacksonville 32204	Jaleen Street 904-307-7101 cell 904-358-8091 work	Dennis Adams 904-607-1339 cell
The Salvation Army of NE FL 328 N Ocean St Jacksonville 32202	Disaster Services Rob & Janine Vincent 904-301-4875 work	Social Services 904-356-8641

NGO and Faith-Based Partners	Primary Point of Contact (POC)	Secondary POC
The Salvation Army Hope House 410 S 9 th St Fernandina Beach 32034	Mary Moore 904-321-0435 work	
Barnabas Center Food Pantry 1303 Jasmine St, Suite 101 Fernandina Beach 32034	Robert Peck 904-261-7000 x121	Clothing and health services 888-885-6498
St. Peter's Episcopal Church 801 Atlantic Ave Fernandina Beach 32034	Jay Mock 904-261-2804	Joe Crim 904-261-9285
Springhill Baptist Church 941017 Old Nassauville Rd Fernandina Beach 32034	Paul James 904-716-7540 cell 904-225-8236 home 904-277-3158 work	Milo Miller 904-753-0003 cell 904-261-4741 work
The Journey Church 95707 Amelia Concourse Fernandina Beach 32034	Pastor Darryl Bellar 904-261-8310	
First Baptist Church of Boulogne 28226 Church Dr Hilliard 32046	Janet Jones 904-699-5386 cell	Kris Elkins 904-424-4085 cell
First Baptist Church of Hilliard 5850 CR-108 Hilliard 32046	Pastor Doug Kearnes 904-583-4591	Mike Tolosi 904-504-8037 cell Bob Kirkland 904-868-7134 cell
Our Lady of Consolation Catholic Church 2406 S Kings Rd Callahan 32011	Father Richard Perko 904-879-3662 work 386-209-0231 cell	
First Baptist Church of Gray Gables 54031 Church Rd Callahan 32011	Jim Simpson 904-571-2658 cell 904-845-4669 home	L. L. Braddock 904-813-9512 cell 904-879-3764 home
Brandy Branch Baptist Church 1906 Brandy Branch Church Pl Bryceville 32009	Pastor Rusty Bryan 904-266-4314	
Bryceville First Baptist Church 7732 US Hwy 301 Bryceville 32009	Pastor Terry Yerby 904-266-4169 work 904-707-1307 cell	

NGO and Faith-Based Partners	Primary Point of Contact (POC)	Secondary POC
Lighthouse Baptist Church 9777 Ford Rd Bryceville 32009	Pastor Joey Roundtree 904-266-9777 work	

TRAINING AND EXERCISES – A MULTI-YEAR APPROACH

Developed and maintained by the NCEM Training and Exercise Planner, Nassau's Multi-Year Training and Exercise Program (**MYTEP**) includes input from all local entities with response and initial recovery roles, and lays the framework for planning, executing, and tracking local emergency management-related training and exercises. The MYTEP's goal is to increase collaboration and information sharing among partner agencies and community groups through multi-agency training and exercises. It provides a roadmap that stakeholders can use in order to obtain, validate, and improve their prevention, protection, response, short-term recovery, and mitigation capabilities. The MYTEP incorporates a progression of training and exercises using the building-block approach depicted below (**Figure 23**).



FIGURE 23 –BUILDING BLOCK APPROACH TO TRAINING AND EXERCISES

As a fully adopted process locally, Nassau County's MYTEP is an ongoing endeavor designed to provide all stakeholders the knowledge and skills necessary to prepare for, respond to, recover from, and mitigate against all hazards identified in the biennial THIRA, as well as those incidents which would trigger the activation of COOP or COG plans. ECOs designated by the County Manager, and representatives from the entities included in the Advisory Council or assigned primary or supporting roles in **Table 2** shall ensure personnel in each of their organizational sub-units are familiar with current policies, agreements, plans, and procedures, and shall be invited to participate in the ECO Working Group's quarterly opportunities for seminars, workshops, tabletop exercises, drills, functional exercises, and full-scale exercises. NCEM

ensures that pre-identified volunteers are included in training and exercise opportunities. All programmatic exercises shall be evaluated according to Homeland Security Exercise Evaluation Program (HSEEP) guidelines, which include solicitation of feedback from participants and observers, the generation of an After Action Report (AAR) detailing expected and actual performance, and development of a capability Improvement Plan (IP) that includes specific benchmarks and timelines.

The NCEM MYTEP “plan” (i.e. schedule of proposed training and exercises) is evaluated and updated annually and is consistent with the Region 3 and FDEM MYTEPs. The planned schedule is considered a “living” document, to be monitored, tracked, and edited by the NCEM Training and Exercise Planner to account for training needs identified by stakeholders, changing circumstances, and lessons learned during exercises and real-world incidents. The Advisory Committee members and ECOs are polled by the NCEM Training and Exercise Planner annually to assess training and inter-disciplinary exercise priorities for their respective agencies. Results are ranked and incorporated into the annually updated MYTEP schedule which is shared among the Advisory Committee and other counties in the Region. Disaster response requires collaboration among a cross-section of disciplines and jurisdictions, so all entities that might be expected to respond to and coordinate operations before, during, and after a disaster are notified of and strongly encouraged to participate in local and regional emergency management training and exercises by the T&E Planner and the EMD.

NCEM uses a variety of web-based, didactic, and experiential learning formats to provide training opportunities for responders, stakeholders, and the public. All NCEM staff, partners, and stakeholders who might respond to a disaster or provide incident support are expected to complete at least the FEMA Independent Study awareness-level NIMS/ICS and NRF courses (i.e. current versions of IS-100, IS-700, IS-800, and IS-200) which are offered free of charge online at <https://training.fema.gov/is/>. *Fundamentals of Emergency Management* (IS-230) and *EOC Management and Operations* (IS-775) courses are also strongly recommended.

Specific courses covering tasks and skillsets based on incident role and incident type are strongly suggested, as described in the *NIMS Training Program* published in 2011 (see NIMS Core Curriculum list, **Figure 24** and Incident Complexity descriptions, **Figure 25** on the following pages). Additionally, individuals who might be assigned to the EOC for Type 1, 2, or 3 incidents are expected to complete classroom-based Intermediate ICS-300 and Advanced ICS-400, as well as appropriate EOC position-specific task and skillset training identified in the September 2018 NIMS EOC Skillsets publications (e.g., Center Management, Document and Records Management, Performance Improvement, Recovery Coordination, Situational Awareness, Leadership, Planning, Resource Requirements, Sourcing, Ordering, Acquiring, and Tracking). EOC Position-Specific Skillset Task Books will be developed, based upon the NIMS EOC Skillsets Task Book Template, for completion by those individuals. Most NCEM staff members are FEMA-certified NIMS/ICS Instructors who can deliver the upper level ICS courses that are pre-requisites to NIMS position-specific training.

The Training and Exercise Planner schedules NIMS/ICS, hazard-specific, and functional training (e.g., Damage Assessment, Active Assailant, Continuity of Operations) throughout the year and regularly shares information via e-mail and social media about FDEM courses offered regionally and throughout the state, as well as courses available through FEMA's Emergency Management Institute (EMI) in Emmitsburg, MD and the Center for Domestic Preparedness (CDP) in Anniston, AL. NCEM staff members are encouraged to complete additional training to obtain and maintain professional certification through the Florida Emergency Preparedness Association (FEPA). Local and Regional NIMS/ICS training is announced and tracked using the FDEM web-based SERT-TRAC database system found at (<https://trac.floridadisaster.org/>), administered locally by the NCEM Training and Exercise Planner. Individual student training records are tracked electronically via this database as well.

Course ID	Course Title
E/L-950	All-Hazards Incident Commander
E/L-952	All-Hazards Public Information Officer
E/L-954	All-Hazards Safety Officer
E/L-956	All-Hazards Liaison Officer
E/L-958	All-Hazards Operations Section Chief
E/L-960	All-Hazards Division/Group Supervisor
E/L-962	All-Hazards Planning Section Chief
E/L-964	All-Hazards Situation Unit Leader
E/L-965	All-Hazards Resource Unit Leader
E/L-967	All-Hazards Logistics Section Chief
E/L-969	All-Hazards Communications Unit Leader
E/L-970	All-Hazards Supply Unit Leader
E/L-971	All-Hazards Facilities Unit Leader
E/L-973	All-Hazards Finance/Administration Section Chief
E/L-975	All-Hazards Finance/Administration Unit Leader
ICS-100	Introduction to the Incident Command System (ICS)
ICS-200	ICS for Single Resources and Initial Action Incidents
ICS-300	Intermediate ICS for Expanding Incidents
ICS-400	Advanced ICS
IS-700	National Incident Management System, An Introduction
IS-701	NIMS Multiagency Coordination System
IS-702	NIMS Public Information
IS-703	NIMS Resource Management
IS-704	NIMS Communication and Information Management
IS-706	NIMS Intrastate Mutual Aid, An Introduction
IS-800	National Response Framework, An Introduction
G-775	Emergency Operations Center Management and Operations

FIGURE 24 – NIMS ICS CORE CURRICULUM

Type 1	<ul style="list-style-type: none"> • This type of incident is the most complex, requiring national resources for safe and effective management and operation. • All command and general staff positions are filled. • Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. • Branches need to be established. • A written incident action plan (IAP) is required for each operational period. • The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated. • Use of resource advisors at the incident base is recommended. • There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.
Type 2	<ul style="list-style-type: none"> • This type of incident extends beyond the capabilities for local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. • Most or all of the command and general staff positions are filled. • A written IAP is required for each operational period. • Many of the functional units are needed and staffed. • Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). • The agency administrator is responsible for the incident complexity analysis, agency administration briefings, and the written delegation of authority.
Type 3	<ul style="list-style-type: none"> • When incident needs exceed capabilities, the appropriate ICS positions should be added to match the complexity of the incident. • Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions. • A Type 3 IMT or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 IMT. • The incident may extend into multiple operational periods. • A written IAP may be required for each operational period.
Type 4	<ul style="list-style-type: none"> • Command staff and general staff functions are activated only if needed. • Several resources are required to mitigate the incident, including a task force or strike team. • The incident is usually limited to one operational period in the control phase. • The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority is updated. • No written IAP is required but a documented operational briefing will be completed for all incoming resources. • The role of the agency administrator includes operational plans including objectives and priorities.
Type 5	<ul style="list-style-type: none"> • The incident can be handled with one or two single resources with up to six personnel. • Command and general staff positions (other than the incident commander) are not activated. • No written IAP is required. • The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. • Examples include a vehicle fire, an injured person, or a police traffic stop.

FIGURE 25 – INCIDENT TYPES

DISASTER DEBRIS MANAGEMENT BASIC PLAN

Post-disaster debris management, collection, monitoring, and documentation will begin as soon as safely possible after the occurrence of a major disaster or catastrophe and shall follow the provisions outlined in this plan. All disaster-generated debris to be collected is subject to separation by category, independent monitoring, and documentation guidelines as described in the following sections of this plan and the County's current Disaster Debris Management Contracts for collection, removal, management, and monitoring activities. Per established federal guidelines (**Figure 26**), debris will be separated according to type into recognized categories and placed curbside by residents for pick up and disposal.

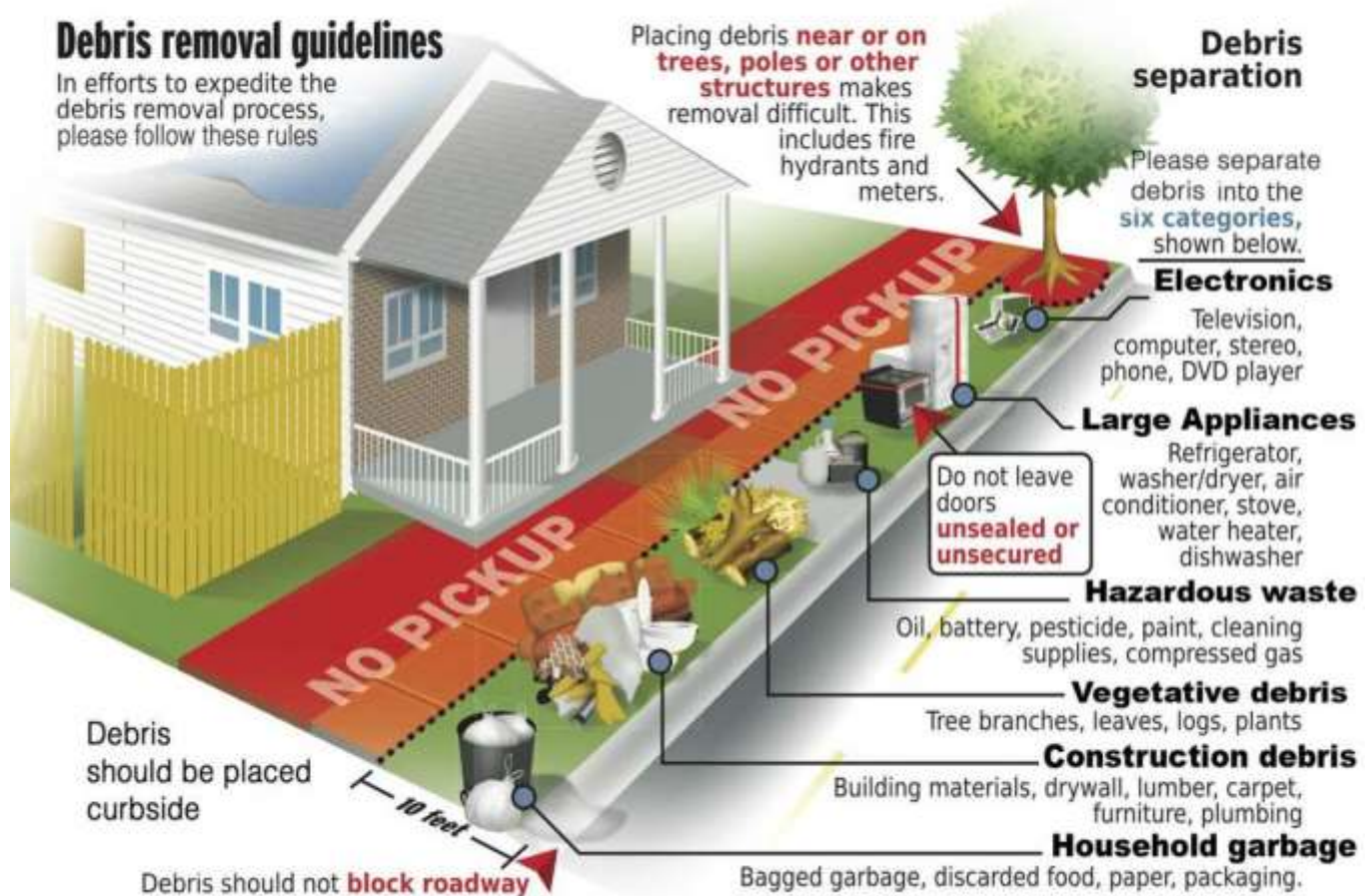


FIGURE 26 – DISASTER DEBRIS SEPARATION FOR PICK-UP

AUTHORITY FOR DISASTER DEBRIS REMOVAL

The County Manager, or designee, shall have the authority, subject to the limitations of this section and applicable FEMA policies, to remove disaster-generated debris located within the county on county-owned property, county-owned roads, and private roads after the declaration of any LSE. The removal of such disaster-generated debris is authorized only after a major disaster or a catastrophic disaster and upon the determination by the County Manager, or designee, that such removal is reasonably necessary to eliminate immediate threats to life,

public health, and safety; to eliminate immediate threats of significant damage to improved county-owned property; or to ensure economic recovery of the affected community to the benefit of the community at large. Nassau County maintains debris removal and monitoring contracts that may be executed to accomplish authorized removal of disaster debris. The County's municipalities are responsible for the removal of disaster-generated debris within their jurisdictions; inter-agency issues, operational, and resource coordination shall be managed through the EOC via the established incident management organization. Coordination of state and federal financial assistance and oversight will be conducted through the county's Office of Management and Budget (OMB). An immediate threat to life, public health, and safety shall be deemed to exist if any one of the following conditions is satisfied:

