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City of DeLand, Florida

# **COMPREHENSIVE EMERGENCY MANAGEMENT PLAN**

Prepared for the  
City of DeLand  
and the  
Volusia County Emergency Management Division

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*Draft, For Review and Comment Only*

**Comprehensive Emergency Management Plan**

**City of DeLand, Florida**

**BASIC PLAN**

**1.0 Overview and Executive Summary**

The City of DeLand is the county seat of Volusia County, Florida. The City had a estimated resident population of 22,689 people in 2005. The City is home to the local governments of Volusia County and the City, as well as the site of Stetson University, numerous businesses and industries, and the DeLand Municipal Airport. As of this date, the City will be annexing additional land that includes the site of Florida Hospital DeLand. Overall, the City is at risk from a wide variety of natural, technological and societal or man-made hazards. In 2004, the City of DeLand experienced three hurricanes which caused extensive damage throughout the community. This area of Florida is also vulnerable to tornados and other severe weather, as well as flooding, drought and other natural hazards. Major transportation corridors through and near the jurisdiction also pose a risk of hazardous materials or mass casualty accidents.

The City of DeLand has the capability to respond to most emergencies and disasters through services provided by its Police, Fire, Public Works, and other departments. To further address the risks posed by emergencies and disasters, the City of DeLand has also established a citywide emergency preparedness program to enable the jurisdiction to effectively prepare for, respond to, and recover from such events. This program includes established policies and protocols guiding preparedness, response and recovery operations, as well as assigning responsibility for implementation of the program. Included in the City's preparedness program is the development and maintenance of a comprehensive emergency management plan to guide the City's operations at the time of a disaster. In addition, the City's program incorporates prescribed training, exercises and educational efforts to ensure readiness to implement the emergency plan.

This is the City's Comprehensive Emergency Management Plan (CEMP). It documents the DeLand's emergency preparedness program and defines the City's operations at the time of a disaster, regardless of the cause of the event. The plan also demonstrates the City's efforts to comply with state and Federal requirements applicable to municipal emergency preparedness programming and planning in Florida.

At the time of a major emergency or disaster, the City will activate this plan and utilize the policies and operational concepts defined herein to guide the emergency response functions by City employees, as well as the interaction of the City with adjacent jurisdictions and higher levels of government. When indicated, the City Manager will activate the emergency plan and notify City personnel accordingly. The City will also activate an Emergency Organization, as defined herein, to function in the City's Emergency Operations Center (EOC). From this location, emergency operations in the field by City personnel will be managed and supported, and communications and coordination will be maintained with the Volusia County Emergency Management Division and/or the County Emergency Operations Center, if also activated. To facilitate

coordination and cooperation with Volusia County, the DeLand EOC will be structured based on a similar Emergency Support Function (ESF) concept as used by the County. Upon conclusion of the City's operations, the City Manager will instruct City personnel to deactivate the emergency plan and to transition, if indicated, into disaster recovery operations.

The plan was formally approved by the City Council on ((Date)).

## **2.0 Purpose and Scope**

This section of DeLand's CEMP describes the purpose of the emergency plan, its scope, and the method for its development.

### **2.1 Purpose**

DeLand's CEMP defines and documents the City's operations that will be implemented to prepare for, respond to and recover from major emergencies and disasters. The CEMP will be activated upon a decision by the City Manager or designee that an emergency or disaster is of such magnitude or concern that a coordinated and managed response by several City agencies will be necessary.

The CEMP also defines the following:

- The scope of and responsibility for the City's emergency preparedness program which is implemented during times of normalcy to ensure the jurisdiction remains prepared to respond to disasters
- The characteristics of the City and its population that may be relevant to emergency operations
- The emergency response and disaster recovery operations to be implemented at the time of a disaster, as well the City's facilities that will be used for this purpose
- The City's policies and protocols that will be applied to emergency response and disaster recovery operations within the jurisdiction
- The requirement that the City's agencies and personnel prepare more detailed implementing procedures, operational guides, action checklists and similar documents that will be needed to implement the CEMP, and will be consistent with the established policies and operational concepts.
- The frequency of and responsibility for training City personnel in the implementation of the plan and for planning and conducting exercises of plan implementation.
- Actions to be implemented by the City to ensure continuing compliance with F.S. Chapter 252.38(2) and with the Federal requirements embodied in the National Incident Management System (NIMS).

### **2.2 Scope**

The CEMP will be used by DeLand to prepare for, respond to and recover from all types of hazard events, regardless of their cause or location in or near the jurisdiction. When activated by the City Manager or designee, the CEMP is to be the primary guideline and controlling document to be used by City agencies and personnel for management of operations related to the event and its impacts. The CEMP may be activated upon warning that a disaster may occur and impact the City of DeLand, or may be activated during or immediately after the occurrence of a disaster that has affected the jurisdiction. In addition, the CEMP may be activated for purposes of coordinating the City's support operations provided to other nearby jurisdictions that have been severely impacted by a disaster and have requested the City's assistance.

Implementation of the CEMP will rely on all existing mutual aid agreements, contracts and understandings entered into by the City or its agencies. The CEMP does not replace or alter these agreements, and such agreements and the CEMP are to be maintained by the City as mutually consistent and supportive.

The CEMP is intended to be consistent with the Comprehensive Emergency Management Plan of Volusia County, including its annexes for Emergency Support Functions (ESFs), mitigation and disaster recovery, terrorism incident response, and multiple casualty incident response. The CEMP is also intended to be consistent with and supportive of the Comprehensive Emergency Management Plan of the State of Florida, as well as with the Federal government's National Response Plan. This consistency is necessary to facilitate coordination of response and recovery operations between the City of DeLand, adjacent municipalities, and higher levels of government.

### **2.3 Methodology for Plan Development**

The CEMP was prepared through a cooperative, multi-organizational process directly involving the City's departments with responsibilities for implementation of the plan. Working with a consultant, plan development was an iterative process involving an orientation of all agencies, evaluation of the "lessons learned" during the 2004 hurricane season, discussions regarding the capabilities of the City's agencies, and analysis of the City's preferred operational concepts. The development process also included reviewing and commenting on a draft emergency plan prior to its finalization.

### **3.0 Situation and Assumptions**

This section of the CEMP describes the situation and assumptions that are inherent in the implementation of the plan's provisions for preparedness, emergency response and disaster recovery. For the purposes of the CEMP, the "situation" involves two factors. The first is the characteristics of the community that could be influential to the needs of the population for services and support at the time of a disaster. The second is the situation that would be confronted at the outset of an event, and the conditions that would have to be addressed by the emergency operations to be defined in the CEMP. In comparison, the assumptions section identifies those assumptions that have been found to be necessary to define the emergency operations to be conducted, the resources that will be available, and the expected outcome of actions to implement the plan. Should these assumptions not be valid at the point of initial implementation of the CEMP, than adjustments to the operational concepts would be necessary.

#### **3.1 Situation**

DeLand encompasses 17.73 square miles in western Volusia County, and is situated approximately 20 miles from the Atlantic Coastline. DeLand is located near the Cities of Orange City, DeBary, Lake Helen, and Deltona, as indicated on the following map:

The City has over 100 miles of roadways and is traversed by US Route 17-92 (Woodland Blvd.), and State Route 44 (New York Ave.), with Interstate 4 approximately two miles from the City's downtown center and abutting a portion of the jurisdiction's southern boundary. These roadways represent a potential source for hazard that could necessitate implementation of this CEMP for a transportation-based hazardous materials

accident or a multiple casualty accident. The roadways in the central part of the City are shown on the following map:

The DeLand Municipal Airport is owned and maintained by the City, and is located in the northern part of the jurisdiction. The airport property includes several industrial and business facilities. As such, the airport property is the possible location for small aircraft accidents, mass casualty incidents, and hazardous materials releases. An emergency plan has been prepared and maintained for airport.

Route 17/92 and Interstate 4, as major highways serving central Florida, can be anticipated to be incorporated into the National Infrastructure Protection Plan (NIPP). This plan is a current, nationwide effort to identify and protect infrastructure components that are considered of national significance. The NIPP has expectations for local participation in the planning and programming for protection of the national infrastructure.

The average daily temperatures for the area vary from about 80 degrees in summer to approximately 58 degrees in winter, with a mean annual temperature of 71 degrees. The City receives the most rain in summer, with annual average rainfall of about 52 inches. Natural hazards known to threaten the area include hurricanes, tornados, lightning, severe storms, flooding, drought, freezes, and wildfires.

The City's population, based on the 2000 census, was approximately 21,000, with an estimated 2005 population of 22,689, based on US Census figures. This represents a rate of population growth of approximately 1.6% per year. US Census projections place the 2010 population at 24,926. Approximately 39,000 people live in the unincorporated area adjacent to the City. Based on the 2000 census, the median age of DeLand's population is 39 years. Approximately 20% of the population is 65 years of age or older, based on 2000 Census data.

Housing types are dominated by single family detached structures, with approximately 16% of the City's housing units being mobile homes, based on 2000 data. The City is the owner and operator of a 40 unit mobile home park.

Based on 2005 estimates, the median house value was \$146,212.

In 2005, medial household income was estimated at \$32,940, and slightly more the 40% of the City's families were below the poverty level, based on 1999 data. In 2000, the highest employment category was in education, health and social serves, followed by professional, management and administrative services. Construction, manufacturing and retail trade also were larger employment categories.

There are five elementary, two middle, and one high school in the City. The City is also the site of the Volusia County Board of Education Offices. Stetson University, Daytona Beach Community College (West Campus), University of Central Florida (West Campus), Florida Technical College, Angley College and Warner Southern College are higher education institutions located within the jurisdiction.

The Florida Hospital DeLand will be located within City upon completion of the annexation process for this area of the City. Florida Hospital DeLand has 156 beds, plus

19 pediatric bassinets, a 24-hour emergency room. The next nearest hospital is Florida Hospital Fish Memorial, a few miles away in the City of Orange City.

Volusia County maintains its principal administrative office and courthouse within the jurisdiction. The jurisdiction is also home to approximately 80 religious facilities. In addition, the District 5 offices of the Florida Department of Transportation are also in the City. The presence of these institutions in the community could necessitate activation of the CEMP for a terrorist or other criminally-caused disaster event.

In addition there are other special facilities within the jurisdiction in addition to the above that could require additional attention during disaster situations, and these include the following:

- 100 sewage lift stations
- A water treatment plant utilizing gaseous chlorine and other chemicals
- Large gasoline tanks operated by the City
- A hydrogen tank storage area
- A stadium and other park and recreation facilities that attract large numbers of people

DeLand is governed by a five member council, with mayor, and the City Manager serves as the chief executive officer of the jurisdiction. In addition to the City Manager, the City's Administrative Offices include Administrative Services, City Attorney, City Clerk, Finance, Human Resources, and Information Technology. In addition, DeLand also staffs Departments of Police, Fire, Parks & Recreation, Community Development, Public Works, and Engineering.