- There is a significant likelihood that rescue vehicles will be significantly hindered from rendering emergency services if the disaster-generated debris is allowed to remain in place.
- The type of disaster-generated debris is such that it may reasonably cause disease, illness, or sickness which could injure or adversely affect the health, safety, or general welfare of those residing and working in the area if it is allowed to remain.
- The removal of the disaster-generated debris is necessary to effectuate orderly and expeditious restoration of county-wide utility services including, but not limited to, power, water, sewer, and telephone.
- The disaster-generated debris is determined by the county building official or public health official to be dangerous or hazardous.
- The disaster-generated debris prevents solid waste collection, thereby creating a public health and safety hazard.
- The disaster-generated debris contains contaminants which have a reasonable likelihood of leeching into the soil and/or aquifer of the county.
- The disaster-generated debris has a substantial negative impact upon public health and safety by preventing or adversely affecting emergency repairs to buildings and/or property;
- The disaster-generated debris presents a reasonable danger of being transported by wind and/or water to neighboring properties, thereby increasing the cost of recovery and removal.
- The disaster-generated debris is significantly likely to produce mold or may otherwise cause disease, illness, or sickness which could injure or adversely affect the health, safety, or general welfare of the public.
- The presence of the disaster-generated debris significantly adversely impacts the County's short-term recovery efforts.
- The disaster-generated debris significantly interferes with drainage or water runoff, so as to be a significant hazard in the event of significant rainfall.
- The sheer volume of the disaster-generated debris is such that it is impractical and unreasonable to remove in an orderly and efficient manner absent appropriate action by the County.

- The type, extent, and nature of the disaster-generated debris is such that it would cause much greater damage if not removed immediately.

An immediate threat of significant damage to improved county-owned property shall be deemed to exist if the cost to remove the disaster-generated debris is less than the cost of potential damage to the improved property, thereby indicating a cost-effective removal.

DEBRIS REMOVAL FROM COUNTY-OWNED PROPERTY AND RIGHTS-OF-WAY

The initial debris removal operation (i.e. the “First Push”) will not involve debris collection; it will be to create access to major roadways to allow for expedited “render safe” and search and rescue efforts. “Cut and Toss” crews will clear large obstructions and down powerlines from the middle of the roads, moving the detritus to the roadsides to create a safely navigable lane.

Upon completion of the cut and toss operation, collection and removal of the debris and “windshield assessments” of damage can begin. The removal of disaster-generated debris consisting of either hazardous trees or hazardous limbs on county-owned property and county rights-of-way is authorized when both of the following conditions exist:

- The damage to the hazardous tree or hazardous limb was the result of the disaster; and
- the hazardous tree or hazardous limb is in danger of falling on a structure or other improvement, on a primary ingress or egress route, or on a county right-of-way.

All County personnel will follow their established health and safety plans or policies in accordance with the Occupational Safety and Health Act (OSH Act) while conducting debris removal operations. The County will require that all debris contractors provide a copy of their health and safety plan pertaining to the debris clearance, removal, and disposal operations, prior to commencement of operations. County field personnel will report contractor safety issues encountered during operations to their direct supervisor or to the County’s identified Debris Manager. The Florida Department of Transportation (FDOT) shall be consulted regarding tarp and tailgate requirements for debris removal trucks working on an active disaster.

The community-at-large will be notified of the initial start date for removal of disaster-generated debris and will subsequently be notified prior to the last pass by debris-removal work forces. The owners of private property or those individuals otherwise in possession of private property that adjoins county rights-of-way may place disaster-generated debris in the county right-of-way in accordance with the requirements described in this plan. After the last such removal pass, county residents will be responsible for the removal of any remaining disaster-generated debris which meets pre-disaster service collection requirements, whether they be self-provided, provided through a private contractor, or provided through other waste disposal services.

Upon the resumption of pre-disaster waste collection activities, county residents will be held accountable for the unlawful placement of any remaining disaster-generated debris along county rights-of-way, private roads, or private property.

DEBRIS REMOVAL FROM PRIVATE ROADS (RIGHT OF ENTRY)

The authority for County work forces to enter upon a private road for operations related to disaster-generated debris removal management shall be as provided in Section 252.36(d), Florida Statutes, or as may be thereafter amended, and shall in no way be deemed to be a trespass.

The removal of disaster-generated debris from private roads by county work forces shall be performed only upon the satisfaction of each of the following conditions:

- The disaster-generated debris removal management plan has been implemented;
- a determination has been made that such removal is reasonably necessary to eliminate immediate threats to life, public health, and safety, or to ensure economic recovery of the affected community to the benefit of the community-at-large; and
- any disaster-generated debris removed from a private property has been placed along or adjacent to the private road in accordance with the requirements of this plan, unless such requirements have been waived by the County Manager or his or her designee.

The removal of disaster-generated debris consisting of either hazardous trees or hazardous limbs overhanging or otherwise endangering a private road shall be deemed to be the responsibility of the owner of the private property from which the hazardous limb or tree originates, and the County work forces shall not be authorized to remove or to otherwise act upon such disaster-generated debris unless it is necessary to eliminate an immediate threat to the safety of County work forces.

With regard to the implementation of this disaster-generated debris removal management plan, and subject to the restrictions and requirements of Section 768.28, Florida Statutes, the County shall indemnify and hold the federal government, its agencies, and employees, harmless from any claims arising from or based upon the exercise or performance of, or the failure to exercise or perform, a discretionary function or duty on the part of any federal agency or any employee of the federal government in carrying out the provisions of the Stafford Act. Nothing contained in this CEMP shall be deemed a waiver of sovereign immunity under Chapter 768, Florida Statutes, by any County elected official, constitutional officer, agency, or entity, or their respective employees, agents, or volunteers.

RESPONSIBILITIES OF PRIVATE PROPERTY OWNERS

Nassau County residents (excluding as prohibited the agents or designees of a resident) may transport their disaster-generated vegetative, construction debris (C&D), “white-goods”, and “E-goods” directly to incident-dependent sites as determined by the Director of Nassau County’s Road & Bridge or Solid Waste department, and may take recyclable disaster debris to any of Nassau’s established Recycling Program collection sites for glass, aluminum, plastics, and paper (see **Table 12**). Hazardous Materials may only be taken to designated approved sites which shall be based upon type and kind of material.

TABLE 12 – RECYCLING PROGRAM COLLECTION SITES

Site	Address
Goodbread Drive Recycling (Accepts aluminum; paper; plastic; clear, brown, and green glass)	86142 Goodbread Dr Yulee 32097 USNG: 17R MP 4199 8956
West Nassau Landfill (Accepts aluminum; paper; plastic; clear, brown, and green glass)	46026 Landfill Rd Callahan 32011 USNG: 17R MP 2129 8616
Bryceville Motes Road Recycling (Accepts aluminum; paper; clear, brown, and green glass)	7282 Motes Rd Bryceville 32009 USNG: 17R MP 1121 6253

The owners (not agents of the owner) of private property, or those individuals otherwise in possession of private property (e.g., renters), shall ensure placement of any disaster-generated debris on county rights-of-way or private roads for removal by county work forces satisfies each of the following conditions:

- Disaster-generated debris shall be separated as illustrated in **Figure 25** into stacks or piles of the following types of debris:
 1. Mixed household garbage and putrescent debris
(i.e. discarded food, packaging, papers, and other commonly bagged municipal solid waste)
NOTE: This is the only category of waste that may be bagged.
 2. Vegetative debris
(i.e. yard waste, branches, leaves, clippings, logs)
 3. Construction and Demolition “C&D” debris
(i.e. building materials, lumber, plumbing pipes, drywall, carpet, furniture, mattresses)
 4. White goods
(i.e. refrigerators, freezers, washers, dryers, stoves, water heaters, dishwashers)
 5. Hazardous waste
(i.e. oils, batteries, paint, pesticides, cleaning supplies, compressed gas)
 6. Electronics “E-goods”
(i.e. televisions, computers, radios, stereos, DVD/Blue-Ray players, telephones)
- The disaster-generated debris shall be neatly stacked, piled, or placed un-bagged (to ensure no mixing of categories) with its leading edge lying within the three-foot roadside shoulder area on either side of the travel lanes of the road.
- The disaster-generated debris shall be placed so that it does not block the roadway, traffic signs and signals, or storm water structures, is not under any power lines, not on

top of any water meters, and not within three feet of any power poles, fire hydrants, vehicles, mailboxes, fences, or any other obstructions which would hinder its collection, impede normal traffic, or otherwise cause any type of property damage (see **Figure 25**).

Any damage to personal property by county work forces resulting from the placement of disaster-generated debris in a manner inconsistent with this section shall be the responsibility of the private property owner, or individual otherwise in possession of private property, who misplaced such debris.

Any owners of private property, or any individuals otherwise in possession of private property, who stack, pile, or otherwise place anything for removal on county rights-of-way or on private roads which is deemed not to be disaster-generated debris, shall be responsible for removing such unauthorized debris no later than twenty-four (24) hours after notification of such removal requirement by a member of the county work forces. Any such owner or other individual who fails to timely comply with such removal requirement shall thereafter be responsible for any costs associated with the removal of such unauthorized debris by county work forces.

DEBRIS MANAGEMENT SITES

Large debris-generating disasters require drop-off sites for temporary debris staging and reduction (i.e. sorting, processing, and preparation for recycling). A Temporary Debris Storage and Reduction Site (TDSRS) can require significant land and personnel for sorting, reduction, and monitoring operations (see details in the CEMP's *Debris Management Annex*). Monitors must ensure that debris trucks are properly weighed, measured, or tracked according to incident procedures. White goods must have doors and food removed before drop-off; household garbage and hazardous waste will be taken to separate designated collection points. See **Table 13** for a description of debris categories and considerations. Personnel shall use appropriate personal protective equipment (PPE) when handling debris or hazardous waste.

TABLE 13 – DEBRIS CATEGORIES

Debris Type	Description	Considerations
Vegetative	Includes clippings, leaves, brush, limbs, branches, trunks, and stumps	Reduction can decrease vegetative volume by 75-90 percent. Debris free of contaminants can be reused or recycled, reducing its impact on landfill space. Vegetative debris piles should be kept below 15-feet in height and turned frequently to prevent spontaneous combustion; piles should be located away from buildings and near firefighting equipment. Vibrating screens can be used to remove soil from other debris. Process

Debris Type	Description	Considerations
		promptly to minimize environmental and safety risks; may be possible to send the debris to a generating plant.
Construction and Demolition (C&D)	Damaged components of buildings and structures such as tile, carpet and floor coverings; lumber, gypsum wallboard, roofing material, window coverings, glass, metal, PVC, pipes, concrete, cured asphalt, furnishings, and fixtures	C&D debris should be cleared of household waste, white goods, asbestos and hazardous materials. Debris should be recycled to the extent possible, and the remainder disposed in a permitted C&D landfill. Example: sections of asphalt can be crushed and reused; bricks can be recycled.
White Goods	Household appliances such as washers, dryers, refrigerators, freezers, water heaters, ovens, ranges, heat pumps, and air conditioners	White goods should be cleared of all putrescent debris prior to removal and disposal. Disposal of refrigerators/freezers require prior removal or secure duct-taping of doors. Many white goods contain refrigerants, mercury, or oils that must be removed and processed according to environmental regulations prior to further processing.
Electronic Waste	Household electronics such as computers, monitors, televisions, radios, audio/video players and recorders, and remote control units.	Electronic waste should be separated by type. May contain hazardous materials such as cathode ray tubes, chemicals, and minerals that require special treatment or disposal methods and should be checked by qualified personnel using appropriate PPE.
Hazardous Waste	Chemicals or Resource Conservation and Recovery Act-governed (RCRA) materials exhibiting any of these characteristics: ignitability, corrosivity, reactivity, or toxicity. Examples: batteries, tires, mercury-containing items, paint, aerosol containers, pesticides, fertilizers, cleaning materials, unlabeled containers of liquid, medications	Special precautions may be required: wearing PPE, decontaminating transport vehicles, using special containers, and maintaining chain of custody.