The situation that could be occurring in DeLand at the outset of a major emergency or disaster includes the following:

- There could be numerous fatalities and injuries among the public; Immediate search and rescue operations could be required in several locations
- Property damage could be extensive throughout DeLand; Actions would be needed to prevent further property damage
- Utilities and normally available communications networks could be disrupted for extended periods
- Roadways could be blocked with debris or flooded, and movement into and within impacted areas would be disrupted
- Hazardous conditions could threaten the health and safety of emergency workers, and special precautions would be required
- The affected public would expect immediate assistance from the City and there would be a significant demand for emergency instructions and public information

Adjacent jurisdictions and areas of Volusia County could also be severely impacted by the same event and assistance from other jurisdictions would not be available.

### **3.2 Assumptions**

The assumptions that are required for implementation of the DeLand CEMP are the following:

- The City may have to implement operations without assistance from other jurisdictions or levels of government of at least 72 hours following the impact of the event
- The facilities designated by the City for use during the activation of the CEMP will remain operational, or, if not, alternate facilities could be activated rapidly and emergency operations resumed
- The City agencies and personnel assigned responsibility for emergency operations will be available on a timely basis; If indicated, City agencies will implement their continuity of operations plans to ensure staffing of the emergency responsibilities assigned under this plan
- When available, assistance and support from adjacent jurisdictions and higher levels of government will be provided on a timely basis when requested by the City; If such assistance and resources are not available or will not be delivered, the City will be aware of this situation
- The City's personnel assigned responsibility for implementation of the emergency plan will be knowledgeable in their roles, and will have the proper training, credentials and past experience to safely and effectively complete their responsibilities
- Assigned emergency workers will mobilize upon notification to do so, and will initiate and complete necessary emergency operations to the best of their abilities, given the equipment and resources available at the time
- The CEMP and all supporting documents, e.g., standard operating guides, action checklists, personnel rosters, equipment inventories, etc., will be up to date and available to the personnel and emergency facilities where they are needed
- The public will cooperate in a timely and orderly manner with emergency instructions, public information, emergency ordinances and similar actions taken by the City and/or by higher levels of government in coordination with the City; Non-compliance with emergency instructions by the threatened public will not become a significant impediment to emergency operations
- Volusia County, the State of Florida and the Federal government will implement their comprehensive emergency management plans effectively and on a timely basis, when necessary, to manage the consequences of disasters affecting the City
- Licensed residential health care facilities located within the City's boundaries will prepare and maintain effective emergency plans, as required by state regulations, and these plans will be implemented on a timely basis during disasters with only minimum assistance and resources from the City.

## **4.0 Scope of Preparedness and Incident Management Activities**

The section summarizes the scope of the City of DeLand's pre-disaster preparedness activities and normally implemented incident management activities. This information is provided to clarify the capabilities of the City to initiate and sustain the range of emergency operations that may be needed when a disaster affects the jurisdiction.

### **4.1 The City's Emergency Preparedness Program**

DeLand maintains an ongoing emergency preparedness program that consists of the following elements:

- An "Emergency Preparedness Team" consisting of the City's department heads, the City Clerk and the City Manager. This organization meets on a routine basis and is responsible for the necessary intra-jurisdictional coordination of government actions to ensure the following:
  - The CEMP and all supporting documentation are maintained as current, and other actions needed to ensure readiness of the City for CEMP implementation are taken
  - City personnel are trained in their roles for implementation of the CEMP and all assigned personnel have the appropriate credentials and/or experience to effectively and safely implement those assignments
  - Implementation of the CEMP is exercised on the schedule and in the manner specified herein; All exercises are evaluated to identify improvements needed
  - Ongoing evaluation of the adequacy of the City's personnel, equipment, facility and supplies to implement the CEMP and to assure a level of capabilities commensurate with the risk exposure of the jurisdiction
  - Development and implementation of a "preparedness improvement plan" designed to address shortfalls in the City's emergency preparedness resources and capabilities
- The City is represented in inter-jurisdictional emergency preparedness planning and programming activities conducted by Volusia County. These activities are designed to enhance coordination and cooperation among local jurisdictions and higher levels of government during response and recovery operations for major disasters. This representation includes City participation in Volusia County's local hazard mitigation planning process and completion of efforts by the City to minimize the vulnerability to future disasters.
- Designation of the Fire Chief as the City's Emergency Management Coordinator to manage the day-to-day implementation of the City's emergency preparedness program, and to support the City's Emergency Preparedness Team in fulfilling its responsibilities.
- Participation in the Florida statewide mutual aid agreement and other specific mutual aid agreements with other jurisdictions and/or organizations so that supplemental personnel and resources can be available to the City more rapidly when needed; Development of pre-event contracts with local businesses to provide needed supplemental services
- Efforts to classify City personnel and equipment resources, and to certify their suitability for their intended emergency use, in accord with Federal guidance issued pursuant to the NIMS

- Ensuring that all aspects of the City's emergency preparedness program remains consistent with applicable local, state and Federal requirements
- Implementing a public information and preparedness awareness program through the City's website, community-based education efforts, coordination with the private sector, and similar actions.

## **4.2 The Scope of the City's Incident Management Activities**

This section summarizes the scope of the incident management activities that the City of DeLand normally provides. The purpose of this discussion is to highlight the emergency services and incident management capabilities available to the jurisdiction to address its needs at the time of a disaster. When these capabilities could be exceeded, it will be necessary to request assistance and support from adjacent jurisdictions under mutual aid agreements and/or from Volusia County, state, and/or Federal agencies.

### **4.2.1 Emergency Services Provided**

DeLand has a police and fire department that are available to respond to emergencies during times of normalcy. Both departments are dispatched by Volusia County. Both the Police and Fire Departments utilize the Incident Command System (ICS) in all emergency response operations. The two departments have the necessary personnel and equipment to address the general range of emergency situations encountered in the jurisdiction. The Police Department relies on the Volusia County Sheriff's Office to provide mutual aid, including specialty law enforcement teams. The Fire Department has mutual aid support available from Volusia County Fire/Rescue, as well as from adjacent jurisdictions.

Both the Police and Fire Departments have the resources and skills to be able to both effectively initiate a response to the impacts of the disasters most likely to occur in DeLand and to independently sustain search, rescue, and life saving, as well as law enforcement, traffic management and preservation of civil order if mutual aid organizations were not available for the initial 72 hour period. Emergency response and disaster recovery operations beyond these noted would be likely to require additional, outside support. The City's Public Work's, Engineering, and Parks & Recreation Departments have heavy equipment capabilities that would be available to the Police and Fire Departments, if needed. These Departments' personnel are also familiar with ICS and will implement ICS for emergency operations in the field.

The City's Public Services Department consists of Engineering, Public Works and Utilities and Airport Divisions. The Public Works Division normally has responsibility for the jurisdiction's roadways and traffic signals and maintenance of the City's vehicle fleet. The department also is responsible for the City's storm water systems and for tree trimming and removal. Public Works also maintains all city complexes and parks. The department's personnel and equipment resources are adequate to effectively maintain normal operations of these systems and to conduct normally expected repairs.

DeLand's Utilities Division is responsible for the City's water and wastewater systems. This division is responsible for the emergency planning and response operations for hazardous materials emergencies at the water and wastewater system facilities. The Airport Division is responsible for the maintenance at the DeLand Municipal Airport, as well as for the airport's emergency preparedness program.

The City's Parks and Recreation Department develops and maintain DeLand's many recreational facilities. Accordingly, the Department has corresponding capabilities for debris removal, building maintenance, and similar operations, which may be necessary after a disaster. Park facilities are also available to use as staging areas.

The DeLand Community Development Department has responsibilities for issuing building permits and inspections, code enforcement, land development regulations, and long range planning. These capabilities would be needed following a disaster that caused structural damage in the community.

The City's Fire Chief is DeLand's designated Emergency Management Coordinator, and assists all City departments in maintaining preparedness for response to and recovery from disasters.

#### **4.2.2 Coordination of Emergency Operations**

The City of DeLand coordinates emergency operations within the jurisdiction, with neighboring jurisdictions, and with Volusia County through the City's primary Emergency Operations Center (EOC), located in the Police Department Headquarters Building at 219 W. Howry Ave., which is in the jurisdiction. This facility is a secure building and is available 24 hours per day, seven days per week. If the primary EOC were not available, the City's alternate EOC is the Fire Department Headquarters, located at 201 W. Howry Ave. The Fire Department's North End Station would also be available as an alternate coordination center.

(Note: The Alternate City EOC will be in the new City Hall, on New York Avenue, once construction on that facility is completed in 2006 or 2007.)

In addition to the City's EOC, both the Police and Fire Department staff and operate Field Operations Centers (FOCs), from which field operations by each agency are directed. These FOCs maintain continuous communication and coordination with the departments' representatives in the City's EOC.

#### **4.2.3 Coordination of Emergency Operations with the Private Sector**

The City of DeLand coordinates emergency operations with key elements of the private sector through the jurisdiction's staff positioned at the City's EOC. Principally, emergency coordination with the private sector is with Progress Energy, the company responsible for electric power service to the community. The City also coordinates emergency operations with Florida Hospital DeLand and Stetson University.

DeLand has many commercial, retail, business and industrial establishments and, following disaster events, many private sector enterprises contact the City for up-to-date information and to request assistance when needed. During emergencies, coordination of the assistance provided to the private sector within DeLand is through the jurisdiction's EOC.

## 5.0 Policies and Protocols

This section of the City's CEMP defines the policies and protocols which will control implementation of the emergency response and disaster recovery operations.

### 5.1 Policies

The standing policies of the City of DeLand governing operations at the time of a disaster are the following:

- The City will maintain preparedness for response to emergencies and disasters
- The CEMP will be the controlling document for management of disaster situations, regardless of their cause
- The City will endeavor to maintain continuity of government throughout any disaster situation and, if unable to do so, will, under a local state of emergency, request the next higher level of government to assume this role until continuity of government can be effectively resumed by the City
- Implementation of the CEMP will be conducted in accord with the operational concepts embodied by NIMS
- All emergency response operations in the field conducted by City response teams will be managed through ICS, as defined in NIMS
- Assigned responsibilities for implementation of the CEMP and/or other supporting standard operating guides are an inherent component of the job description and duties of City employees; At the time of a disaster, all employees are required to call in to receive emergency assignments and/or to standby to be available to staff the City's Emergency Organization
- All City agencies will establish a line of succession for supervisory personnel and for all individuals assigned key roles for implementation of the CEMP
- The safety and health of emergency workers will be the highest priority and the City will adhere to all applicable local, state and federal regulations and requirements regarding worker safety.
- The highest priority for emergency response operations will be to minimize the public health and safety threats and to minimize injury and loss of life of the endangered public. Prevention or mitigation of property damages will be secondary to this priority.
- Emergency services and disaster relief programs will be provided without differentiation to the status or demographic characteristics of the individuals or neighborhoods affected.
- The City will fully utilize its available resources prior to requesting additional resources and assistance from higher levels of government and/or adjacent jurisdictions.
- The City is committed to cooperative and coordinated multi-jurisdictional emergency response and disaster recovery operations, and will endeavor to work with Volusia County and adjacent jurisdictions for the duration of response and recovery operations
- The City will cooperate with and participate in functions and facilities established by Volusia County, the State of Florida and/or the Federal government to coordinate emergency response and disaster recovery operations on a statewide or regional basis, when such functions and

facilities are intended to include DeLand and the City has the personnel available to do so.

- The policies temporarily established by the City during activation of the CEMP at the time of a disaster will be consistent with this policy framework

## 5.2 Protocols

The following protocols will be relied upon for coordination of the City's response and recovery operations, consistent with conditions at the time of the event:

- The City Manager or designee will serve as the Incident Commander of the City's Emergency Organization. The City's Incident Commander will be positioned in the City EOC and will approve the Incident Action Plans (IAPs) formulated to guide the City's response operations
- The EOC will provide coordination, oversight, and support to field operations conducted by the City; When resources become limited, the EOC will prioritize their allocation through the IAP
- The EOC will serve as the Multi-Agency Coordination Entity within the Multi-agency Coordination System for the City in accord with the principals of the NIMS
- Field operations will be under the supervision of the incident commander of the City agency with the primary responsibility for managing the field response; Field response teams will maintain ongoing communications with the City EOC and will implement operations in accord with the City's IAP
- Field operations by City agencies will be conducted in accord with established operational guides, including the use of contractors and mutual aid; Upon activation of the CEMP and the City EOC, all requests from field operations for additional resources and support will be made to and through the City EOC
- The City EOC will maintain communications with the Volusia County EOC by all available means; The City will designate a liaison to the County EOC and the City's liaison will be continually updated regarding conditions in the City, the emergency operations being conducted, and the City's resource needs
- The City EOC will inform the Volusia County EOC of all requests for additional resources from adjacent jurisdictions, and will route requests for resources from higher levels of government through the County EOC

In addition to these standing protocols, the City may formulate temporary protocols for coordination and management of operations whenever made necessary by the circumstances of the event and with the concurrence of the Incident Commander.

## 6.0 Concept of Operations

The section defines the concept of operations that will guide actions by the City of DeLand prior to, during, and after significant disaster events. In overview, the concept of operations incorporates the following:

- Classification of disasters and levels of activation
- Facilities
- Organization and staffing, including the use of Emergency Support Functions
- Roles and responsibilities
- Preparedness actions
- Operational actions
- Communications plans and protocols
- Coordination with other jurisdictions and levels of government
- Public information

The concept of operations is based on adherence to the operational concepts, principals and terminology of NIMS, as well as conformance with the requirements of F.S. Chapter 252.38 for coordination of the City's emergency operations with Volusia County and the State of Florida. As applicable, the concept of operations is intended to be consistent with that utilized by the State of Florida CEMP and the National Response Plan (NRP).

### 6.1 Classification of Disasters and Levels of Activation

The City will utilize the same method as Volusia County and the State of Florida to classify disasters and levels of emergency response team and EOC activation. In Florida, in accord with F.S. Chapter 252.35(a), as follows:

- **Minor Disaster:** Any disaster that is likely to be within the response capabilities of local government and results in only minimal need for State or Federal assistance.
- **Major Disaster:** Any disaster that will likely exceed local capabilities and require a broad range of State and Federal assistance. The Federal Emergency Management Agency will be notified and potential Federal assistance will be predominantly recovery-oriented.
- **Catastrophic Disaster:** Any disaster that will require massive State and Federal assistance, including immediate military involvement. Federal assistance will involve response as well as recovery needs.

The levels of activation for the City's CEMP and the City's EOC will be as follows:

- **Level 3 activation** is day-to-day monitoring of the community and hazard events that typically occur; this monitoring is done to ensure readiness on the part of the City's Emergency Organization to activate the City EOC and/or specific components of the City's Emergency Organization, if indicated
- **Level 2 activation** represents a partial activation of the City' EOC with concurrent activation of selected components of the City's Emergency Organization to provide assistance and resources

- **Level 1 activation** represents the full activation of the City's EOC and, in most cases, the activation of all components of the City's Emergency Organization.

## **6.2 Emergency Facilities**

The City has identified the specific emergency facilities that will be activated at the time of a disaster. These are described in this section.

### **6.2.1 City Emergency Operations Center**

The City EOC will be activated in the Police Department Headquarters. The facility has adequate space, furnishings, restrooms and kitchen to support the City's Emergency Organization for an extended period. The facility also has a standby electric generator that fully supports facility operations. The facility has multiple landline telephones, and the City personnel will bring additional communications equipment to the facility to support operations.

In summary, the City EOC will be responsible for coordination of emergency operations within the jurisdiction, communications and communications support, resource dispatch and tracking, as well as information collection, analysis, and dissemination. The City EOC will be the point of contact and coordination with Volusia County and adjacent jurisdictions. The staff of the EOC will prepare and approve Incident Action Plans (IAPs) in accord with ICS principles on an appropriate periodic basis, e.g., every 12 hours depending on emergency conditions, for the duration of the event. Each IAP will be approved for implementation by the City's Incident Commander and will be utilized to guide City and associated emergency operations for the applicable time period. Resource prioritization and allocation will be made by the City's Emergency Organization in a manner consistent with the IAP whenever applicable.

The EOC will process incoming information regarding disaster conditions and the impact of the event and the status of emergency operations. The EOC will utilize such information to prepare and transmit "situation reports" (SITREPS) to the Volusia County EOC in the format and timeframe requested. This information will serve as the basis for development and approval of the City's IAPs.

The alternate City EOC is the Fire Department Headquarters or Station 82. (Note: The Alternate City EOC will be in the new City Hall, once construction on that facility is completed in 2006 or 2007.)

### **6.2.2 Employee Family Sheltering**

The Police Department allows family members of Police personnel on emergency duty to be sheltered in the Headquarters building, in a separate area. The Utilities Division of the Public Services Department also provides space for employee families to shelter. There is no general City employee family shelter facility.

### **6.2.3 Logistical Staging Areas**

The City has pre-designated areas that could serve as the City's logistical staging areas, as follows:

- Areas at the DeLand Municipal Airport
- The City's wastewater treatment complex
- The City's water treatment complex
- Hubbard Yard
- Other facilities operated by the Parks and Recreation Department

#### **6.2.4 Point of Distribution**

In partnership with Volusia County, the City will staff and operate a Point of Distribution (POD) which serves as a point for distribution of relief supplies, e.g., food, water, ice and tarps, to disaster victims. The POD is located at Woodland Plaza, on Highway 17/92. The POD will serve the needs of DeLand and immediately surrounding jurisdictions and neighborhoods.

### **6.3 Organization and Staffing**

This section describes the approach to organizing the City's personnel to effectively support the concept of operations.

#### **6.3.1 Normal Staffing**

To the maximum extent possible, the personnel assigned to the City's Emergency Organization have been given positions and/or have responsibilities that parallel those they hold under the jurisdiction's normal organizational structure. This has been done to make the transition to the Emergency Organization more rapid and effective. The organizational structure used by City during times of normalcy is the following:

Individuals whose position in the Emergency Organization does not closely parallel their normal assignments have been provided appropriate training and have necessary procedures to facilitate the activation of the Emergency Organization.

Under normal conditions, the City's Fire Chief serves as the Emergency Management Coordinator to manage implementation of the City's overall emergency preparedness planning and programming.

#### **6.3.2 Emergency Preparedness Team**

Pursuant to NIMS, the City of DeLand's Emergency Preparedness Team has been established to ensure the jurisdiction maintains its preparedness to implement the CEMP and to work towards enhancing and improving the capabilities to respond to disaster situations. The Preparedness Team consists of the following City staff:

- The City Manager
- The Assistant City Manager
- The City Clerk
- The Police Chief
- The Fire Chief
- The Director of the Public Services Department
- The Director of the Community Development Department

- The Director of the Parks & Recreation Department
- The Director of the Finance Department

The responsibilities of the Preparedness Team are detailed in NIMS:

- Establish and coordinate emergency plans and protocols including public communications and awareness;
- Integrate and coordinate the activities of the jurisdictions and functions within their purview;
- Establish the standards, guidelines, and protocols necessary to promote interoperability among member jurisdictions and agencies;
- Adopt standards, guidelines, and protocols for providing resources to requesting organizations, including protocols for incident support organizations;
- Set priorities for resources and other requirements
- Ensure the establishment and maintenance of multi-agency coordination mechanisms, including the EOC, mutual-aid agreements, incident information systems, non-governmental organization and private-sector outreach, public awareness and information systems, and mechanisms to deal with information and operations security.

The DeLand Emergency Preparedness Team meets periodically during times of normalcy to address these responsibilities.

### **6.3.3 The DeLand Emergency Organization**

The City's Emergency Organization will be activated to the City's EOC upon a determination by the City Manager, acting as the Incident Commander, that activation of the CEMP is necessary. The Incident Commander may choose to activate only selected components of the organization (Level 2 Activation), or the entire organization (Level 1 Activation). At Level 1 Activation, the Emergency Organization will have the organizational structure consistent both with NIMS and the ESF operational concept as used by Volusia County, as shown below. The ESF numbering scheme is the same as utilized by Volusia County.

At the time of a disaster, staffing of the organizational components will be at the direction of the Incident Commander, in a manner consistent with ICS concepts. The Incident Commander may adjust the organizational structure and staffing of each organizational component to enhance the City's ability to more effectively address the unique requirements of a disaster situation. For major disasters necessitating Level 1 activation, this organizational structure will, nevertheless, be initially staffed in accord with the general guidelines for each position as discussed below.