Debris Type	Description	Considerations
Household or Municipal Solid Waste	General household garbage, spoiled food, packaging materials.	Bagged mixed household waste can be disposed in a municipal landfill per normal operations.
Geological Waste	Excess soil, sand, mud, rocks	Must be evaluated for and cleared of contaminants prior to processing for reclamation, recycling, or used for sanitary fill.
Vehicles and Vessels	May be displaced, damaged, destroyed, abandoned, or lost as a result of a disaster.	Care must be taken to follow established legal processes when handling privately owned vehicles; property owners should be identified. Vehicle and vessel debris must be processed to remove all of the hazardous fluids (i.e. petroleum products, antifreeze) and minerals before they can be salvaged, recycled, or destroyed. Responsibility for the removal of derelict vessels from local ocean waters or inland waterways falls under the U.S. Coast Guard, Florida Fish and Wildlife Conservation Commission, and Florida Department of Environmental Protection (DEP).
Chemical, Biological Radiological, or Nuclear (CBRN) Contaminated Waste	Unless the disaster is associated with a terrorist or criminal event, this type of debris is usually associated with impacted hospitals, medical supply facilities, chemical plants, etc. Includes items contaminated with potential biohazardous material, such as discarded needles; radiological sources for medical imaging and treatment.	Segregation, containment, treatment, removal, and disposal of these types of debris must be handled by specialists and overseen by the Environmental Protection Agency (EPA), lead agency for ESF-10 in the National Response Framework (NRF).
Crime Scene or Investigation-Site Debris	Could include CBRNE or any other category of debris	Debris resulting from an adversarial, intentional, or man-made disaster may be considered evidence as part of a crime scene or investigation. In these cases, law enforcement or investigatory officials must approve removal of the item from its

Debris Type	Description	Considerations
		original location before it is considered “debris” for disposal.
Putrescent Material	Includes animal carcasses, flesh, food or any other material subject to decay, rot, and decomposition	Must be handled in accordance with all applicable state and federal regulations and local ordinances, and potential for biohazardous material must be considered. Processing of whole carcasses may include rendering to reduce the quantity of debris disposed in permitted landfills.

(Table compiled from information contained in FEMA 325, *Debris management Guide*)

COMMUNICATION AND ESSENTIAL ELEMENTS OF INFORMATION

NCEM maintains continuous situational awareness of natural and man-made hazards during non-emergency periods as well as in times of emergency or disaster. Daily operations in the EOC include monitoring the FDEM situational awareness reports, the National Weather Service, open source media outlets, syndicated news data feeds, and social media sources for current events and trends. Continuous information flow is facilitated by routine communication among emergency management officials, regional coordinators, fusion centers, partnering entities, and private citizens. Guidance for public alerts, notifications, and crisis communication are detailed in the *Crisis Communications, Public Alerts, and Warnings Annex*. Certain information is essential to all emergency response and recovery operations. **Table 14** identifies the data regarding protective actions, public safety concerns, and the County’s response/recovery status needed and by whom, how the information is shared, as well as details regarding the format and timing for reporting.

TABLE 14 – ESSENTIAL ELEMENTS OF INFORMATION

Information to be Reported	Data Reported Via	Report Timing / Frequency
EOC Activation Level (1, 2, or 3)	Local WebEOC® Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders	Each Operational Period
Local State of Emergency (yes/no)	Local WebEOC® Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders; PIO media releases; CICC	Each Operational Period; update immediately when a change is made
Government Offices’ Operational Status (open, closed, limited)	Local WebEOC® Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders; PIO media releases; CICC	Each Operational Period; update immediately when a change is made

Information to be Reported	Data Reported Via	Report Timing / Frequency
Public Schools' Operational Status	Local WebEOC [®] Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders; PIO media releases; CICC	Each Operational Period; update immediately when a change is made
Fuel Availability / Quantity on Hand for Government and for the public	Local WebEOC [®] Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders; PIO media releases; CICC	Each Operational Period; update immediately when a change is made
Public Safety (911, CAD, 800 MHz) Communication Systems Status	Local WebEOC [®] Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders; PIO media releases; CICC	Each Operational Period; update immediately when a change is made
Emergency Services Operational Status	Local WebEOC [®] Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders; PIO media releases; CICC	Each Operational Period; update immediately when a change is made
Evacuation or Re-Entry Status	Local WebEOC [®] Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders; PIO media releases; CICC	Each Operational Period; update immediately when a change is made
Shelters Opened and Census for General Pop, Pet Friendly, and Medical Needs	Local WebEOC [®] Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders; PIO media releases; CICC	Each Operational Period; update immediately when a change is made
Search and Rescue Operations Status	Local WebEOC [®] Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders; PIO media releases; CICC	Each Operational Period; update immediately when a change is made
Incident-Related Injuries/Illnesses/Deaths	Local WebEOC [®] Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders	Each Operational Period; update immediately when a change is made
Unmet Needs	Local WebEOC [®] Incident and State EEI Portal; Included in SitRep for Key Partners and Stakeholders; CICC call takers and Volunteer Coordinator	Each Operational Period; update immediately when a change is made

In addition to the use of conference calls organized by the EOC and including all partnering and stakeholder entities (notified via established distribution lists which can be modified as needed), this situational information is obtained, maintained, and shared by NCEM using multiple web-based resources:

- Nassau County's *WebEOC*[®] incident management system: <https://webeoc.nassauso.com/eoc7/>; EOC manager assigns individual login credentials to stakeholders, who can then access the information from any computer. FDEM also maintains a *WebEOC*[®] server and system with shared boards which can be accessed by each county.

- Nassau County’s “Alert Nassau / Citizen Alerts” *Everbridge*™ Mass Notification System site is used to convey critical information to staff and the public: <https://manager.everbridge.net/>. It can also be used to establish conference calls among key partners. Only trained and vetted individuals have alerting privileges on this system. Training is available on <https://support.everbridge.com/> and agency-specific usage guidance is located in the *Crisis Communication, Public Information, and Warning Annex*.
- Florida Division of Emergency Management’s Interactive Evacuation Zone Map <https://floridadisaster.maps.arcgis.com/apps/webappviewer/index.html?id=c788060028cb43809a25744ead39c0d6>
- National Weather Service, Jacksonville Forecast Office <https://www.weather.gov/jax/>
- National Hurricane Center <https://www.nhc.noaa.gov/>
- Florida Forest Service Current Fire Conditions <https://www.freshfromflorida.com/Divisions-Offices/Florida-Forest-Service/Wildland-Fire/Current-Fire-Conditions>
- FDOT High Wind Report Wind Report for NE FL bridges, including the Shave Bridge on SR-200, is found at www.NFTPOWind.com/ – username **FDOTEOC**
- USGS National Water Information System to access local river gauge data: <https://maps.waterdata.usgs.gov/mapper/index.html?state=fl>
- USNG Online Mapping Support <https://mappingsupport.com/p/gmap4.php?usng=14S PH 9934 1593&z=5&t=t1&search=on>
- Florida’s Special Needs Registry <https://snr.floridadisaster.org/> username is email address, individuals have personal passwords
- Nassau County Emergency Management’s website (www.NassauFL-EM.com) and social media accounts are also used to quickly send information to the public: **Facebook** (*NassauEM*), **Twitter** (*@NassauEM*), and **NextDoor** (*Nassau County Emergency Management*)
- Consolidated Emergency Dispatch 911 Call Center’s New World Computer-Aided Dispatch system viewer (<http://nw-aas/NewWorld.CAD.ViewOnly/Login.aspx>)
- Florida Power and Light Power Outage Tracker (<http://www.fplmaps.com/>)
- Okefenoke Rural Electric Membership Corporation (OREMC) Outage Viewer (<https://oremc.com/web-outage>)
- JEA Outages Map (https://www.jea.com/Outage_Center/Outage_Map/)

INTER-AGENCY COMMUNICATION

Nassau County's consolidated 911-Dispatch Center that tracks the locations of county and municipal responders and communicates with emergency responders via encrypted 800 MHz radio frequencies. Specific channels are dedicated to "talk-around" use by different disciplines as well as for dispatching and tactical use by Fire Rescue and Law Enforcement. Radios are assigned to public safety/emergency responders, EOC personnel, and key partners such as Baptist Medical Center Nassau. Field communications among public safety agencies in Nassau County are governed by agency policies and directives. During local emergencies and disasters, communication among response organizations is coordinated with the Emergency Operations Center and follows NIMS/CMS/ICS reporting lines and information sharing practices.

Redundant communications systems are in place to ensure capability can be sustained in all-hazards. In addition to landlines at the EOC, personnel can use individual "smart" cellular phones, laptop computers with MiFi wireless units, and satellite phones for communication. Nassau EM also maintains a cadre of trained and vetted Amateur Radio Emergency Services (ARES) personnel who serve as Watch Officers in the EOC's County Warning Point, operate their HAM Radio equipment from each emergency shelter during evacuations, and can establish radio connectivity via the mobile communications trailer from any site as needed. Common alerting methods, considerations, and a list of Local, State, and Federal communications systems that can be utilized are provided in **Tables 15** and **Table 16**. Guidance regarding informational, alerting, and crisis communications with the public can be found in the *NCEM Crisis Communication, Public Information, and Warning Annex*.

TABLE 15 – COMMON PUBLIC NOTIFICATION, ALERT, AND WARNING METHODS

Method:	Emergency Use Considerations:
Social Media (Facebook, Twitter, Instagram, etc)	<ul style="list-style-type: none"> – Are you being actively followed before an incident? – who's following you? – how often do you post, how frequently are posts re-tweeted, liked, commented on?
Text Message and Email	<ul style="list-style-type: none"> – how current is your data base? – Message delivery can be delayed by network congestion
Telephone	<ul style="list-style-type: none"> – how current is your data base? – what % of calls are answered by a person? – Message delivery can be delayed by network congestion
Agency Website	<ul style="list-style-type: none"> – what's your typical daily page traffic pre-incident? – are hits from local people?
Local Media Coverage	<ul style="list-style-type: none"> – Are people tuned in before the emergency?
Door-to-Door	<ul style="list-style-type: none"> – Time and personnel intensive
Sirens, mobile loud speakers	<ul style="list-style-type: none"> – Do people know what the siren means?
Wireless Emergency Alerts	<ul style="list-style-type: none"> – Text broadcast to any cell phone in the area
Emergency Alert System	<ul style="list-style-type: none"> – interrupts local TV/Radio, but only reaches active listeners

People must be actively seeking info or pre-register for push notifications

IPAWS location based alerts

TABLE 16 – LOCAL, STATE, AND FEDERAL COMMUNICATION SYSTEMS

Local Communication Systems	Florida Communication Systems	Federal Communication Systems
Commercial Telephone and Wireless Devices	Commercial Telephone and Wireless Devices and Florida Emergency Information Line (FEIL)	Commercial Telephone and Wireless Devices
Nassau County Amateur Radio Emergency Services (NC-ARES)	Florida Interoperability Network (FIN) and Amateur Radio Emergency System (ARES)	Radio Amateur Civil Emergency Services (RACES)
Emergency Management Network (EM Net) units in the County Warning Point	Emergency Management Network (EM Net) at the State Warning Point	National Oceanic and Atmospheric Administration (NOAA) National Weather Wire Service (NWWS)
“Alert Nassau - Citizen Alerts” Everbridge Mass Notification System	“Alert Florida” Everbridge Mass Notification System	National Warning System (NAWAS) and Integrated Public Alert and Warning System (IPAWS)
One Fixed and Three Mobile Satellite Systems (MSAT)	Mobile Satellite Phone System (MSAT) and Very Small Aperture Terminal (VSAT) Satellite System	Shared Resources (Shares) High Frequency (HF) Radio Program
800 MHz Radio System	800 MHz Radio Conventional Mutual Aid Network	
Social Media Platforms: Facebook – 10,600 followers Twitter – 2650 followers Nextdoor – 6530 residents in 78 neighborhoods)	Emergency Alert System (EAS) & Wireless Emergency Alerts (WEA)	
	State Law Enforcement Emergency Radio System (SLERS, 800 MHz)	

POST-DISASTER RECOVERY OPERATIONS

Initiation and leadership for long-term recovery and redevelopment operations are the responsibilities of the senior officials representing each local jurisdiction (i.e. the unincorporated county and municipalities): the County Manager, City Manager, Town Managers/Mayors, and their respective elected Board or Council Commissioners. Recovery activities initially run parallel with disaster response operations, facilitating prioritization of actions, and benefitting from the use of the EOC as a multi-agency resource coordination entity, as well as the continued use of NIMS Center Management or Incident Management organization and principles. FEMA’s published Right of Entry (ROE) form

(<https://www.fema.gov/media-library/assets/documents/29816>) may be adapted locally and executed by property owners wishing to grant ROE to authorized governmental disaster recovery or VOAD personnel for the purpose of needs assessments, protective actions, or recovery assistance. Functions common to post-disaster recovery and redevelopment operations include:

- Assessment of damage and impacts to infrastructure
- Collection of data necessary to justify expenses and apply for Public Assistance (PA)
- Assistance with residents' Household and Individual Assistance (HIA) applications
- Provision of enhanced social and health services
- Corporate and small business recovery assistance
- Economic and tourism revitalization
- Incorporating mitigation "best-practices" when rebuilding infrastructure

Using the information gathering and dissemination strengths of the EOC, current information and awareness of response and recovery operations, and changes among those activities, can be efficiently shared among stakeholders and the general public. Nassau County's ***Post-Disaster Recovery and Redevelopment Framework (PDRRF)***, found later in this CEMP, is modeled after the *National Disaster Recovery Framework (NDRF)* which was put into place to facilitate unified and effective recovery operations that are responsive to community needs. The NDRF helps to ensure that states and counties can coordinate their recovery efforts to prioritize and address their unmet needs. It provides for Federal Disaster Recovery Coordinators (FDRCs) who work to coordinate resources across federal agencies to support the impacted states' response and recovery efforts. The FDRCs coordinate the agencies responsible for leading the NDRF's six **Recovery Support Functions (RSFs)**. The NDRF stresses that communities must adopt these nine core principles to develop true resilience:

- Individual and Family Empowerment – involvement in the preparedness process and equal opportunity to participate in recovery efforts in a meaningful way
- Leadership and Local Accountability – primary responsibility for community recovery rests with local government
- Pre-Disaster Recovery Planning – speed and success of recovery depends on unified decision making and established roles and processes
- Partnership and Inclusiveness – including non-governmental stakeholders
- Public Information – clear, consistent, and frequent crisis communication
- Unity of Effort – common objectives and clear metrics to measure progress
- Timeliness and Flexibility – sequence and coordinate recovery decisions, address potential conflicts
- Resilience and Sustainability – promote mitigation practices to minimize community risks and improve ability to recover from future disasters
- Psychological and Emotional Recovery – for responders and the community at large

During the response phase, the Human Services Branch Director oversees Individual Assistance outreach and Unmet Needs operations, and liaises with the State Community Response

Coordinator. Nassau’s PDRRF encourages an all-inclusive recovery process, transferring Recovery responsibilities to the ***Disaster Recovery & Redevelopment Coordinator*** (i.e. the County Manager) and providing the guidance necessary to continue community outreach and assistance, maintain a strategic approach to prioritizing and coordinating recovery efforts, and meet the requirements of the PA Program (e.g., develop scopes of work, manage contracts and grants, and close-out projects).