#### *Command Staff –*

The command staff is composed of the Incident Commander, supported by the Public Information, Safety and Liaison Officers. The staffing assignments and general roles of command staff position are the following:

Incident Commander - This position is staffed by the City Manager and the position will be activated upon a decision to activate the City's CEMP and EOC, regardless of the level of activation. In the absence of the City Manager, the Assistant City Manager would serve as the Incident Commander. In the absence of both the City Manager and the Assistant City Manager, the City Emergency Management Coordinator will serve as the Incident Commander. The Incident Commander is responsible for the functioning of DeLand's Emergency Organization. The position provides leadership, coordination, and management of all emergency operations being implemented by the City, in both the field and in the City's EOC. The position also serves as the City's authorized policy maker and official spokesperson regarding the disaster situation and the City's emergency management actions. This position is also responsible for ensuring coordination of all City emergency operations with those of adjacent jurisdictions and higher levels of government. The Incident Commander provides direct oversight and coordination of all City operations conducted at the City EOC, including final approval of each IAP and instructing the City's Emergency Organization on the IAP implementation.

Public Information Officer – This position supports the Incident Commander through management and coordination of all City activities related to public information, emergency instruction and media management. This position is staffed by the Assistant City Manager. This position would be the City's representative for ESF #14, "Community Information." The position will be activated by the Incident Commander when warranted by the need for emergency instruction and public information within the City, and/or on request or by requirement for participation in a joint information system (JIS) established by Volusia County, the State of Florida and/or the responding Federal agencies. At Level 1 activation, staffing the position is expected, while at Level 2 activation, activation of the position will be based on the situation and need for public information activities. Once the position is activated, all public information and media management activities by the City will be managed and coordinated by the position. Other components of the City's Emergency Organization will conduct any public information activities through this position. If indicated, the position may function from a Joint Information Center (JIC), if established by Volusia County to ensure inter-jurisdictional coordination and consistency of public information.

Safety Officer – This position supports the Incident Commander by monitoring environmental conditions, response operations, and all other available information to ensure protection of the health and safety of the City's emergency personnel, City residents, and other individuals with emergency functions within the City. The position will be staffed by the City's Risk Manager, and will be staffed at both Level 2 and Level 1 activation. The position will gather information from field operations by the City, from Volusia County, or any other available source regarding known or potential health and safety threats, and will advise the Incident Commander on the appropriate actions by the City. When indicated, the Safety Officer will recommend the withdrawal or sheltering of the City's emergency personnel for their protection, and will advise the Incident Commander on health and safety concerns for the general public.

The position will also monitor implementation of the emergency plans of the residential health care facilities located within the City and ensure their timely and effective implementation, in coordination with Volusia County. The position will also

serve as the designated contact point within the City EOC for coordination, when needed, of the jurisdiction's emergency operations with Florida Hospital, DeLand.

Liaison Officer – This position supports the Incident Commander by ensuring effective communication and information exchange with facilities, organizations, and key individuals outside of the City's Emergency Organization and EOC. This position will be staffed by the Director of the Community Development Department or designee. Activation of the position would be directed by the Incident Commander when indicated. Staffing of this position would be expected at Level 1 activation, as well as anytime when both the City's and Volusia County EOCs were activated. This position would ensure that the City deploys and supports one or more individuals as liaisons to the Volusia County EOC, that these individual have adequate communications with the City EOC, and that information exchange between the City EOC and the liaisons is timely and accurate. If other emergency facilities are activated by higher levels of government, and close coordination between such facilities and the City EOC is necessary, this position will ensure that the City also deploys and supports liaisons to these facilities.

The Liaison Officer will be assisted by one or more designated Community Liaisons, and these positions would be staffed by the Mayor and City Council members. Community Liaisons would ensure exchange of current and accurate information with community members, the City's state legislature representatives, the City's congressional representatives, and visiting dignitaries.

If indicated by the scope of response operations and contingent on the availability of personnel, the Incident Commander may direct any of the command positions to include additional personnel to assist and support operations.

#### *General Staff –*

The General Staff of the City's Emergency Organization is made up of four sections, in accord with NIMS concepts: Operations, Planning, Logistics and Finance/Administration. Each of these will have branches established upon a determination by the Section Chief that the situation warrants additional staffing. The staffing of the Emergency Organization includes provision for establishing ESF branches within the Sections, as illustrated in the above diagram.

The ESF correspond to those used by Volusia County, and may be activated when needed. Each ESF branch could be staffed in the City EOC for direction of field operations, if indicated. If not, the Section Chief or designee would serve as a point of contact for the City's operations related to that County ESF. The City would not anticipate staffing of ESF #17, "Animal Care," ESF #18, "Business and Industry," or ESF #20, "Special Needs," for these operations are generally not consistent with municipal responsibilities. However, under special circumstances, the Incident Commander may direct the Section Chief to designate a point of contact for these ESFs.

To guide operations of each of the ESF branches, if activated, annexes for the City ESFs are attached to this basic plan.

Operations Section – Pursuant to NIMS, the Operations Section is responsible to the Incident Commander for the direct management of all incident-related operational

activities. The Operations Section would be staffed at both Level 2 and Level 1 activation, and the Operations Section Chief position would be jointly shared by the City's Fire and Police Department. The Operations Section Chief will establish tactical objectives for each operational period, with other members of the Emergency Organization, and provide the necessary guidance and coordination to field units to ensure that the strategic objectives of the approved IAP for the operational period are addressed. The Operations Section will coordinate and support all City field operations. For the large or complex events at Level 1 activation requiring extensive field operations, and with the concurrence of the Incident Commander, the Operations Section Chief may establish ESF branches, corresponding to those used by Volusia County, as follows:

- An ESF consolidating ESF #4, "Firefighting," ESF #8, "Health and Medical Services," ESF #9, "Search and Rescue," and ESF #10, "Hazardous Materials." This ESF Branch would be staffed by the DeLand Fire Department in the EOC and would coordinate Fire Department Operations in the field. This branch would also serve as the point of contact with any of the four corresponding County ESFs. This position also serves as the City's representative for ESF #8, Health and Medical Services, and will be the point of contact for Volusia County's ESF #8.
- ESF #3, "Public Works and Engineering." This branch would be jointly staffed by the City Engineer or designee of the Public Services Department.
- ESF #12, "Utility Services." This ESF Branch would be staffed by the Utilities Division of the Public Services Department
- A consolidated ESF #13, "Military Support," and ESF #16, "Law Enforcement." The ESF Branch would be staffed by the Police Department
- ESF #17, "Animal Protection," ESF #18, "Business and Industry," and ESF #20, "Special Needs," would not normally be activated or staffed by the City. However, if an unanticipated need arose, City staff within the Operations Section could be designated as the point of contact.

Planning Section – Pursuant to NIMS, the Planning Section is responsible to the Incident Commander and collects, evaluates, and disseminates incident situation information to the Emergency Organization, prepares status reports, displays situation information, maintains status of resources assigned to the incident, and develops and documents the IAP. The section will be staffed at both Level 2 and Level 1 activation of the CEMP City Clerks Office. The Planning Section will gather and process information relevant to the disaster, its impact, and the status of emergency response and disaster recovery operations. The Planning Section is also responsible for preparing situation reports (SITREPs) for transmittal to the City's Emergency Organization and to the Volusia County EOC in the format and on the frequency requested. In addition, the Planning Section utilizes available information to prepare an IAP, in consultation and cooperation with the Operations Section Chief, on a schedule established by the Incident Commander. This schedule will be commensurate with the intensity of emergency response operations. The plan is then reviewed, modified and approved by the Incident Commander. The Planning Section ensures distribution to all county and municipal response organizations. Further, the Planning Section will be responsible for overall documentation of the

City's operational response to the incident. Within the Planning Section, two ESF branches may be established and staffed, as indicated by the situation, as follows:

- ESF #5, "Information and Planning." This branch would be activated and staffed by the City Clerk's office when the level of planning and documentation of the event becomes significant.
- ESF #19, "Damage Assessment." This branch would be activated and staffed by the City's Community Development Department, if the disaster involved significant structural damage, requiring damage assessment operations.

Logistics Section -- Pursuant to NIMS, the Logistics Section is responsible for all support requirements needed to facilitate effective and efficient incident management, including ordering resources from off-incident locations. It also provides facilities, transportation, supplies, equipment maintenance and fuel, food services, communications and information technology support, and emergency responder medical services, including inoculations, as required. The Logistics Section will be staffed by the City's Public Services Department, and will be responsible for supporting other City agencies with the operational support services and resource procurement and management. The Logistics Section would, if indicated, direct the activation and staffing of the following ESFs:

- ESF #1, "Transportation." This ESF would be staffed by the City's Public Services Department and would be responsible for providing transportation support to City Operations, including vehicles and drivers, as well as vehicle maintenance.
- ESF #2, "Communications." This ESF would be responsible for providing and maintaining all communications equipment necessary for emergency operations. The ESF would be staffed by the City's Information Technology Division.
- ESF #6, "Mass Care." This ESF is generally responsible for staffing and supporting operations of the City's Point of Distribution, in partnership with Volusia County. The ESF is staffed by the Police Department. The ESF would, if necessary, also provide assistance to displaced residents following a disaster.
- ESF #11, "Food and Water." This ESF would be responsible for providing food and beverages to the City's emergency workers. It would be staffed by the Parks & Recreation Department.
- ESF #15, "Volunteers and Donations." This ESF would not normally be staffed, unless directed by the Incident Commander because of a significant need to coordinate operations with Volusia County ESF #15.

Finance/Administration Section -- Pursuant to NIMS, the Finance/Administration Section is established when the agency(s) involved in incident management activities require(s) finance and other administrative support services. The section will be established when directed by the Incident Commander for major or complex events at Level 1 activation if additional finance and administrative support and coordination are necessary. When established, the Finance/Administration Section will be staffed by the City's Finance Department and may be jointly staffed with the Logistics Section. The Finance/Administration Section will provide resource procurement for

other City operations, as well as ensure the effective tracking of expenditures and personnel time spent in response activities, in accord with accepted state and Federal guidelines for reimbursement. The section will also provide administrative and other support services to the City EOC to maintain its operations. The Section will incorporate four branches, when indicated, all of which will be staffed by the Finance Department:

- Payroll, with responsibility for ensuring continuity of payroll operations by the City and for tracking of personnel time
- Accounting, with responsibility for tracking of the City's expenditures
- Purchasing, with the responsibility for assisting other groups in the City's Emergency Organization with purchase of goods and materials
- ESF #7, "Resource Support." This ESF branch would be activated when indicated by the size or complexity of the need for procuring and/or contracting for goods and services necessary to sustain the City's emergency operations. If activated, this branch would be consolidated with the Purchasing Branch.