The PDRRF allows the County to move swiftly and begin the recovery process while response operations are still taking place, resulting in a more resilient community. The BOCC gives the ***Disaster Recovery & Redevelopment Coordinator*** the responsibility for appointing County department directors and program managers to lead *ad hoc* redevelopment working groups (e.g., P&EO Director to lead a Disaster Housing Task Force), as well as the authority necessary to oversee and accelerate their progress. With approval of the BOCC, he or she may direct County departments to expedite permitting processes, waive certain fees, or facilitate individual and business disaster assistance in order to advance the community’s return to normalcy. Strategies utilized depend upon the County’s circumstances and the type and extent of hazard impacts.

The Nassau County departments charged with carrying out the six long-term RSFs are provided in **Table 17**. These RSF-leads are delegated the responsibility and authority by the ***Disaster Recovery & Redevelopment Coordinator*** to coordinate across the multiple public, private, and charitable stakeholder organizations necessary to establish working groups or “task forces” to ensure pre-disaster recovery planning includes the whole community and that recovery and redevelopment operations are carried out efficiently.

TABLE 17 – LEAD DEPARTMENTS FOR LOCAL RECOVERY SUPPORT FUNCTIONS

Recovery Support Function	Lead Department
Community Planning & Capacity Building	Nassau County Planning & Economic Opportunity
Economic Recovery	Nassau County Planning & Economic Opportunity
Provision of Health and Social Services	Florida Department of Health – Nassau County
Housing Recovery	Nassau County Building Department
Re-establish Infrastructure Systems	Nassau County Engineering Services Department
Restore Natural and Cultural Resources	Nassau County Parks & Recreation Department

While recovery operations overlap with response activities (i.e. stabilization, life safety, property protection, and meeting basic human needs), the focus is different. In the short-term, emergency medical care, clear transportation routes, sheltering, and feeding are urgent needs, but in the following weeks and months, depending upon the hazard and impact, debris removal, transitional and post-disaster housing, business support, and mitigation of future hazard impacts to protect natural resources and the built environment (i.e. the whole-community’s health and welfare) become the priorities.

Recovery and redevelopment are long-term processes requiring collaboration among multiple entities (e.g., Government, NGOs, VOAD) to restore, revitalize, and protect the whole community's health, social, cultural, and environmental well-being in the short- and long-term. Incident-specific activities to resolve unmet needs are directed and coordinated via functional working groups/task forces led by County department heads, as assigned by the *Disaster Recovery & Redevelopment Coordinator* (i.e. County Manager). This person may also participate in joint conference calls with the EMD, affected municipal leaders, NGOs, VOAD, regional partners, FDEM Recovery staff, and JFOs (if established) to prevent duplication of effort and ensure no local issues or unmet needs "slip through the cracks."

Mitigation of potential hazards is considered throughout recovery and redevelopment operations. The Local Mitigation Strategy (LMS) Task Force is responsible for identifying county-wide vulnerabilities and opportunities to reduce future losses in spite of the occurrence of natural or man-made hazards. The LMS promulgated by the County BOCC and each municipal government in the County, and approved by both the State of Florida and FEMA, includes an analysis of potential hazards, examples of past impacts, and strategies to reduce risk. In addition, the LMS Task Force has developed a prioritized list of mitigation projects for which funding will be sought. The list is revised and updated by the Task Force as circumstances change, new opportunities emerge, and projects are completed.

FRAMEWORK FOR LONG-TERM RECOVERY AND REDEVELOPMENT

Nassau County is vulnerable to a variety of hazards including tropical cyclones, high winds, storm surge, wildfire, and floods; all of which have the potential to require large-scale recovery and redevelopment. The County realizes that an all-inclusive approach is necessary to proactively prepare for, recover from, and restore normalcy following a catastrophic disaster.

While disaster response activities (i.e. stabilization, life safety, property protection, and meeting basic human needs) overlap with initial disaster recovery operations, their focus is different. In the weeks and months following a catastrophic event, debris removal, post-disaster housing, individual and business assistance, restoration of essential services, and community redevelopment incorporating mitigation measures to protect both natural resources and structures (i.e. the whole-community's health and welfare) become the priorities.

Like the NDRF, Nassau's *Post-Disaster Recovery and Redevelopment Framework* (PDRRF) encourages an inclusive recovery process which engages the whole community through a strategic approach to leading, managing, and coordinating recovery efforts while enhancing community resilience. The following guidance is designed to facilitate effective coordination of local recovery efforts among the County, the FDEM Recovery Bureau, the business community, and various non-governmental organizations. It ensures ongoing all-hazard post-disaster readiness, allowing County leadership to move swiftly to begin the recovery process while response operations are still taking place, then to expedite implementation of key Recovery Support Functions (RSFs) leading to sustainable redevelopment and mitigation, which results in an increasingly resilient community. As infrastructure recovery and community redevelopment become the primary focus post-disaster, responsibilities transfer from the EOC Commander to the County Manager in the role of **Disaster Recovery & Redevelopment Coordinator** (DRR Coordinator).

CORE PRINCIPLES OF LONG-TERM RECOVERY AND COMMUNITY REDEVELOPMENT

Recovery and redevelopment are long-term processes requiring collaboration among multiple entities to restore, revitalize, and protect the whole community's health, social, cultural, and environmental well-being. Incident-specific short-term activities can meet immediate needs, but long-term processes are necessary to resolve unmet needs and redevelop the community. These processes will be directed by the *Disaster Recovery & Redevelopment Coordinator* (DRR Coordinator, i.e. County Manager) and coordinated via functional working groups/task forces led by designated County Department heads. The DRR Coordinator may also participate in joint conference calls with the Nassau County Emergency Management Director (EMD), municipal leaders, Non-Governmental Organizations (NGOs), Voluntary Organizations Active in Disasters (VOAD), public and private regional partners, FDEM Recovery Bureau staff, and Joint Field Office (if established) to prevent duplication of effort and ensure no local issues or unmet needs "slip through the cracks." Recovery and redevelopment are guided by nine core principles:

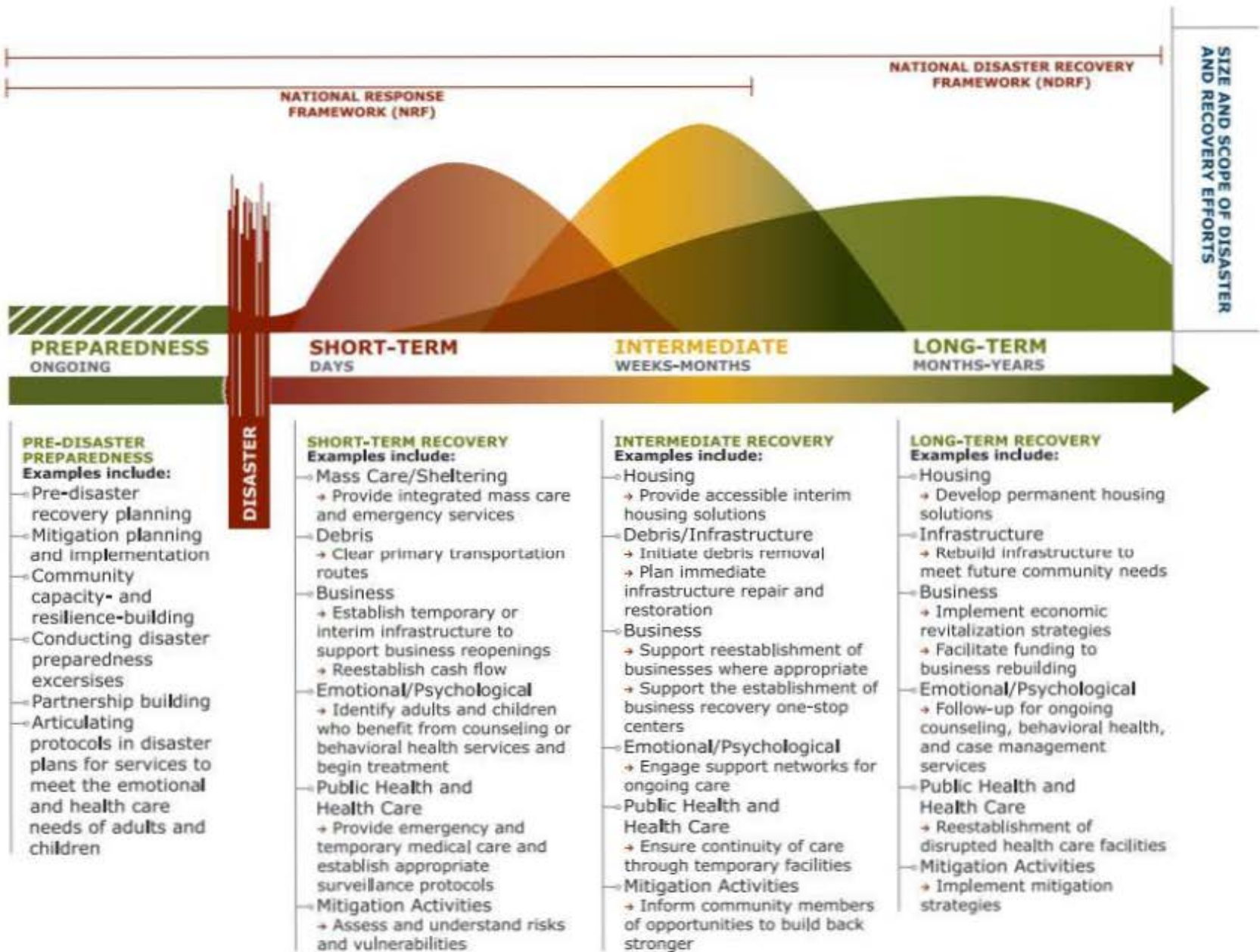
1. **Individual and Family Empowerment** – Community members must be given an equal opportunity to participate in recovery and redevelopment efforts in a meaningful way. Individuals and families should be given the assistance needed to sustain their physical, emotional, social, and economic well-being as they rebound from their losses. The restoration of health and psychological services is critical post-disaster. Access to these services is necessary for recovery from the emotional trauma of disaster.
2. **Leadership and Local Primacy** – Successful recovery requires an informed and coordinated leadership system that assumes responsibility in planning for and managing all aspects of the community’s post-disaster restoration and redevelopment. It also means recognizing that local government has the primary responsibility for recovery and redevelopment of the community, and should take the lead role in planning for and managing those processes.
3. **Pre-Disaster Recovery and Redevelopment Planning** – The speed and success of a community’s recovery is greatly enhanced by establishing processes, policies, and protocols *prior* to a disaster. The whole-community pre-disaster planning process also helps identify preparedness and mitigation actions that can be implemented to significantly reduce vulnerabilities and risks associated with hazards’ impacts.
4. **Partnerships and Inclusiveness** – Simply put, collaboration across groups, sectors, and multiple government entities promotes successful preparation for effective recovery and redevelopment operations. Open and inclusive planning allows input from members of the public and all parties involved in disaster recovery, provides for the clear determination of post-disaster roles and responsibilities, and reduces duplication of effort.
5. **Public Information** – Frequent, clear, consistent, and culturally-appropriate messaging promotes successful outcomes by managing expectations and providing clear direction as to government’s role, personal responsibilities, existing resources, available assistance, requirements, and process timelines.
6. **Unity of Effort** – Inter-disciplinary synergy and mutual respect among diverse groups partnering to develop a consensus on clear, measurable objectives and the most beneficial use of their individual expertise and resources; a variety of public and private stakeholders coming together to address a common cause, successful recovery and redevelopment of the community.
7. **Timeliness and Flexibility** – Successful recovery processes uphold the values of timeliness and flexibility while coordinating activities and providing assistance to minimize delays or lost opportunities. They ensure policies, programs, and practices are adaptable enough to meet changing needs, strategically sequence recovery decisions, promote coordination, address potential conflicts, and build “ownership” of the recovery and redevelopment missions among stakeholders.

8. **Resilience and Sustainability** – Instituting practices to minimize the community’s vulnerabilities and risk, strengthen the whole community’s ability to withstand and recover from disaster, and redevelop with increased resistance to future hazards. Implementation of the *National Infrastructure Protection Plan* (NIPP) risk management framework during redevelopment enhances the resilience of critical infrastructure.
9. **Psychological and Emotional Recovery** – Post-disaster processes address the full range of a community’s emotional and psychological needs; helping individuals handle the shock and stress associated with physical and personal losses, abrupt changes to normalcy, and obstacles to rebuilding homes, businesses, and day-to-day routines. Plans must acknowledge and build upon the connections between the holistic recovery of individuals and families and the redevelopment of a resilient community.

FRAMEWORK DEVELOPMENT

The National Disaster Recovery Framework (NDRF) states that successful recovery requires informed, coordinated leadership throughout all levels of government, sectors of society, and phases of the recovery process. The foundation of the framework for successful post-disaster recovery and redevelopment is leadership committed to an inclusive pre-disaster planning process. It requires pro-active community engagement, public awareness, and consistent participation with a focus on resilience. Nassau County’s established Executive Policy Group, Advisory Council, department heads responsible for managing the RSFs, and non-governmental partners in the private and non-profit sectors are key contributors to the whole-community-planning process and play an important role in meeting local post-disaster needs. The RSF-Leads ensure that their PDRRF planning task forces develop a strategic approach to prioritizing and coordinating post-disaster recovery efforts to provide necessary community outreach, needs assessments, and redevelopment assistance. The public-private partnerships established in advance of a disaster improve the speed and quality of post-disaster coordination and decision-making, which are key to a well-managed recovery and redevelopment process across the continuum illustrated on the following page (**Figure 27**).

FIGURE 1. RECOVERY CONTINUUM – DESCRIPTION OF ACTIVITIES BY PHASE



ORGANIZATIONAL FLEXIBILITY

Like the National Incident Management System and ICS, the NDRF underscores the need for a scalable structure that can be adjusted to address the recovery and redevelopment needs without overburdening the entities responsible for continuity of essential services.

Government offices may have to develop new capacities, staffing and management structures may realign, and workers learn new skills to meet the changing needs of a post-disaster environment. This flexibility facilitates the application of laws, regulations, and policies in the context of disaster-recovery, enhancing the ability to effectively govern in unexpected situations. Most importantly, adaptability of local government is consistent with the integrity and accountability expected of taxpayer-funded programs. The recovery functions described within the framework unite government entities and supporting organizations, including those not active in disaster response, leveraging their core recovery capabilities to identify and resolve community recovery and redevelopment challenges. Tasks common to the disaster recovery and redevelopment process include:

- Ongoing pre-disaster preparedness and mitigation activities
- Assessment of post-disaster damage and documentation of the hazard's impacts to infrastructure
- Gathering documentation necessary to justify local government's disaster expenses and to apply for Public Assistance (PA)
- Facilitating Household and Individual Assistance (HIA) applications for residents
- Providing enhanced post-disaster social and health services for the community
- Facilitating corporate and small business recovery; Small Business Administration (SBA) loan assistance, expediting inspections and permitting
- Stabilization of the economy; Revitalization of commerce and tourism
- Incorporating mitigation "best-practices" and natural resource protections when rebuilding infrastructure

The DRR Coordinator is responsible for overseeing the government entities assigned to plan for and lead the six NDRF Recovery Support Functions (RSFs), the core capabilities of which are described later in this framework:

- Community Planning and Capacity Building – *Nassau County Planning & Economic Opportunity Department*
- Economic – *Nassau County Planning & Economic Opportunity Department*
- Housing – *Nassau County Building Department*
- Infrastructure Systems – *Nassau County Engineering Services Department*
- Natural and Cultural Resources – *Nassau County Parks & Recreation Department*
- Health and Social Services – *Florida Department of Health – Nassau County*

These RSF Leads are delegated the responsibility and authority by the DRR Coordinator/County Manager to coordinate across the multiple public, private, and charitable organizations necessary to establish the working groups or “task forces” vital to ensure all parties are given a voice during planning and decision-making and all available resources are brought to the table for the good of the recovering community. Preparing Memoranda of Understanding for the RSF task force members will clarify expectations and solidify partnerships among the stakeholders and assisting faith-based, nonprofit, and private sector entities. In addition to county and municipal governments, other boards, committees, and stakeholders that should be given the opportunity to participate in recovery and redevelopment planning include (this is not an all-inclusive list):

- ADA Advisory Committee
- Affordable Housing Advisory Committee
- Amelia Island Tourist Development Council
- Arts and Culture Nassau
- Barnabas Nassau
- Chambers of Commerce
- Code Enforcement Board
- Community Development Boards
- Community Alliance of NE FL
- Conditional Use & Variance Board
- Construction Board of Adjustments & Appeals
- Council on Aging
- Development Review Committee
- Economic Development Board
- Environmental Health Services
- Family Support Services of North FL
- Florida Dept of Environmental Protection
- Florida Forest Service
- Hospital and Public Health Services
- IFAS County Extension Services
- Library Advisory Board
- Municipal Engineering Services
- Municipal Public Works Depts.
- Nassau County Mental Health
- NE FL Community Action Agency
- NE FL Planning Council
- NE FL Long-Term Recovery Organization & Member Agencies
- Planning and Zoning Board
- Recreation Commission
- School District and Higher Education Representatives
- St. Johns River Water Management District
- St. Mary’s River Management Committee
- The Salvation Army’s Nassau County Hope House
- Utility Companies in the County
- Value Adjustment Board
- Westside Heritage Preservation Committee
- Faith-Based and Ecumenical Organizations
- Surrounding Florida and Georgia Counties
- Interested Members of the General Public

During pre-disaster planning, the RSF task forces examine existing recovery resources and alternative sources of funding so that assistance can be accelerated after any disaster. In

addition to traditional public and NGO assistance, the County may plan to partner with other sources of help such as foundations, universities, and private-sector entities. Task force members collaborate to plan for community redevelopment by establishing priorities and ways to maximize potential resources to rebuild critical infrastructure, housing, schools, businesses, and the social, historical, and cultural fabric of the community in an increasingly resilient manner.

Sustainable development, environmental protection, historic preservation, and financial elements must be incorporated into long-term recovery plans. As limitations in local recovery and redevelopment capacity are identified, alternate means must be identified to supplement local resources. Once recovery and redevelopment plans are developed by each RSF task force, they must be evaluated, and revised as needed, through stakeholder seminars, workshops, and exercises. Changes in the County's population, built environment, financial conditions, and strategic direction may necessitate changes to RSF plans. Local opinions are incorporated into these plans so that the whole community's recovery needs are met in a holistic manner and resilient redevelopment can be incorporated into the County's "master plan."

TRANSPARENCY AND ACCOUNTABILITY

The RSF planning task forces provide a network to establish processes for identifying and prioritizing key recovery actions and redevelopment projects, as well as planning for surge staffing and management structures to support the increased workload in such areas as permitting, code-enforcement, grant application-writing, contract development, and project oversight, while maintaining continuity of normal operations and public services. Community input should be invited and their perspectives regarding challenges and desired outcomes taken into consideration by the task forces. Discussions regarding PDRR resources or operational planning that take place during meetings of the Advisory Council shall be noted in the minutes and shared with the RSF Leads for distribution among their task force members. Transparency and accountability throughout the post-disaster planning and operational processes should be clearly evident.

Government and private organizations that will be providing post-disaster assistance are strongly encouraged to have a system of documentation for tracking those efforts, for both accountability and to enable prompt adjustments to meet changing needs. Organizations which traditionally provide post-disaster assistance (e.g. FEMA, Small Business Administration, Team Rubicon, and American Red Cross) have established metrics for tracking progress and can help with methods for ensuring accountability and reinforcing realistic expectations. Baseline impact assessments define known recovery issues and the extent of redevelopment necessary; these are necessary in order to establish realistic end-state goals. The desired outcomes should focus on overall results and resilience rather than target numbers (e.g., families in permanent housing vs. the number of units constructed). Assessments tracking redevelopment progress and gaps among the housing, business, environmental, infrastructure, and health and social services sectors should be ongoing. The information should be incorporated into the County's strategic plans.

RESPONSIBILITIES AND COORDINATION

Successful recovery and redevelopment after a disaster relies on partnerships, unity of effort, and a clear understanding of pre- and post-disaster responsibilities. **Individuals and households** need to be prepared to sustain themselves in the immediate aftermath of any disaster. Pre-disaster preparedness and mitigation actions impact post-disaster success. They reduces stress, allow efficient allocation of resources, and improve the ability of citizens to take control of their own recovery and shape the community's redevelopment. Personal preparedness actions include carrying adequate insurance and maintaining essential levels of critical supplies (e.g., medication, water, food).

The **commercial sector** is responsible for taking action to ensure they can restore operations quickly post-disaster. The re-opening of businesses helps the community recover more quickly by retaining and providing jobs to stabilize the local economy. Private-sector companies operate a significant portion of critical infrastructure (e.g., power, fuel, financial institutions, and telecommunications systems). Businesses and critical infrastructure owners have an important responsibility to improve resilience by mitigating risks to hazards, maintaining all-hazards insurance policies, and developing continuity of operations plans. Involving local businesses in the County's pre-disaster planning builds public confidence in the community's post-disaster capabilities.

The **DRR Coordinator and RSF Leads** have direct responsibilities to ensure planning takes place pre-disaster: resources identified, partnerships forged, surge staffing alternatives developed, understandings and agreements finalized. Post-disaster the DRR Coordinator directs operations and ensures continued two-way communication takes place with the public, assisting organizations, and all levels of government involved (e.g., State Recovery and Redevelopment Coordinators, state and federal representatives in the Joint Field Office). As mentioned earlier, the organizational structure for recovery and redevelopment operations is scalable.

The objective of each RSF is to facilitate identification, coordination, and delivery of State and Federal aid needed to supplement local efforts. They also encourage investments and contributions by the business sector, individuals, NGOs, civic and faith-based organizations to accelerate the process of recovery, redevelopment, and revitalization. Examples from the NDRF illustrating possible organizational structures for levels of government and the flexibility of RSFs are provided in **Figure 28** and **Figure 29** on the following page for reference. The DRR Coordinator will determine the specific redevelopment objectives for the County's RSFs based upon the incident's local impacts and resulting needs.

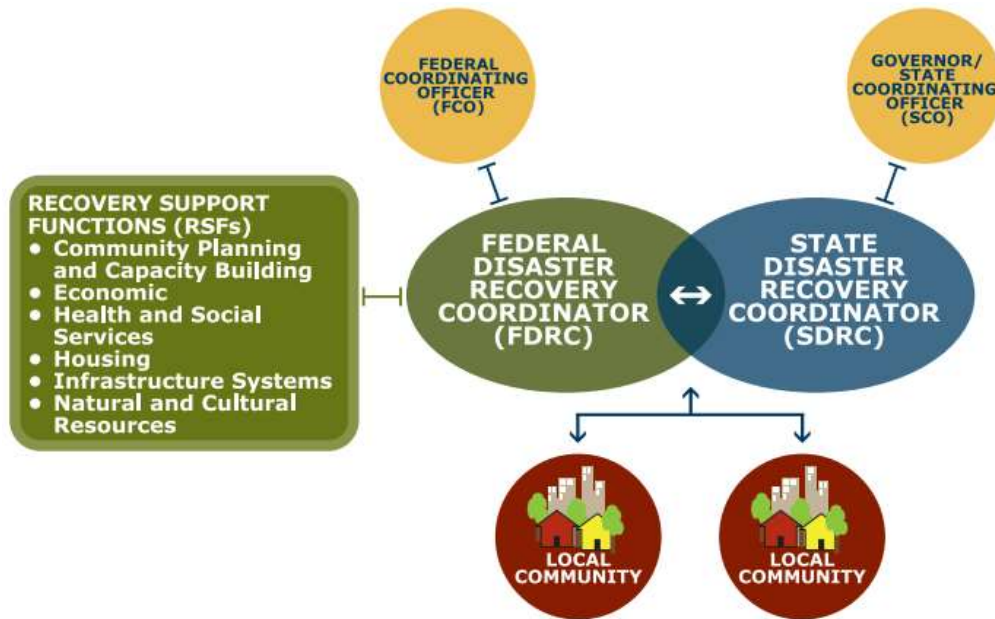


FIGURE 28 – POSSIBLE POST-DISASTER ORGANIZATION OF LEVELS OF GOVERNMENT

DISASTER WITH CATASTROPHIC IMPACT ON MULTIPLE SECTORS

(This example shows how the RSF system is adaptable to align with unique sector designations that each state may organize. In this case, the State organizes its recovery sectors around Public Health and Health Care, Human Services, Education, Transportation and Infrastructure, Public Safety and Flood Protection, Environmental Management and Coastal Restoration. Of these seven sectors, there are three groups with each group being supported by a particular RSF.)

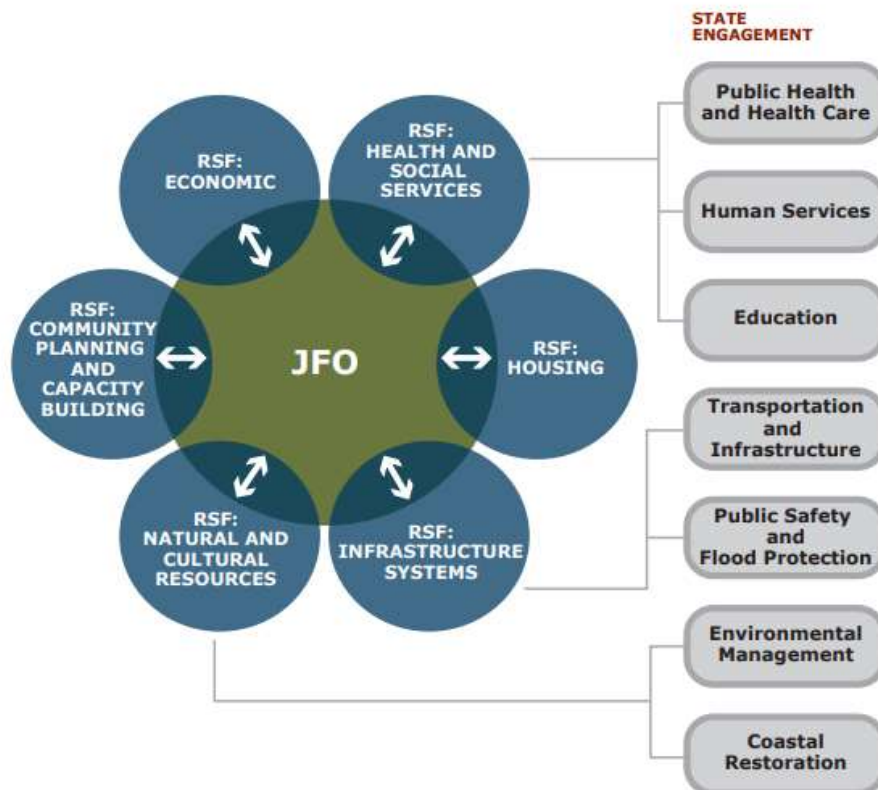


FIGURE 29 – POSSIBLE RSF SYSTEM ORGANIZATION POST-DISASTER

THE FRAMEWORK'S SIX RSFs***Community Planning and Capacity Building RSF***

- **Mission:** Supporting and building recovery capacities and community planning resources to effectively plan for, manage, and implement disaster recovery, redevelopment, and revitalization activities following disastrous or catastrophic incidents.
- **Core Capabilities:** Effective planning and implementation of recovery and redevelopment activities that engage the whole community, achieve their objectives, and increase resilience. It emphasizes hazard mitigation throughout the continuum of pre- and post-disaster recovery planning and redevelopment processes.
- **Pre-Disaster:**
 - Develops partnerships with State and Federal extension programs, professional associations, higher-level education systems, NGOs, and community leaders
 - Coordinates the planning assistance and technical support to ensure all populations within the jurisdiction are included in the full range of recovery efforts
 - Coordinates resolution of issues identified in after-action reports that present barriers or challenges to effective post-disaster support
 - Develops multi-disciplinary best-practices for recovery and redevelopment
 - Utilizes multi-hazard risk assessments to identify vulnerabilities, and promotes ongoing mitigation efforts
- **Post-Disaster:**
 - Maintains robust communications among all partners and stakeholders
 - Coordinates provision of planning and technical assistance resources to units of government to support surge capacity needs in functional areas such as financial management, damage assessment, hazard mitigation, building inspections, and permitting
 - Develops technical assistance teams to support assistance for individuals and households with unmet needs
 - Provides technical assistance and support to integrate sustainability, mitigation, smart growth, and sound land-use principles into redevelopment decision-making
 - Captures after-action recommendations and lessons learned; develops action plans to address identified gaps

Economic RSF

- **Mission:** Integrate expertise at all levels of government and the private sector to sustain employment, rebuild businesses, and develop new commercial and labor opportunities that result in a sustainable and economically resilient community.