#### **6.3.4 Disaster Recovery Organization and Staffing**

Following a major disaster in which the City experiences significant damage, the City's Emergency Organization will need to transition to support short- and long-term disaster recovery operations. As the emergency response operations conclude, the Emergency Organization will complete short-term recovery operations under the coordination of the City EOC. Short-term recovery operations are more completely described in Section 6.6, below. The City's short-term recovery operations will be coordinated and supported from the City's EOC until it would be more efficient for the responsible agency to function from its own, normally used offices. The transition from the EOC would then be done with the concurrence of the Incident Commander.

Long-term recovery operations following a major disaster impacting DeLand are likely to require coordination and management significantly beyond the timeframe when continued activation and staffing of the City's EOC is effective. Such long-term recovery operations are more completely described in Section 6.6, below. In the event there will be significant long-term recovery actions that for the City, the Incident Commander, prior to full deactivation of the City EOC, will designate a City employee to serve as the jurisdiction's long-term recovery coordinator. If indicated by the scope and type of long-term recovery operations necessary for the City, the designated recovery coordinator would be assigned support staff. Generally, it is anticipated that this position and/or staff would be established within the City's Community Development Department.

The City's recovery staff would be expected to serve as the point of contact for City's residents and businesses regarding disaster recovery services available. The staff would also coordinate closely with the recovery staff of Volusia County, the State of Florida and the Federal government to expedite and facilitate the delivery of disaster recovery assistance within the City. The recovery staff would further be responsible for developing and implementing a long-term recovery and redevelopment plan for the City when indicated. The staff would be the City's point of coordination with Volusia County, in the event that the county implements the countywide long-term recovery and redevelopment plan.

## 6.4 Roles and Responsibilities

The section defines the roles and responsibilities of City personnel and organizations before, during and after a disaster.

In summary, the roles and responsibilities for staffing the City's Emergency Organization, as illustrated in the organization chart above, are summarized on the matrix given on the following page. More specific information is provided in the subsections that follow the matrix.

| Position / Agency                  | City Manager | Asst City Manager | City Council | Risk Manager | City Clerk | Information Technology | Human Resources | Police Department | Fire Department | Finance Department | Public Services Department | Community Development Dept | Parks & Recreation Department |
|------------------------------------|--------------|-------------------|--------------|--------------|------------|------------------------|-----------------|-------------------|-----------------|--------------------|----------------------------|----------------------------|-------------------------------|
| Function / ESF                     |              |                   |              |              |            |                        |                 |                   |                 |                    |                            |                            |                               |
| Incident Commander                 | X            |                   |              |              |            |                        |                 |                   |                 |                    |                            |                            |                               |
| Public Information Officer         |              | X                 | X            |              |            |                        |                 |                   |                 |                    |                            |                            |                               |
| Liaison Officer                    |              |                   |              |              |            |                        |                 |                   |                 |                    |                            | X                          |                               |
| Safety Officer                     |              |                   |              | X            |            |                        |                 |                   |                 |                    |                            |                            |                               |
| Operations Section Chief           |              |                   |              |              |            |                        |                 | X                 | X               |                    |                            |                            |                               |
| Planning Section Chief             |              |                   |              |              | X          |                        |                 |                   |                 |                    |                            |                            |                               |
| Logistics Section Chief            |              |                   |              |              |            |                        |                 |                   |                 |                    | X                          |                            |                               |
| Finance / Admin. Section Chief     |              |                   |              |              |            |                        |                 |                   |                 | X                  |                            |                            |                               |
| ESF #1 Transportation              |              |                   |              |              |            |                        |                 | S                 |                 |                    | P                          |                            | S                             |
| ESF # 2 Communications             |              |                   |              |              |            | P                      |                 | S                 |                 |                    |                            |                            |                               |
| ESF #3, Public Works / Engineering |              |                   |              |              |            |                        |                 |                   |                 |                    | P                          |                            | S                             |
| ESF #4, Firefighting               |              |                   |              |              |            |                        |                 | S                 | P               |                    | S                          |                            |                               |
| ESF #5, Information and Planning   |              |                   |              |              | P          |                        |                 |                   |                 |                    |                            |                            |                               |
| ESF #6, Mass Care                  |              |                   |              |              |            |                        |                 | P                 |                 |                    |                            |                            |                               |
| ESF #7, Resource Support           |              |                   |              |              |            |                        |                 |                   |                 | P                  | S                          |                            |                               |
| ESF #8, Health and Medical         |              |                   |              |              |            |                        |                 |                   | P               |                    |                            |                            |                               |

| Position / Agency                 | City Manager | Asst City Manager | City Council | Risk Manager | City Clerk | Information Technology | Human Resources | Police Department | Fire Department | Finance Department | Public Services Department | Community Development Dept | Parks & Recreation Department |
|-----------------------------------|--------------|-------------------|--------------|--------------|------------|------------------------|-----------------|-------------------|-----------------|--------------------|----------------------------|----------------------------|-------------------------------|
| Function / ESF                    |              |                   |              |              |            |                        |                 |                   |                 |                    |                            |                            |                               |
| ESF #9, Search and Rescue         |              |                   |              |              |            |                        |                 |                   | P               |                    | S                          |                            | S                             |
| ESF #10, Hazardous Materials      |              |                   |              |              |            |                        |                 |                   | P               |                    | S                          |                            |                               |
| ESF #11, Food and Water           |              |                   |              |              |            |                        |                 |                   |                 |                    |                            |                            | P                             |
| ESF #12, Utility Services         |              |                   |              |              |            |                        |                 |                   |                 |                    | P                          |                            |                               |
| ESF #13, Military Support         |              |                   |              |              |            |                        |                 | P                 |                 |                    |                            |                            |                               |
| ESF #14, Community Information    |              | P                 |              |              |            |                        | S               |                   |                 |                    |                            |                            |                               |
| ESF #15, Volunteers and Donations |              |                   |              |              |            |                        |                 |                   |                 |                    |                            |                            |                               |
| ESF #16, Law Enforcement          |              |                   |              |              |            |                        |                 | P                 |                 |                    |                            |                            |                               |
| ESF #17, Animal Protection        |              |                   |              |              |            |                        |                 |                   |                 |                    |                            |                            |                               |
| ESF #18, Business and Industry    |              |                   |              |              |            |                        |                 |                   |                 |                    |                            |                            |                               |
| ESF #19, Damage Assessment        |              |                   |              |              |            |                        |                 |                   |                 |                    |                            | P                          |                               |
| ESF #20, Special Needs            |              |                   |              |              |            |                        |                 |                   |                 |                    |                            |                            |                               |

X = Designated individual/Department; P = Primary; S = Support

**Shaded** = Not normally staffed

#### 6.4.1 City Council

The City Commission is responsible for the following actions under the CEMP:

- Provide direction and leadership to City government, as well as the public, businesses and institutions of the City, to ensure the jurisdiction reduces its vulnerabilities to disasters and maintains readiness to respond effectively to disasters when they occur.
- Review and approve the City's CEMP upon request from the City Manager
- Complete such training as required by NIMS and participate in exercises of the CEMP upon request of the City Manager
- Support implementation of the CEMP when needed through actions including but not limited to:

- Providing assistance and support to the City Manager as the Incident Commander during implementation of the CEMP
- Maintain knowledge of current conditions regarding the event and the elements of the approved IAP
- Serve as Community Liaisons to promote an effective exchange of information with members of the community, the City's State legislators, and the City's Congressional delegation. These operations would be coordinated through the City's Liaison Officer.
- Promulgate a local state of emergency, upon the request of the City Manager
- Promulgate temporary emergency ordinances, upon the request of the City Manager

#### **6.4.2 City Manager**

The City Manager has the following responsibilities under the CEMP:

- Serve as the chairperson of the City's Emergency Preparedness Team, ensuring the group develops and implements the programs described herein to maintain readiness for disaster and to evaluate and enhance the jurisdiction's capabilities to respond
- Ensure the City participates in the inter-jurisdictional emergency preparedness planning and programming efforts of Volusia County and the State of Florida
- Complete the training necessary for the Incident Commander position pursuant to the requirements of NIMS; Ensure that all City employees with responsibilities for CEMP implementation complete any training necessary pursuant to the NIMS
- Ensure that the City conducts training for and exercises of the implementation of the CEMP on the frequency stipulated herein
- Direct the activation of the CEMP and the City's EOC whenever indicated
- Serve as the City's Incident Commander for the duration of the activation of the CEMP and EOC; Direct the transition to short- and long-term recovery operations when indicated.
- Develop, implement and monitor the City's planning and programming to ensure continued compliance with applicable state and Federal regulations and standards
- Ensure that any detailed standard operating guides, action checklists, inventories and other documents necessary to fulfill the City Manager's Office responsibilities in the implementation of the CEMP are prepared and maintained as current
- Maintain the preparedness of the City Manager's staff to provide staff and effective support to the activation of the CEMP and the operations of the City EOC
- Ensure that after each exercise and implementation of the CEMP and activation of the City EOC, a detailed evaluation is prepared to identify problem areas and the necessary corrective actions; Prepare and implement a preparedness improvement plan to complete corrective actions.