- **Core Capabilities:** Return financial, agricultural, industrial, commercial, and professional business activities to a state of viability; facilitating the progression from external revitalization assistance to long-term community self-sustainment.
- **Pre-Disaster:**
 - Identifies statutory, regulatory, and policy issues that contribute to gaps and unmet needs in economic recovery
 - Develops innovative solutions to improve preparedness, leverage mitigation, and promote resilience in comprehensive land use policy
 - Incentivizes business and individual preparedness and mitigation activities
 - Promulgates resiliency policies and practices in government and stakeholder operations
 - Promotes participation in disaster information networks among the business sector
 - Engages leadership to sustain preparedness activities for all-hazards
- **Post-Disaster:**
 - Applies and integrates plans to most effectively utilize resources and available programs to meet local recovery needs while aggressively integrating with the private sector to facilitate early and productive engagement
 - Engages local and state workforce development and retraining systems as a means to help individuals who cannot return to work, whether due to business closure or disability resulting from the disaster
 - Incorporates mitigation measures into redevelopment to rebuild a stronger community and minimize future risks
 - Provides technical assistance and data related to economic redevelopment
 - Maintains communications among partners to ensure effective information sharing

Health and Social Services RSF

- **Mission:** Restore public health, preventive health care, behavioral/psychological care, medical treatment, and social services networks to ensure access and promote the improved resilience, health, and well-being of the community.
- **Core Capabilities:** Restoration and continuation of the provision of health and medical care services to all populations in the jurisdiction.
- **Pre-Disaster:**
 - Collaborates with the entities responsible for Emergency Support Functions (ESFs) 3, 6, 8, and 11 (i.e. public works and engineering, mass care, public health and medical services, food and water distribution) to ensure plans for transition from response to recovery are included in preparedness and emergency operations plans
 - Develops strategies to address health system recovery issues, including the needs of response and recovery workers (e.g., personal protection equipment and

- vaccinations), children and seniors; those with disabilities, access, and functional needs; and impoverished, remote, and underserved populations
- Promotes sustainability, mitigation, and resilience in operational plans
- **Post-Disaster:**
 - Maintains situational awareness to identify and mitigate potential obstacles to recovery; ensures information sharing
 - Leverages emergency protection measures and hazard mitigation resources and coordinates State and Federal resources to expedite local recovery
 - Provides impact analyses and technical assistance to support redevelopment of public health, health care, and human services infrastructure
 - Conducts ongoing assessments of population health; monitors food, air, animal, and water conditions to ensure public safety, and coordinates resources to address needs
 - Implements plan to transition from recovery to redevelopment and a more resilient steady-state community public health and medical care system.

Housing RSF

- **Mission:** Address pre- and post-disaster housing issues. Expedite the provision of transitional housing for displaced disaster victims. Coordinate and facilitate the rehabilitation and reconstruction of damaged and destroyed housing, and the development of safe, accessible, affordable permanent housing options for disaster survivors.
- **Core Capabilities:** Implement housing solutions that effectively support the variety of needs across the population and contribute to the sustainability and resilience of the whole community.
- **Pre-Disaster:**
 - Works with local and State organizations to develop housing redevelopment plans in coordination with the National Disaster Housing Task Force's Joint Housing Solutions Group
 - Identifies strategies that address a broad range of post-disaster housing recovery issues, including planning, zoning, design, production, logistics, codes, and financing
 - Ensures accessibility, resilience, sustainability, and mitigation measures are incorporated in housing redevelopment strategies
- **Post-disaster:**
 - Coordinates and leverages available State and Federal housing support resources to assist local needs
 - Encourages rapid appropriate decision regarding land use and housing redevelopment

- Identifies gaps and coordinates resolutions of conflicting policy and program issues
- Maintains robust communications and information sharing among all assisting entities and the public to ensure ongoing dialog and whole-community inclusion

Infrastructure RSF

- **Mission:** Facilitate the integration of a variety of public and private infrastructure owners and operators to expedite recovery while ensuring sustainable, resilient redevelopment.
- **Core Capabilities:** Efficiently restore infrastructure systems to support a viable sustainable community redevelopment that mitigates future risks across infrastructure sectors as identified in the *National Infrastructure Protection Plan* (NIPP) Partnership Framework.
- **Pre-Disaster:**
 - Facilitates inter-agency coordination, information sharing, and development of best practices
 - Develops rapid recovery guidance based upon relevant statutory and regulatory programs, potential capabilities among partners, and identified limiting factors
 - Identifies critical facilities to ensure actions are taken to mitigate risks
 - Supports inter-agency planning, education, training, and outreach efforts to enhance rapid recovery capabilities
- **Post-Disaster:**
 - Participates in assessment of damage and community needs to facilitate rapid recovery and redevelopment
 - Resolves conflicts resulting from competition for key resources essential for sustainable infrastructure recovery
 - Ensures resilient infrastructure considerations are prioritized and integrated into long-term public and private sector community redevelopment plans, promoting rebuilding in a manner that reduces vulnerability to future hazards
 - Monitors infrastructure recovery and redevelopment operations to avoid redundant, counterproductive, or unauthorized use of limited capital resources

Natural and Cultural Resources RSF

- **Mission:** Address long-term environmental and cultural resource needs to protect from future damage or losses.
- **Core Capabilities:** Protect natural and cultural resources and historic properties; preserve, conserve, rehabilitate, and restore them in a manner consistent with community priorities and applicable laws.
- **Pre-Disaster:**
 - Identifies State and Federal programs and incentives to support the preservation, protection, conservation, and restoration of natural and cultural resources.

- Develops an action plan to identify and address the community's priorities for restoration of, and protective measures for, natural and cultural resources.
- Identifies gaps and reconciles inconsistencies among regulations, policies, program requirements, and processes used in disaster recovery that may affect natural and cultural resources.
- Works with private nonprofits and other NGOs to encourage governments to include risk reduction for natural, cultural, and historic resources in emergency response and disaster recovery plans
- Promotes hazard mitigation and protection of cultural and natural resources utilizing coastal barriers, zoning restrictions, protective retrofitting, proactive floodplain and wetland management strategies to reduce vulnerabilities
- **Post-Disaster:**
 - Secures State and Federal resources through available programs to meet local needs
 - Implements the natural and cultural resources protection and revitalization action plan
 - Improves natural and cultural resource protection through hazard mitigation during restoration activities
 - Addresses gaps and coordinates cross-jurisdictional resources and restoration activities to ensure consistency and avoid duplication of effort
 - Maintains a robust communications network to ensure ongoing dialogue and information sharing among all levels of government, public and private partners.

The processes used for facilitating recovery and redevelopment are more flexible, context based, and collaborative in approach rather than the task-oriented approach used during the response phase of an incident. While response ESF activities may take weeks or months, the RSF operations to redevelop and revitalize the community and mitigate future hazards may continue from months to years. Post-disaster RSF action plans often must be implemented before it is known if federal financial assistance will be available. That is why it is so important for each RSF Lead to conduct ongoing comprehensive pre-disaster planning and partnership-building to ensure post-disaster continuity of critical and essential services as well as holistic redevelopment of a more disaster-resilient community.

POST-DISASTER PUBLIC ASSISTANCE

A Presidential Emergency or Major Disaster must be declared in order to begin the federal Public Assistance (PA) application process to support local costs for life-safety and emergency measures executed during a disaster response, or subsequent critical infrastructure repairs and redevelopment. Usually, a formal post-disaster Preliminary Damage Assessment (PDA) of public infrastructure is necessary to obtain a Declaration. PDAs must be conducted in accordance with FEMA's *Damage Assessment Operations Manual* (www.fema.gov/media-library/assets/documents/109040) and denote the number of structures in each damage

category (i.e. affected, minor, major, or destroyed) as well as valuations. If indicated by the extent of the hazard's impact, Joint PDA Teams comprised of County, State, and Federal assessors may be needed. FEMA's published Right of Entry (ROE) form (<https://www.fema.gov/media-library/assets/documents/29816>) may be adapted locally and executed by property owners wishing to grant ROE to authorized governmental disaster recovery or VOAD personnel for the purpose of needs assessments, protective actions, or recovery assistance.

If the magnitude of the incident's impact is likely to exceed local recovery capabilities, the collected PDA data, combined with documented expenses for "eligible costs," are used to support a request for a Presidential Emergency or Major Disaster Declaration and subsequent PA requests for supplemental response, recovery, and redevelopment funds (see **Appendix A**). Eligible costs are broken down per 44 CFR 204.42 into these categories:

- Pre-positioning costs
- Mobilization and demobilization
- Travel and per diem costs
- Labor costs
- Equipment and supplies
- Emergency work
- Fires on co-mingled State/Federal land
- Temporary repair of damage caused by firefighting activities

All entities that might be eligible to submit a PA funding request must be involved in the PDA process and damage value assessments, and as such the leadership or delegates of the affected entities are included in all post-disaster meetings and discussions. The "eligible applicants," also responsible for ensuring their recovery and redevelopment activities incorporate mitigation measures, include the stakeholders involved in the RSFs:

- County and municipal governments
- School districts
- Local public authorities
- Established "special districts"
- Natural features improved for the benefit of the public such as a realigned channel, or a terraced slope, maintained on a regular schedule to ensure they perform as designed
- Private Non-Profit (PNP) tax-exempt organizations that provide a critical service (i.e. education, utility, emergency, or medical, as illustrated previously in **Figure 17**)
- Essential governmental-type services with a regularly maintained facility or equipment, open to the public (see **Figure 18**)

Once a Presidential Emergency or Major Disaster Declaration is made based upon the PDA information FEMA's *Public Assistance Application Process* can begin.

The PA “Applicant Briefing,” conducted by the assigned FEMA Program Delivery Manager and State Recovery experts, is attended by the EMD, County Manager, Director of the County’s OMB, and leadership for the affected municipalities and other eligible applicant organizations, based upon incident impact and response circumstances. If approved, the PA application process can proceed with meetings among the eligible local applicants, State, and Federal representatives to discuss detailed damage and value reports, the development of specific projects, scopes of work, and cost estimates that will be used by FEMA to determine their obligation of grant funds. As of the 2017 launch of FEMA’s New PA Program Delivery System, specific *Site Inspection Report* forms are used for the various sub-type in each of the PA program’s damage and expense categories:

- Category A – Debris
- Category B – Emergency Work
- Category C – Public Works, Culverts, Roads, and Bridges
- Category D – Dams, Reservoirs, Pumping Facilities, Drainage Channels, Navigational Waterways, Levees, Sediment Debris, Retention Basins
- Category E – Buildings, Vehicles, and Equipment
- Category F – Utilities
- Category G – Beaches, Parks, and Mass Transit

RSF Leads should be incorporating hazard mitigation projects in their redevelopment plans prior to any disaster. Mitigation projects should be consistent with the County’s promulgated Local Mitigation Strategy (LMS) and submitted to LMS Task Force for prioritization. Project proposals can be submitted for ranking at any time during the year but must be on the prioritized list to be considered for funding. Budget projections and cost-benefit analyses should be developed by the RSFs well in advance so that redevelopment mitigation projects are ready for submission when a post-disaster Notice of Funding Opportunity is announced by the Hazard Mitigation Grant Program (see **Appendix B**). Other federal hazard mitigation programs (e.g., Pre-Disaster Mitigation, Flood Mitigation, and Hurricane Loss Mitigation) announce opportunities for project funding throughout each fiscal year, regardless of recent disaster. See <https://www.floridadisaster.org/dem/mitigation/> for more information.

POST-DISASTER INDIVIDUAL ASSISTANCE

RSFs contribute data to support the community’s request for a post-disaster Individual Assistance (IA) declaration, allowing eligible citizens in need to apply for disaster assistance. Applications for federal assistance must be made by the individuals, but the RSFs can facilitate applications for Small Business Administration (SBA) loans, the Individuals and Households Program (IHP, see **Appendix C**), the Transitional Shelter Assistance (TSA) Program that supports temporary housing, as well as for other opportunities for financial, nutritional, and legal assistance needed for individual recovery and community redevelopment.

Working with the FDEM Recovery Bureau, the DRR Coordinator may arrange to have one or more Disaster Recovery Centers (DRCs) opened in impacted areas. The DRC may be in a readily accessible fixed-facility designed for congregate activities or a mobile office where survivors can go and speak directly to representatives from FEMA, the SBA, FDEM, RSF representatives, and assisting post-disaster support agencies (e.g., disaster legal services, crisis counseling) to get/verify information and receive individualized help applying for the appropriate available State and Federal programs.

To assist local governments' administration, public works, social services, and procurement personnel with the coordination and documentation processes needed for the various federal post-disaster assistance programs, detailed explanations, worksheets, required forms, and procedural tips have been assembled by NCEM planners in a separate handbook dated January 2019, the *Recovery Coordination, Public Assistance, and Individual & Household Assistance Guide*.

FUNCTIONAL AND HAZARD-SPECIFIC ANNEXES

While this CEMP is comprehensive, as the “base plan” it does not address, in detail, all of the resources needed or inter-departmental and inter-agency coordination that must take place to execute specific functions, nor all of the response functions that must be synergized to effectively prepare for and react to specific hazards. Multiple handbooks and guides (e.g., the *EOC Handbook*, the *Recovery Coordination*, *Public Assistance*, and *Individual & Household Assistance Guide*) have been assembled by NCEM planners to facilitate EOC operations and the execution of emergency management plans. The following *Individual Functional and Hazard-Specific Annexes* have been developed or are in the development/revision process to supplement this CEMP:

TABLE 18 – FUNCTIONAL AND HAZARD SPECIFIC ANNEXES AND GUIDES

Annex/Guide Title	Description
Crisis Communications, Public Alerts, and Warning	Effective crisis communication strategies, message mapping, addressing rumors, using the AlertNassau Everbridge mass notification platform for employee and citizen alerts, alerting standards and the International Public Alert and Warning System
Evacuation and Re-Entry	Timing, crisis communications, protective actions, security, traffic route control
Logistics and Resource Management	Resource requests, approvals, acquisition, and information sharing; the County Staging Area, fuel management
Mass Care and Human Services	Emergency public sheltering and mass feeding operations, facility assessment and layout, intake form, census tracking and reporting, job action sheets; special needs
Search and Rescue	Missing child or adult, post-disaster unknown structure status
Disaster Debris Management	Disaster debris estimates and considerations, temporary debris staging and reduction, and scopes of work for debris removal and debris monitoring contractors
Disaster Damage Assessment	Using IDAM software to document and evaluate damage to structures and provide assessment results in federal formats
Bulk Distribution	Point of Distribution (POD) management, potential POD site profiles
Disaster Volunteer Management and the Volunteer Reception Center	Volunteer management system, the reception center, staffing, roles and responsibilities, job action sheets, and liability waiver form

Annex/Guide Title	Description
Public Health Emergency Response	Mass Prophylaxis and Medical Countermeasures, Alternate Medical Care during Surge, and Non-Medical Interventions, Isolation and Quarantine
Active Assailant	LEO and Fire Rescue response, Search and Rescue, Reunification, Mass Care
Severe Weather Response	Severe Storms, Tropical Cyclone, Flood, Hail, Tornado, Severe Temperatures; Alert Notifications and Crisis Communications, Evacuation, Mass Care, Damage Assessment, Debris Management
Wildfire Response	Alert Notification, Evacuation, Mass Care, Damage Assessment
Hazardous Material Release Response	Alert Notification, Responder Safety, Public Health, Evacuation, Mass Care, Damage Assessment
Multi-Year Training and Exercise Plan (MYTEP)	Local multi-agency training needs assessment and running projection of quarterly emergency management course offerings over the next three years
Recovery Coordination and Federal Assistance Guide	Provides guidance for post-disaster recovery coordination among agencies, departments, and non-governmental entities; explains the federal Public Assistance program/processes and Individual & Household Assistance programs
EOC Handbook and EOC IMT Position-Specific Guides/Checklists	Provide guidance to personnel assigned roles in the EOC during activations

The procedures described in these Annexes and Guides are reviewed and revised as needed according to the schedule adopted by the Advisory Council. Interim reviews may be conducted by the Advisory Council as part of the performance improvement process following a simulated or real-world implementation. Real-world events may impact the planned review and update schedule. Based on the Advisory Council's findings during their reviews, a Collaborative Planning Team works with NCEM Planners to revise the documents and distribute the approved changes to the affected operational entities.

PROGRAMMATIC PLANNING, EVALUATION, AND IMPROVEMENT PROCESS

Nassau County is fully invested in the National Preparedness Goal and National Planning System. The National Preparedness Goal identifies critical mission areas (i.e. Prevention, Protection, Response, Recovery, and Mitigation) and 31 Core Capabilities that should be developed and maintained.

TABLE 19 – CRITICAL MISSION AREAS AND CORE CAPABILITIES

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence/Information Sharing		Threats and Hazards Identification	Infrastructure Systems	
Interdiction and Disruption			Situational Assessment	Healthcare and Social Services
Screening, Searching, Detection		Risk and Resilience Assessment	Operational Communications	Short- and Long-Term Housing
Forensics	Physical Measures	Whole Community Resilience Long-Term Reduction of Vulnerabilities	Fire Suppression	Natural and Cultural Resources
	Identity Verification and Access Control		Critical Transportation	Economic Recovery and Stability
	Cybersecurity		Search & Rescue Operations	
	Supply-Chain Integrity and Security		Mass Care Services	
	Risk Management for Protection Programs and Activities		Public Health, Healthcare, and Emergency Medical	
			Environmental Response, Health and Safety	
			Fatality Management	
			Logistics & Supply-Chain Management	
			On-Scene Security & Law Enforcement	

NCEM Planners, the Advisory Council, LMS Task Force, and Program Partners have adopted the six-step “Deliberate Planning Process” described in FEMA’s 2014 *Operational Planning Manual* for the development, review, revision, and maintenance of written plans. The process, as well as roles and responsibilities for each step of the process, are illustrated on the following page in a diagram from the *Operational Planning Manual* (**Figure 30**).

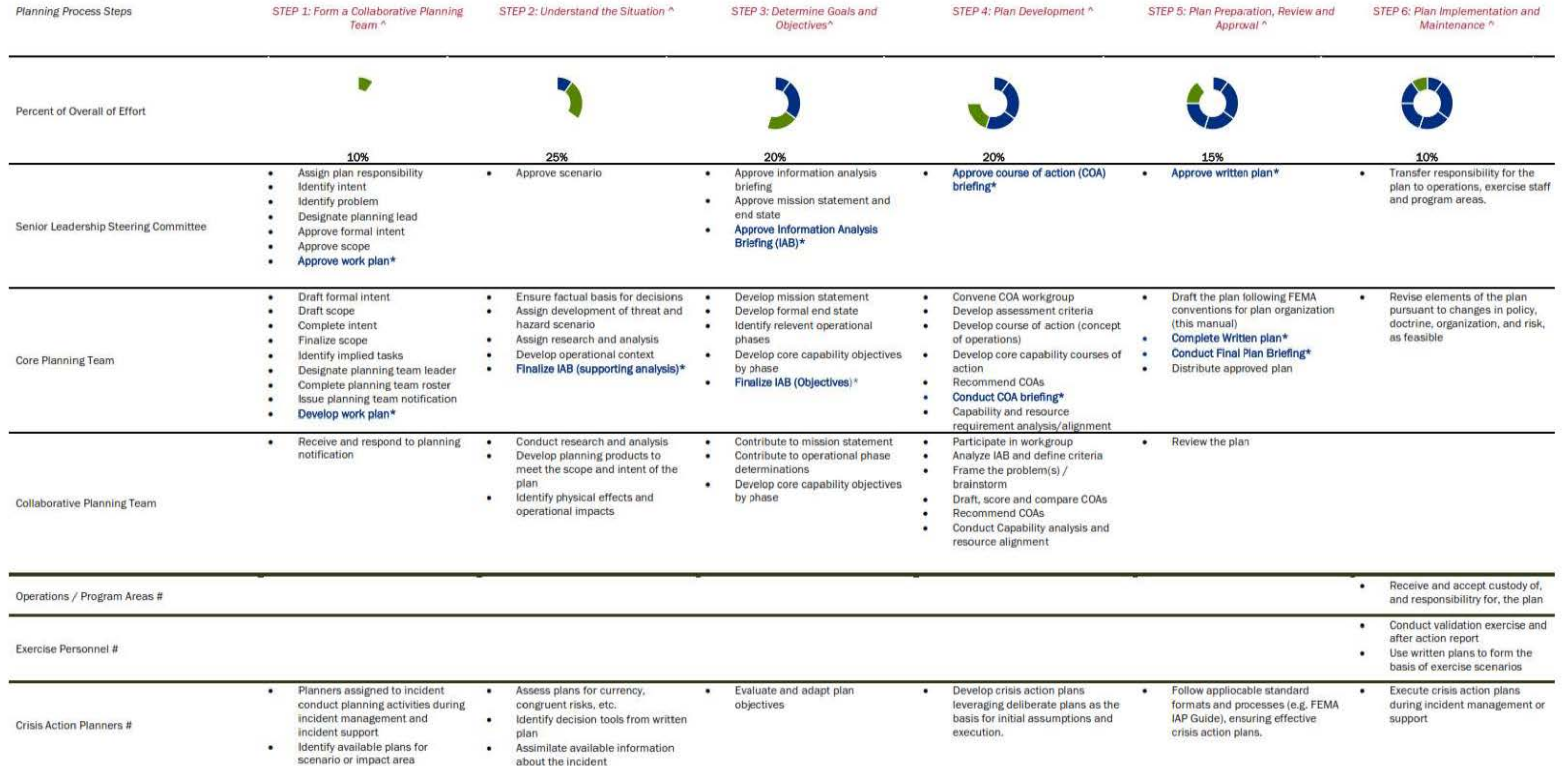


FIGURE 30 – SIX-STEP DELIBERATE PLANNING PROCESS

In keeping with the Emergency Preparedness Planning Cycle illustrated in **Figure 2** at the beginning of this plan, and as part of the Emergency Management Program's commitment to continuous improvement, NCEM and representatives from the EM Program's Advisory Council will conduct a formal After-Action Review (AAR) of each response plan exercise and following each activation of the EOC in order to identify capability strengths and gaps. The Advisory Council and subject matter experts will suggest actions to bridge those gaps, a reasonable timeframe for completion, and individuals to be responsible for ensuring implementation (i.e. an improvement plan).

Utilization of the *Lean Six Sigma*® "Plan-Do-Check-Adjust" (PDCA) process illustrated in **Figure 31** prompts NCEM planners and partners to identify successful strategies as well as opportunities for improvement, and to take action to make necessary adjustments during both Blue-Skies and Grey. Training is provided to those impacted by or involved in updated emergency preparedness plans, personnel are drilled and exercised, and the cycle continues. By this method the NCEM staff builds the County's capabilities, implements best practices throughout planning and operations, and can assure its stakeholders that the preparedness plans and response processes put into place are evidence-based.

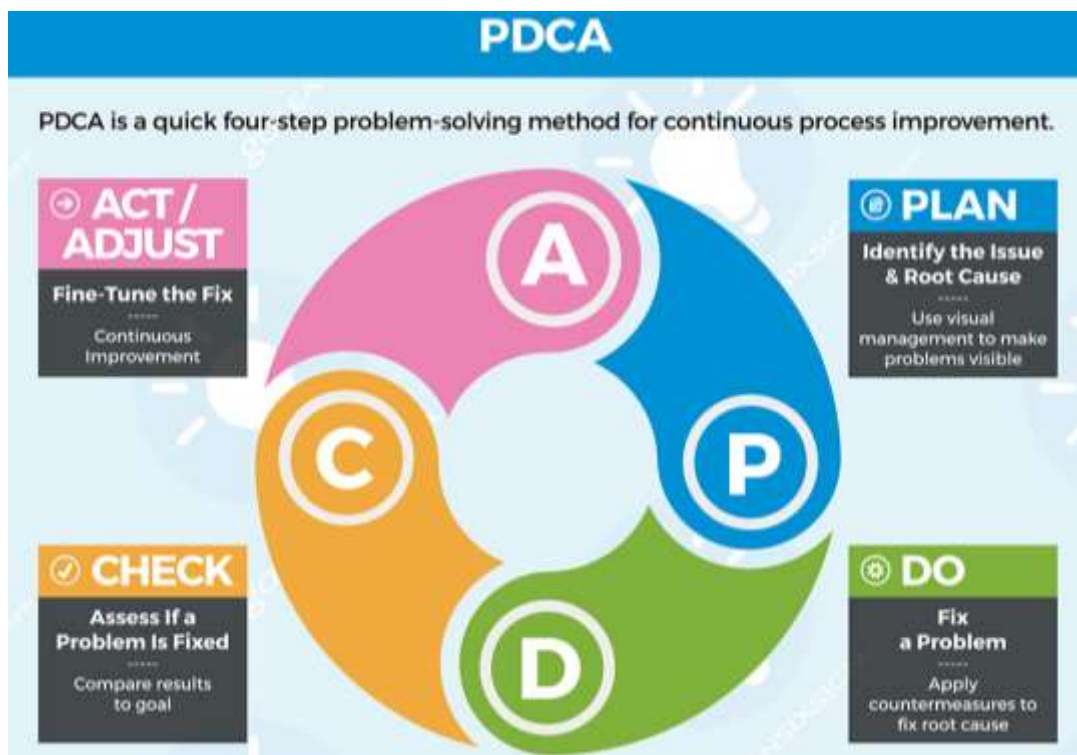


FIGURE 31 – PDCA CYCLE OF CONTINUOUS IMPROVEMENT

APPENDIX A – NEW PUBLIC ASSISTANCE DELIVERY MODEL FACT SHEET

Public Assistance

New Public Assistance Delivery Model

The Public Assistance (PA) Program is FEMA's largest grant program, averaging \$4.7 billion in assistance each year and accounting for 51 percent of the grant dollars administered by the agency. In 2014 and 2015, to identify improvements to the effectiveness of the Program, FEMA conducted an in-depth diagnostic review, analysis, and outreach that demonstrated the need for significant changes in the way FEMA implements the Public Assistance program. As a result, FEMA developed a new business model for PA Program delivery and is implementing those changes. Significant aspects of the new delivery model will provide better grants management and fiscal responsibility from beginning to end, including:

- Segmenting projects based on complexity and the type of work;
- Standardizing workflow processes, including the development of an on-line PA Grants Manager and Grants Portal technology platform to promote consistency, transparency and accountability;
- Specializing staff roles and responsibilities, matching skill sets with business process requirements to ensure quality; and
- Consolidating subject matter experts in Consolidated Resource Centers (CRC) to improve consistency and accuracy while building agency-wide capacity to support disaster operations nationwide.