#### **6.4.3 Assistant City Manager**

The Assistant City Manager has the following responsibilities under the CEMP:

- Complete such training as required by NIMS and participate in exercises of the CEMP
- Serve as the City's Public Information Officer and Branch Chief for the City's ESF #14, "Community Information"
- Serve as the backup Incident Commander in the absence of the City Manager

#### **6.4.4 Risk Manager**

- Complete such training as required by NIMS and participate in exercises of the CEMP
- Serve as the City's Safety Officer, gathering information and coordinating actions necessary to protect the health and safety of the City's emergency workers and residents

#### **6.4.5 City Clerk**

The City Clerk has the following responsibilities under the CEMP:

- Complete such training as required by NIMS and participate in exercises of the CEMP
- Serve as the Section Chief for the Planning Section of the City's Emergency Organization
- Provide timely support for the development and processing of a local state of emergency and temporary emergency ordinances when necessary

#### **6.4.6 City Attorney**

The City Attorney has the following responsibilities under the CEMP:

- Advise the City's Emergency Preparedness Team regarding applicable state and Federal rules and regulations
- Remain available to advise the City's Emergency Organization, if needed, during implementation of the CEMP regarding imposition of a local state of emergency and temporary emergency ordinances
- When necessary, assist the City with advice and consultation regarding disaster recovery issues and requirements

#### **6.4.7 All City Department Directors**

The director of each City Department has the following responsibilities under the CEMP:

- Ensure the following actions are completed during times of normalcy to maintain readiness of each department to respond:

- All department staff have the necessary and required training pursuant to NIMS and that the department participates in training and exercises of the CEMP
- Records of department personnel capabilities, certifications, training and similar, are maintained as current, and that such records are accessible to EOC personnel to assist in the assignment of personnel to emergency operations
- A line of succession is defined for all key positions within the City's Emergency Organization to be staffed by the department
- A contact list of all department personnel, by position, is maintained as current, with home/cellular telephone number and home street addresses to facilitate personnel recall for emergency duty
- Necessary mutual aid agreements with other jurisdictions and Volusia County for emergency assistance are developed and maintained as current
- The department participates in the efforts of the Emergency Preparedness Team to maintain and improve the City's capabilities to respond to disasters, as well as to reduce the City's vulnerability to disasters' impacts
- Detailed standard operating guides, action checklists, inventories, and other documents, as well as pre-event contracts and agreements with the private sector, that are necessary to fulfill the departments' responsibilities in the implementation of the CEMP are prepared and maintained as current
- Work with the Human Resources Division to establish and implement a departmental "family preparedness program" to encourage employees assigned responsibility to implement the CEMP will have pre-event arrangements for the care of their property and families
- Pursuant to the National Mutual Aid and Resource Management Initiative of NIMS, departmental personnel are classified in accord with the national requirements and are certified as capable to implement their intended roles; Equipment to be used during disasters is classified similarly and certified as adequate for its intended uses. (Currently, the City uses existing classification and certification methodologies for its workers, e.g., paramedic, EMT, etc., and equipment, e.g., BLS ambulances. When additional Federal guidance is issued for municipal government regarding personnel and equipment classification and certification, DeLand will respond appropriately.)
- Define the emergency response and disaster recovery capabilities of the agency in accord with the Target Capabilities List, issued by the US Department of Homeland Security, to enable other jurisdictions and levels of government to more quickly and accurately recognize the City's capabilities to manage specific response and recovery operations.
- During implementation of the CEMP and activation of the City EOC, each department director will ensure that:
  - All positions in the City's Emergency Organization, including primary and support responsibilities for the City's ESFs that are assigned to the department are staffed with qualified individuals
  - Department staff cooperate in the coordination of emergency operations and the timely provision of information regarding those operations
  - Departmental emergency operations are in accord with the approved IAP

- Comprehensive and accurate documentation of the department's operations are prepared
- Field personnel implement ICS for all operations
- Pre-event contracts and mutual aid agreements for supplemental services are implemented; New contracts or agreements are developed if needed.
- Following a disaster necessitating implementation of the CEMP, each department director will:
  - Verify, distribute and archive documentation regarding the department's emergency operations, as instructed by the City Manager
  - Take actions to repair, replace or restore equipment and supplies used during emergency operations to maintain readiness for another event
  - Participate in a post-disaster evaluation of the City's response and assist with the preparation and implementation of the preparedness improvement plan to address problem areas
  - Ensure that critical incident stress debriefing services are available for all departmental personnel involved in emergency operations

#### **6.4.8 Fire Chief**

The Fire Chief has the following additional, specific responsibilities under the CEMP:

- Serve as the City's designated Emergency Management Coordinator, coordinating, supporting and documenting the City's efforts in:
  - CEMP maintenance, improvement and distribution
  - Completion of training and exercises
  - Preparation of after action reports
  - Maintenance and updating of the City's Preparedness Improvement Plan
  - Routine coordination with the Volusia County Emergency Management Division
  - Other actions necessary to help the City's Departments maintain their readiness to implement the CEMP
- Serve as the backup Incident Commander for the City's Emergency Organization in the event of the absence of both the City Manager and the Assistant City Manager.
- Assign qualified staff to the Operations Section Chief position within the City's Emergency Organization, as well as the Branch Chief position for the consolidated ESFs #4, #8, #9, and #10; Establish a shift rotation for these positions if 24-hour per day EOC operations are anticipated; Provide additional department staff to assist with EOC operations, if requested
- Provide fire prevention and first aid services at the EOC and any other emergency facility activated within the City, including evacuation shelters in the City activated by Volusia County
- Direct field personnel in the completion of a rapid assessment of the impact of the event
- Ensure oversight and coordination of field operations in fire prevention and suppression, search and rescue, triage and emergency transport, and hazardous materials operations and that they are conducted in accord with the approved IAP

- Ensure coordination of the Fire Department's operations during the event, when indicated, with similar operations of Volusia County and adjacent jurisdictions

#### **6.4.9 Police Chief**

The Police Chief has the following additional, specific responsibilities under the CEMP:

- Assign qualified staff to the Operations Section Chief position in the City's Emergency Organization, as well as to serve as the Branch Chief for the City's consolidated ESF #13, "Military Support," and ESF #16, "Law Enforcement"; Establish a shift rotation for these positions if 24-hour per day EOC operations are anticipated; Provide additional department staff to assist with EOC operations, if requested
- Provide security services at the City EOC and any other emergency facility activated within the City, including evacuee shelters activated by Volusia County
- Designate and staff the City's ESF #6 and the City's Point of Distribution (POD) , if activated in partnership with the County; Maintain a list of civic groups, with 24 hour contact information, to provide volunteer personnel for operation of the POD
- Ensure oversight and coordination of field operations in traffic management, security, and law enforcement and that they are conducted in accord with the approved IAP
- Ensuring the readiness of the City EOC for activation
- Direct field personnel in the completion of a rapid assessment of the impact of the event
- Ensure coordination of the Police Department's operations during the event, when indicated, with similar operations of adjacent jurisdictions, Volusia County, the State of Florida and Federal law enforcement agencies

#### **6.4.10 Director of the Public Services Department**

The Director of the Public Services Department has the following additional, specific responsibilities under the CEMP:

- Maintain and/or restore utility services to the City EOC and any other emergency facility activated within the City, as indicated
- Prioritize and direct restoration of water and wastewater services to critical community facilities
- Provide priority services for fleet and building maintenance to support continuing emergency operations
- Coordinate with the Police Department and the Operations Section regarding restoration of traffic signals and signage; Provide for temporary traffic signals or signage as indicated
- Designate and staff the Logistics Section Chief Position in the City EOC; As indicated, designate Branch Chiefs for the City's ESFs #1 and #12.
- Ensure oversight and coordination of field operations in utility protection and restoration, debris removal, and heavy equipment support to fire and police

operations, and that public works operations are conducted in accord with the approved IAP

- Direct field personnel in the completion of a rapid assessment of the impact of the event
- Maintain and implement, as needed, contracts with private hauling companies for emergency debris removal and disposal
- Ensure coordination of the Public Services Department's operations during the event, when indicated, with similar operations of adjacent jurisdictions and Volusia County
- Serve as DeLand's point of contact regarding municipal participation in the NIPP

#### **6.4.11 Director of the Community Development Department**

The Director of the Community Development Department has the following additional, specific responsibilities under the CEMP:

- Staff the Liaison Officer position on the City's Emergency Organization; Deploy liaison staff to the Volusia County EOC
- Support the City's rapid impact assessment of the event, in coordination with the Police, Fire, and Public Services Departments
- Staff the Branch Chief position for City ESF #19, "Damage Assessment"
- Ensure oversight and coordination of field operations in the damage assessment process; As indicated, take action to condemn unsafe structures
- Ensure coordination of the City's damage assessment process, when indicated, with that conducted by Volusia County as well as state and Federal agencies
- Ensure completion of damage assessment process for City-owned property during major disasters in anticipation of Federal reimbursement of eligible damages
- Upon request of the Incident Commander, assume a leadership role in preparing the City's long-term recovery and redevelopment plan; Assign staff to coordinate recovery and redevelopment planning with adjacent jurisdictions and with Volusia County

#### **6.4.12 Director of Human Resources**

The Director of Human Resources has the following additional, specific responsibilities under the CEMP:

- If indicated, establish, staff and equip a DeLand Citizens' Information Center telephone service as a part of ESF #14, "Community Information"; Provide other support to City ESF #14 as requested by the ESF Branch Chief
- Provide support staff for the functioning of the City EOC and the City's Emergency Organization, as requested by the Incident Commander
- Assist with documentation of the event and the City's response

#### **6.4.13 Director of the Finance Department**

The Director of the Finance Department has the following additional, specific responsibilities under the CEMP:

- Staff the Section Chief's position for the Finance/Administration Section of the City's Emergency Organization, upon request of the Incident Commander
- As necessary, staff branch positions for Payroll, Purchasing, and Accounting
- If indicated by the resource demands of City response operations, activate and staff an ESF branch, ESF #7, "Resource Support" for management of contracting and procurement of goods and services or securing additional resources in coordination with Volusia County ESF #7
- Ensure accurate and complete documentation of expenditures and personnel time for the City's disaster-related operations

#### **6.4.14 Director of the Parks & Recreation Department**

The Director of the Parks & Recreation Department has the following additional, specific responsibilities under the CEMP:

- Staff the ESF Branch Chief position for ESF #11, "Food and Water," to provide meal services to the City's emergency workers
- Provide support staff, upon request, for City operations in the EOC and/or the City's Point of Distribution

### **6.5 Preparedness Actions**

This section describes the actions taken by the City during times of normalcy to ensure the jurisdiction's preparedness to effectively implement the CEMP when necessary.

#### **6.5.1 Coordination of Preparedness Activities**

Pursuant to NIMS, the City coordinates emergency preparedness activities within the jurisdiction through the activities of its Emergency Preparedness Team. The group meets on a routine basis to discuss preparedness activities, to maintain the CEMP planning process, to evaluate response and recovery capabilities, and to implement the jurisdiction's preparedness improvement plan. The City also participates in inter-jurisdictional coordination activities with Volusia County through representation on the County's planning, training and exercise activities.

#### **6.5.2 Training**

DeLand employees that have responsibilities for implementation of the CEMP receive three types of preparedness training, as follows:

- Training required pursuant to NIMS. All City employees with responsibilities for emergency operations must have completed the required NIMS training. Newly hired employees receive the required training within 120 days of their employment, with training documented through the City's Human Resource Division

- Training regarding implementation of the City’s CEMP. This training is to improve understanding and familiarity with its operational concepts, as well as with the standard operating guides, checklists, and similar aides prepared by City departments to support operations
- Training provided by individual City departments regarding the emergency services and public safety functions normally performed that would also be needed during implementation of the CEMP.

### **6.5.3 Exercises and “After Action” Reports**

The City conducts an annual exercise of the CEMP for the jurisdiction’s personnel as a part of its preparedness program. Such exercises are conducted independently and/or in coordination with multi-jurisdictional exercises conducted by Volusia County and the State of Florida. In all cases, after each exercise or actual implementation of the CEMP, the City prepares a written after action report to document issues or problem areas. These then are incorporated into the City’s Preparedness Improvement Plan.

### **6.5.4 Evaluation and Improvement Planning**

On an ongoing basis, through the coordination of the City’s Emergency Preparedness Team, the preparedness resources and requirements of the jurisdiction are evaluated. This evaluation is specifically focused on the comparison of the risk exposure of the City to natural, technological, and societal/man-made hazards and the capabilities and resources available to respond to and recovery from such events. The shortfalls or problem areas identified through such evaluations are defined through the preparedness improvement plan, with corrective actions assigned to the City’s departments for resolution. The City’s preparedness improvement plan is continuously updated as new assessments are made and previously assigned corrective actions are completed.

### **6.5.5 Public Education and Community Outreach**

The City’s recognizes the emergency preparedness needs of the neighborhoods, businesses, and institutions of the jurisdiction. DeLand, as the county seat and the home of Stetson University, places special emphasis in its outreach programs on the preparedness needs of the educational and private sector and in developing effective mechanisms for coordination of the City’s emergency response and disaster recovery operations with these sectors. On an ongoing basis, the City conducts or supports public information and educational programs to assist all sectors of the community become better prepared for disasters. The City uses its website and other available mechanisms to help inform the community about actions needed to be prepared for disasters. The emergency preparedness outreach efforts of DeLand are coordinated by the City’s Emergency Preparedness Team. In addition, members of DeLand’s volunteer Community Emergency Response Teams (CERT) will assist with staffing public education and community outreach events.

### **6.5.6 Resource Classification and Certification**

The City recognizes the requirements of NIMS to classify the equipment utilized in emergency response operations and to certify its adequacy for the intended uses. Currently, the City utilizes, where applicable, commonly available classification and certification methodologies. When additional Federal guidance becomes available for

municipal governments pursuant to the methodology to be used pursuant to NIMS, the City will revise its approach as indicated.

### **6.5.7 Personnel Classification, Certification and Licensure**

The City recognizes the requirements of NIMS to classify the personnel conducting emergency response operations and to ensure that each individual has the necessary certifications, license, training and/or experience. Currently, the City utilizes, where applicable, commonly available classification and certification methodologies to assess and document the capabilities of its personnel. When additional Federal guidance becomes available for municipal governments pursuant to the methodology to be used pursuant to NIMS, the City will revise its approach as indicated.

## **6.6 Operational Actions**

This section defines the anticipated operations that will be conducted upon activation of the CEMP, beginning with the recognition that an event has occurred until termination of operations and deactivation of the CEMP. In all cases, the operational actions identified are intended to be conducted with flexibility, and to be adjusted to be consistent with the circumstances surrounding the event.

### **6.6.1 Event Recognition and CEMP Activation**

The City would be informed of an emergency event that may require activation of the CEMP in a variety of ways. The City's emergency services agencies could be the first to recognize a significant event, and notify the Fire or Police Chiefs, as well as the Volusia County warning point. The City, through the City Manager, Fire Chief or Police Chief could also receive notification of an emergency event through the County warning point or the Volusia County Emergency Management Division. In all cases, when the Fire or Police Chief, or senior officer on duty, receives notification of an emergency situation of a larger scope or greater complexity than those normally occurring within the jurisdiction, the City Manager or designee will be notified. The City Manager will, upon such notification, determine if the CEMP and City EOC should be activated, and if so, will notify department directors of the decision.

In the absence or incapacity of the City Manager, the Police Chief will be the first alternate, and the Fire Chief the second alternate, to direct activation of the CEMP and the activation of the City's EOC.

### **6.6.2 EOC Activation**

Level 3 activation of the City EOC, or "monitoring," is actually the normal day-to-day operations of the City's Fire and Police Departments, and the EOC, as a physical facility, is not actually activated or staffed. If an event occurs that warrants activation of the City EOC to Level 2, "partial activation," or Level 1, "full activation," the City Manager will direct activation and notify the owners/operators of the building accordingly. Activation of the EOC would be initiated as soon as possible following notification and mobilization of the staff. In the absence of the City Manager, the Assistant City Manager would direct activation of the EOC, if indicated. In the absence of both the City Manager and Assistant City Manager, the City Emergency Management Coordinator would direct activation of the City EOC, if indicated.

The City Manager, as Incident Commander, would determine when the City EOC is considered fully activated.

### **6.6.3 Personnel Notification and Mobilization**

Upon a decision to activate the CEMP and the City EOC, the City Manager would direct the notification and mobilization of the EOC staff. The City Manager, or designee, acting as the Incident Commander, would notify assigned personnel regarding either Level 2 or Level 1 activation of the EOC staff, and request mobilization to the EOC. Once the EOC is declared to be activated, the EOC staff will then ensure that all departments are notified, and that all emergency operations will subsequently be coordinated and managed through the EOC. As soon as possible following activation of the City EOC, the Volusia County EOC, if activated, will be notified accordingly. If the City EOC is activated for an event that did not require activation of the County EOC, the City will notify the County Warning Point and/or the Volusia Emergency Management Division of the situation.

As a general guide only, Level 2 activation would require the following positions in the City's Emergency Organization to be mobilized:

- The Incident Commander
- The Safety Officer
- The Operations Section Chief
- The Planning Section Chief

At Level 1 activation, the following positions would also be staffed, in addition to those staffed for Level 2 activation:

- The Liaison Officer
- The Logistics Section Chief
- The Finance/Administration Section Chief

As indicated by the known or anticipated consequences of the event, each Section Chief would make an initial determination regarding the need to immediately activate and staff ESF and other branches. In making this determination, each Section Chief would consider the level of activation of the EOCs of Volusia County and other affected municipalities and the need for DeLand to have points of contact for inter-jurisdictional coordination.

### **6.6.4 Initial Actions**

Upon EOC activation, the Incident Commander will generally direct the following initial actions, consistent with known conditions:

- Complete activation of the City EOC as well as notification and mobilization of the Emergency Organization
- Determine the need to activate ESF and other Branches; Make notifications and mobilizations as indicated

- Declare the EOC activated and notify field personnel, the City Commission, and Volusia County accordingly
- Ensure the adequacy of documentation available in the EOC for subsequent use, e.g., personnel rosters, procedures and checklists, equipment inventories, etc.
- Test the functionality of the EOC's communications equipment; Take corrective action as indicated
- Determine the need for activation of the Logistical Staging Area(s) and take action accordingly
- Ensure adequate security is established for the City's EOC, as well as the and Logistical Staging Area, if activated
- Begin documentation and display in the City EOC of operational actions, impact assessment information, and similar current information
- Establish communications with field units, Volusia County and adjacent jurisdictions, as indicated
- Make a determination regarding the immediate potential health and safety impacts to emergency workers and the public from the event; Advise field personnel and initiate other actions accordingly (See also section below on public health and safety).
- Instruct the Operations and Planning Sections to gather and process initially available information from field personnel
- Complete an initial, rapid assessment of the impacts of the event; Utilize information for the preparation of the initial IAP
- Prepare and approve the initial IAP; Define a schedule for the next IAP
- Notify ESF branches and field personnel of the initial IAP and allocate resources to field operations accordingly
- Activated ESF branches would implement initial actions as defined in the corresponding ESF annex and the initial IAP
- Determine if a City state of emergency should be declared; Take actions accordingly
- Implement and/or develop procedures for tracking the availability and use of the City's resources for emergency response
- Establish and implement, as indicated, plans for closure of City offices, recall of City personnel; Notify City personnel and announce to the media; Advise the Volusia County EOC, if activated, or the Volusia County Emergency Management Division
- Receive information on personnel and equipment resource needs from field operations; Activate pre-event contracts and mutual aid agreements as indicated; Activate and staff the City's Logistical Staging Area(s), as indicated
- Prepare a SITREP and transmit to Volusia County EOC or Emergency Management Division
- If indicated by the type of event, establish contact with other facilities, e.g., Florida Hospital DeLand, or organizations, e.g., Florida Power, anticipated to be important to supporting the City's response operations; Establish methods for continuing communication and coordination
- Deploy City liaison personnel to the Volusia County EOC, if activated
- Initiate public information activities appropriate to the magnitude and characteristics of the event, e.g., a media release regarding DeLand's initial

response actions; If indicated, determine methods of coordination of public information with Volusia County and/or adjacent jurisdictions

- If indicated by the characteristics of the event, designate a second shift for the City's Emergency Organization and define a shift schedule

### 6.6.5 Public Health and Safety Actions

As a part of the initial emergency response actions, it may be necessary to instruct the threatened public to take suitable actions to protect their health or safety. Such actions would be highly dependent on the hazard agent and the method of its effect on humans. Some of the protective actions that may be necessary could include, but not be limited to:

- Evacuation of all or selected portions of the public from areas at risk
- Sheltering-in-place of the public within areas at risk
- Implementing evacuation or sheltering-in-place for facilities and institutions within the endangered area
- Requesting facilities or institutions within the area at risk to implement their emergency plans for evacuation
- Taking expedient actions to protect exposed skin or breathing
- Placing prohibitions on the use of drinking water from the public utility systems at risk
- Rescuing and extricating individuals from within risk areas
- Avoiding or limiting time spent in known or suspected contaminated areas
- Avoiding consumption of fruits or vegetables exposed to contaminants
- Emergency destruction or condemnation of crops and livestock exposed to contaminants
- Seeking immediate medical treatment or inoculation for exposure to hazard agents
- Warning of any other imminent threats to health and safety

The City EOC Safety Officer will advise the Incident Commander of the need for actions by the City to protect public health and safety within the jurisdiction. The following will be considered:

- *Imminent and severe danger to public health and safety:*
  - The Incident Commander will instruct the Operations Section to initiate immediate and appropriate actions to protect public health and safety, such as directing field units to instruct, via siren and loud speaker, the public to evacuate or shelter-in-place, or to take a similar immediate protective action.
  - The EOC staff would directly notify by telephone, institutions and major facilities within the threatened area
  - Immediately notify Volusia County EOC or the Emergency Management Division and request assistance for activation of the Emergency Alerting System and/or public telephone warning of the affected area
- *Potentially significant danger to the threatened public:*
  - Consult the Volusia County EOC and/or the Volusia County Emergency Management Division regarding the situation and the anticipated need for

- public protective action; Coordinate decision-making and public notification operations accordingly
- Implement local public warning and instructions as indicated
- Directly notify major facilities and institutions within the affected area of the potential dangers

If evacuation of significant numbers of the public is the indicated protective action, the City would request assistance from Volusia County for implementation of the action, including evacuation transportation of individuals without vehicles and sheltering of evacuees.