PROCESS AND ROLES

The foundation of the new delivery model is a partnership between the FEMA, state, tribal and territorial emergency managers, and applicants requiring disaster recovery assistance. These parties will work together to complete the processes necessary to apply for and receive Public Assistance, as outlined below:

Phase I – Operational Planning

Objective: Identify applicants' disaster impacts and recovery priorities. The following general activities will occur after *Applicant Briefings* and approvals of applicants' *Request for Public Assistance*.

- FEMA will assign a *Program Delivery Manager (PDMG)*—a single point-of-contact assigned to each applicant—who will provide assistance to the applicant throughout the application process.
- The PDMG will conduct an *Exploratory Call* with assigned applicant representatives to obtain general information about the applicant and its disaster impacts, and to explain next steps.
 - ✓ Applicant representatives should be prepared to discuss impacts and provide the names of counterparts who may be involved.
 - ✓ Applicant representatives will learn more about the PA Grants Portal, the online database used

to manage grant applications and upload required documents.

- The applicant and PDMG will conduct a *Recovery Scoping Meeting* within 21 days of the initial call.
 - ✓ Additional applicant and FEMA representatives are expected to participate.
 - ✓ Applicants will have 60 days after the Recovery Scoping Meeting to identify and document all incident-related damages.
 - ✓ The Applicant and the PDMG should agree to weekly, one-on-one status meetings.

Phase II – Intake Damage and Eligibility Analysis

Objective: Capture and document all of the incident-related damages.

- Work that is already completed will be compiled by the PDMG, in coordination with the applicant, to ensure all supporting documentation is provided.
 - ✓ The PDMG will forward projects to the *Consolidated Resource Center* for compliance and quality assurance reviews.
 - ✓ The PDMG will contact the applicant via PA Grants Portal, as necessary, for any outstanding issues, requests for information, and for project concurrence and signature.
- Work that is still to be completed will be scheduled for a site inspection.
 - ✓ Standard and specialized inspections are arranged by the FEMA Site Inspection Task Force Leader, in coordination with the PDMG and the applicant.
 - ✓ Site inspection results are forwarded to the PDMG to ensure the essential elements of information have been gathered.
 - ✓ The PDMG will forward projects ready for submission to the CRC.

Phase III – Scoping and Costing

Objective: Validate *work-to-be-completed* projects for final processing.

- Projects are processed and reviewed by CRC specialists, in coordination with the PDMG.
 - ✓ The PDMG will contact the applicant via PA Grants Portal, as necessary, for any outstanding issues, requests for information, and for project concurrence and signature.
 - ✓ Signed projects are returned to the CRC for quality assurance and compliance reviews.

Phase IV – Reviews

Objective: Prepare eligible projects for obligation.

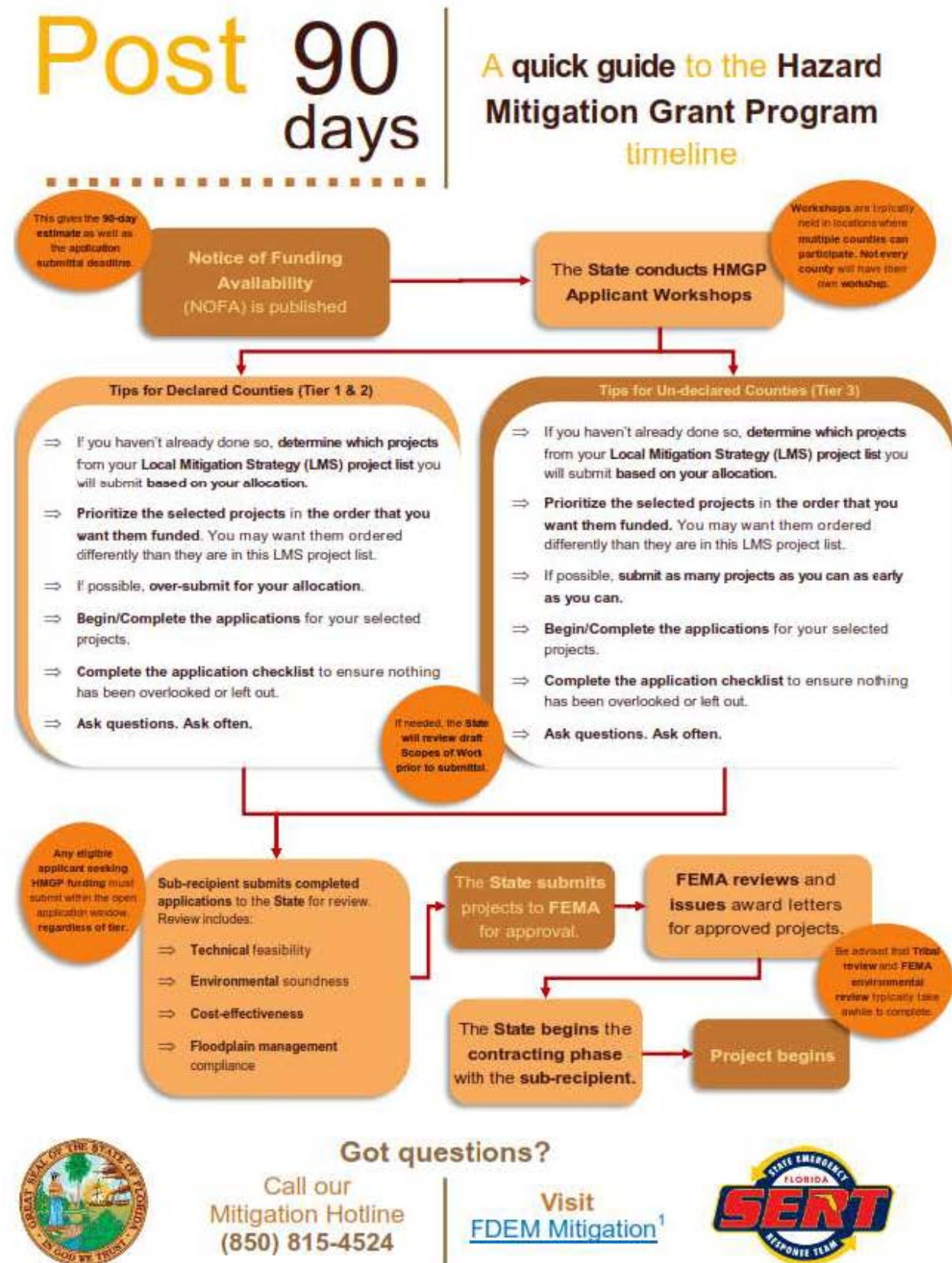
- Quality assurance teams ensure the project signed by the applicant matches data in EMMIE, which is the official system of record for obligation.
 - ✓ The recipient (grantee) and FEMA representative conducts a review of the project in EMMIE.
 - ✓ A determination letter is issued when FEMA obligates the project.

CONTINUOUS IMPROVEMENTS

FEMA's continued focus on strengthening people, processes, procedures, and tools will expedite community recovery by bringing greater simplicity, accuracy, efficiency, accessibility, and timeliness to the PA program. The success of the new delivery model depends on the strength of internal and external partnerships. A key aspect of the new model is continuous improvement; the agency will monitor progress, receive feedback, and make on-going adjustments and improvements to the process and tools throughout the implementation stages and beyond.

For more information visit [online at https://www.fema.gov/new-public-assistance-delivery-model](https://www.fema.gov/new-public-assistance-delivery-model)

APPENDIX B – HAZARD MITIGATION GRANT PROGRAM TIPS



APPENDIX C – INDIVIDUALS AND HOUSEHOLDS PROGRAM FACT SHEET

Individuals and Households Program

FEMA's Individuals and Households Program (IHP) provides financial and direct services to eligible individuals and households affected by a disasters who have uninsured or underinsured necessary expenses and serious needs. IHP is not a substitute for insurance and cannot compensate for all losses caused by a disaster; it is intended to meet the survivor's basic needs and supplement disaster recovery efforts.

IHP Eligibility

These general conditions must be met for an applicant to be eligible to receive IHP Assistance:

- The applicant must be a U.S. citizen, non-citizen national, or qualified alien.
- FEMA must be able to verify the applicant's identity.
- The applicant's insurance, or other forms of disaster assistance received, cannot meet their disaster-caused needs.
- The applicant's necessary expenses and serious needs are a directly result of a declared disaster.

IHP Housing Assistance Provision

FEMA determines the appropriate types of Housing Assistance for which an individual or household may be eligible based on disaster-caused loss, access to life-sustaining services, cost-effectiveness, and other factors. Individuals and households may receive more than one type of Housing Assistance, including a combination of financial assistance and direct services for disaster damage to a disaster survivor's primary residence.

Financial Housing Assistance - FEMA provides funds paid directly to eligible individuals and households and may include the following types of assistance:

- **Rental Assistance:** To secure temporary housing while repairs are being made to the pre-disaster primary residence or while transitioning to permanent housing. Rental Assistance may be used to rent a house, apartment, manufactured home, recreational vehicle, or other readily fabricated dwelling.
- **Lodging Expense Reimbursement:** Reimbursement for hotels, motels, or other short-term lodging while an applicant is displaced from their primary residence.
- **Home Repair Assistance:** To help repair an owner-occupied primary residence, utilities, and residential structure, including privately-owned access routes (driveways, roads, or bridges) to a safe and sanitary living or functioning condition.
- **Home Replacement Assistance:** To help homeowners replace their uninsured or under-insured primary residence, destroyed by a disaster.

Direct Housing Assistance - FEMA may provide direct housing services to eligible individuals and households, when disaster survivors are unable to use Rental Assistance due to a lack of available housing resources. The impacted state, territorial, or tribal government must request Direct

Temporary Housing Assistance and FEMA must approve this assistance prior to implementation. Direct Temporary Housing Assistance is not counted toward the IHP maximum award amount and may include:

- Manufactured Housing Units: Manufactured homes provided by FEMA and made available to use as temporary housing.
- Multi-Family Lease and Repair: This assistance allows FEMA to enter into lease agreements with owners of multi-family rental properties located in disaster areas and make repairs or improvements to provide temporary housing to disaster survivors.
- Permanent or Semi-Permanent Housing Construction: Home repair and/or construction services provided in insular (limited) areas outside the continental United States and other locations where no alternative housing resources are available; and where other types of FEMA Housing Assistance are unavailable, infeasible, or not cost-effective.

IHP Other Needs Assistance Provision

Individuals and households may receive financial assistance for other disaster-caused expenses and serious needs. Eligibility for some types of Other Needs Assistance are dependent on eligibility with the U.S. Small Business Administration's (SBA) disaster loan program. The SBA provides low-interest, long-term loans to help individuals and households with personal property, transportation, and expenses for moving and storage incurred due to a declared disaster. FEMA IHP Other Needs Assistance is divided into two categories that are either *dependent* or *non-dependent* on the individual's or household's ability to qualify for a SBA disaster loan.

SBA Dependent Types of Other Needs Assistance – Only individuals or households who do not qualify for a loan from the SBA may be eligible for the following types of assistance:

- Personal Property Assistance: To repair or replace essential household items including, but not limited to, furnishings and appliances, accessibility items defined within the Americans with Disabilities Act, and specialized tools and protective clothing required by an employer.
- Transportation Assistance: To repair or replace a vehicle damaged by a disaster and other transportation-related costs.
- Moving and Storage Assistance: To relocate and store personal property from the damaged primary residence to prevent further disaster damage, such as ongoing repairs, and returning the property to the primary residence.

Non-SBA Dependent Types of Other Needs Assistance – May be awarded regardless of the individual's or household's SBA disaster loan status and may include:

- Funeral Assistance: To assist with funeral expenses incurred as a direct result of a declared disaster, which may include reallocation or reburial of unearthed remains and replacement of burial vessels and markers.
- Medical and Dental Assistance: To assist with medical or dental expenses caused by a disaster, which may include injury, illness, loss of prescribed medication and equipment, or insurance co-payments.
- Child Care Assistance: A one-time payment, covering up to eight cumulative weeks of child care expenses, for a household's increased financial burden to care for children aged 13 and under; and/or children aged 14 to 18 with a disability as defined by federal law.

- **Miscellaneous or Other Items Assistance:** To reimburse for eligible items purchased or rented after a disaster incident for an individual or household's recovery, such as gaining access to the property or assisting with cleaning efforts. Eligible items are identified by the state, territorial, or tribal government and may include items such as a chainsaw, air purifier or dehumidifier.

IHP Limitations and Requirements

Assistance Limit: Financial assistance is limited to an annually adjusted amount based on the Department of Labor Consumer Price Index. Direct Housing Assistance is not subject to the assistance limit.

Flood Insurance Requirement: Applicants whose homes are located in a Special Flood Hazard Area and who receive assistance for home repair, replacement, permanent housing construction, and/or personal property as a result of a flood-caused disaster must obtain and maintain flood insurance as a condition of accepting disaster assistance.

Payment of Assistance: Financial assistance is provided to disaster survivors by a U.S. Treasury check or through an electronic funds transfer into the recipient's bank account.

Supplemental Assistance: IHP is not intended to replace private recovery efforts but to complement those efforts when needed. FEMA's assistance is limited and is not intended to return a home to its pre-disaster condition. If a homeowner wishes to return their home to its pre-disaster condition, they may apply for a home disaster loan with the SBA.

Proper Use of Assistance: Failure to use assistance appropriately may result in ineligibility for additional assistance, and the applicant may be required to return the misused funds.

Taxation of Assistance: FEMA's assistance is not taxable and is not counted as income or a resource when determining eligibility for income assistance or income-tested benefit programs such as Social Security benefits or disability income.

Documentation: Disaster survivors may need to provide documentation to help FEMA evaluate their eligibility, such as documents pertaining to proof of occupancy, ownership, income loss, and/or information concerning an applicant's housing situation prior to the disaster.

Duration of Assistance: Assistance is limited to 18 months following the disaster declaration and may be extended, if needed.

Appeal Rights: Applicants, who disagree with FEMA's determination of eligibility or the form of assistance provided, have the right to appeal within 60 days of the date on the award or denial letter from FEMA. For more information on appealing, contact the FEMA Disaster Helpline at 1-800-621-3362. Applicants who have a speech disability or hearing loss and use a TTY can call 1-800-462-7585 directly. Those using 711 or Video Relay Services (VRS) can call 1-800-621-3362.

FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.