If evacuation of other jurisdictions has been directed by Volusia County, the Operations Section would, in consultation with the County EOC, determine the use of Highways 17/92 and/or 44 for evacuation traffic and would implement, as indicated, traffic management actions to expedite the flow of evacuation traffic through the City.

### **6.6.6 Continuing Response Actions**

The EOC staff will continue to provide direction and support to field operations as needed for the duration of the response and near-term recovery phase. Flexibility is intended in the continuing response operations, with adjustments being made on a continuous basis to respond to the resource needs, the intensity of operations, the availability of state and Federal resources, and similar factors. Continuing operations remain under the leadership and oversight of the Incident Commander, with actions implemented by the appropriate component of the Emergency Organization.

Continuing response actions by the City EOC are likely to include the following:

- The Incident Commander would direct implementation of the EOC shift schedule established, if necessary
- The Incident Commander would continue to direct operations of the City's Emergency Organization through approval of IAPs, policy making and coordination of the actions of the EOC staff
- The Incident Commander would, if indicated, direct expansion or modification of the City's EOC Emergency Organization through new or continued activation of ESF and other branches
- The Incident Commander, with the support of the Liaison Officer, would maintain communication and coordination with the leadership of the Volusia County EOC and, as indicated, the leadership of EOCs of surrounding jurisdictions
- Based on incoming information and/or upon request of the Volusia County EOC, the Incident Commander would evaluate and implement, if indicated, actions to promulgate temporary emergency ordinances, e.g., curfews, prohibition on liquor sales, etc.; The Operations Section would implement necessary enforcement actions, while the Public Information Officer would ensure public awareness of such temporary ordinances
- The Planning and Operations Sections would continue to gather and process information regarding disaster conditions and the needs of disaster victims

- The Logistics Section would continue to support operations of the City's Emergency Organization through procurement, delivery, monitoring and retrieval of additional personnel and resources
- Activated City ESFs would continue operations in accord with the corresponding ESF annex and the approved IAP, and consistent with the requirements of the situation
- On the schedule directed by the Incident Commander, the Planning Section and/or ESF #5 would prepare an updated IAP for approval and would distribute the approved plan
- The Planning Section and/or ESF #5 would continue to prepare SITREPS for the City and provide them to the City EOC staff and to the Volusia County EOC if activated, or to the Volusia County Emergency Management Division
- The Operations Section would continue to direct and coordinate field operations, in a manner consistent with the approved IAP
- If an evacuation of some or all of the City occurred, the Operations Section through ESF #16, would take action to maintain security for and within the evacuated area. If a shelter-in-place instruction was given for public protection, the Operations Section through ESF #16 will secure the perimeter of the affected area to prevent unauthorized or inadvertent public entry. If necessary, additional law enforcement personnel for this operation would be requested from mutual aid sources or from Volusia County.
- If indicated, the Operations Section would coordinate with the City's ESF #3 and #12 to ensure that:
  - Priority roadways were opened for movement of emergency vehicles, evacuation traffic and similar vital transportation needs
  - Water pressure was available or restored for fire suppression
  - Generators were secured and installed for critical facilities and other vital functions
- As requested by field staff, additional resources and materials will be obtained by the Operations Section and/or Logistics Section, through the County EOC, if activated, mutual aid agreements with other jurisdictions, pre-event contracts with private sector, or similar actions; If resources become limited, the Operations Section Chief would prioritize the allocation of resources in a manner consistent with the approved IAP
- The Logistics Section and the Operations Section would track and document the availability of City's personnel, equipment, and supplies for deployment through continuing coordination with the City's Logistical Staging Area(s) staff
- The Safety Officer would continue to assess and advise on conditions that may pose a threat to the health and safety of the City's emergency responders and/or the general public; The Safety Officer would also obtain additional information from Volusia County Emergency Management Division and/or the County Health Department, through County ESF #8, if activated, regarding hazardous conditions and the appropriate actions
- The Liaison Officer would continue to maintain information exchange and coordination of operations with the Volusia County EOC, if activated, as well as with the operations of adjacent jurisdictions and/or other organizations or important facilities within the City
- The Public Information Officer would continue to issue media releases regarding the City's situation and operations, including emergency instructions for the public, e.g., boil water advisories; As necessary, the

Public Information Officer would coordinate public information and emergency instructions with the JIS operated by Volusia County, the State of Florida and/or Federal agencies.

- The Public Information Officer and ESF #14 would establish and staff the DeLand Citizens Information Center
- The Finance/Administration Section would document the City's personnel time and the expenses incurred for response operations, as well as establish accountability measures for reimbursement from the Federal Emergency Management Agency, whenever applicable.

### **6.6.7 Short-term Recovery Operations**

As the immediate emergency response operations near completion, the Incident Commander would initiate the transition of the City's Emergency Organization to short-term recovery operations. These actions will vary depending on disaster conditions, but are likely to include all or some of the following:

- The Incident Commander, through the Liaison Officer, would establish from the Volusia County EOC, the anticipated plans for County, State or Federal short-term recovery operations and define the City's role in such operations; The City's EOC staff would be advised accordingly
- The Planning Section would, through ESF #5 and ESF #19, if activated, develop for approval and distribution, an IAP for the short-term recovery operations to be conducted by the City, including operations for coordination of recovery operations with Volusia County, the State of Florida and Federal agencies, if indicated
- The Operations Section, through ESF #16 advised by the Safety Officer if indicated, would direct and coordinate operations for public security, health and safety, as well as the restoration and maintenance of civil order; If the Florida National Guard has been activated to DeLand, City ESF #13 would assume responsibility for coordination of City and Guard operations.
- As indicated, the Operations Section, through ESF #8, would coordinate with Volusia County, the State of Florida and/or Federal agencies for any post-impact public health and safety operations to be conducted by them within the City
- If evacuation or sheltering-in-place of portions of the City occurred, the Safety Officer would advise the Incident Commander if and when such directives could be lifted; When directed by the Incident Commander, the Public Information Officer would issue public announcements accordingly, while the Operations Section would direct actions to open the affected area(s), to manage evacuation re-entry traffic and/or to instruct individuals sheltered-in-place to exit and ventilate structures.
- If a major evacuation of other jurisdictions within Volusia County occurred, the Operations Section, through the Liaison Officer, would obtain information regarding the plans and timing for evacuation reentry; As indicated, action would be taken to provide traffic management support for evacuation reentry traffic on Routes 17/92 and 44. The Liaison Officer would also determine if other aspects of a countywide evacuation reentry plan required actions by DeLand, and if so, would advise the Incident Commander accordingly.

- If the event resulted in property damage, the Planning Section, through ESF #19, would initiate the detailed damage assessment process and provide coordination and resource support until finalized; Final damage assessment information would be forwarded to the City's Planning Section, as well as the Volusia County EOC and/or the Emergency Management Division; If indicated, the Operations Section, through ESF #16, would direct actions to provide security to damaged or affected areas and to coordinate with the City's Community Development Department to condemn and secure unsafe structures
- The Operations Section, through the City's ESF #3, would coordinate the completion of the debris removal process from public roadways and property; ESF #3 would also schedule and coordinate debris removal and disposal by private companies and ensure required documentation is maintained
- The Operations Section would coordinate any County or State operations for debris removal within the City and/or with implementation of a countywide debris management plan, if available.
- The Operations Section, through City ESF #12, would coordinate the City's role in and support to the restoration of water and sewer services, traffic management functions, and restoration of electric power and telephone service.
- The Operations Section, through ESF #16, would monitor the functioning of volunteers in the jurisdiction to ensure the services provided are safe and effective, and for the overall benefit of the City's disaster victims; If necessary, the Operations Section would direct corrective actions, in cooperation with Volusia County ESF #15.
- On request of the Volusia County EOC, the Operations Section, through ESF #6, would activate and staff the Point of Distribution in the City
- The Public Information Officer, through ESF #14 and the DeLand Citizens Information Center, would obtain and distribute information regarding assistance available to the City's disaster victims, including:
  - The location, driving directions, materials available and hours of operation for the Point of Distribution for food, water, ice, tarps, and similar urgently needed materials
  - Contact information and telephone numbers for City, County, State or Volunteer agencies providing other types of assistance to disaster victims
  - The locations and driving directions for the nearest Disaster Recovery Center, if established by the State of Florida or the Federal government
  - State or Federal disaster assistance programs anticipated to be implemented and for which City agencies, City businesses, and/or its citizenry would be eligible
- The Planning Section would finalize documentation regarding the response and recovery operations, including the City's assessed damages, operations conducted, communications logs, resource utilization information, personnel time, City expenditures, and similar documents. (If a Finance/Administration Section was established by the Incident Commander, the personnel time and City expenditures during response would be finalized by this group.)

### **6.6.8 Deactivation of Emergency Facilities**

As short-term recovery actions were completed, the Incident Commander would direct the City's EOC staff to initiate deactivation of the EOC, as well as other City emergency facilities, if activated. The deactivation process would be adjusted to address the circumstances of the event and previous EOC staffing and operations. Deactivation could be staged as necessary, including de-escalation from Level 1 to Level 2 activation. This would be followed by complete deactivation of all ESFs, when appropriate, and return to Level 3 operations. Prior to completion of the deactivation process, the Incident Commander, with the cooperation of each Section Chief, will ensure the following actions occur:

- Defining the procedure and schedule for gathering, processing and archiving all documentation regarding the City's response and short-term recovery operations, including damage assessment information, operational logs, personnel time, and City expenditures
- Identifying the need for replacement, return, or repair of equipment and supplies utilized during the activation period, with assignment of responsibility to ensure that such actions take place.
- Providing and encouraging access to critical incident stress debriefing services for all Emergency Organization staff members
- Ensuring notification of the Volusia County EOC and/or Emergency Management Division, as well as key facilities or organizations of the schedule for deactivation of the City EOC
- Returning the emergency facilities to their original, pre-activation condition
- The City Manager, if indicated by the extent of the impacts within the City, will direct City personnel to implement long-term recovery and redevelopment actions

Within two weeks of the date of deactivation of the Emergency Organization, each Section Chief, the Safety Officer, the Liaison Officer and the Public Information Officer will complete and submit to the City's Emergency Management Coordinator, an "after action" report, summarizing which emergency and recovery operations were successful and which were not, defining "lessons learned" from the event, and detailing recommendations for improvement. Within four weeks of receipt of the Section Chief's reports, the Emergency Management Coordinator will prepare a consolidated after action report and submit a draft to the Incident Commander and the Section Chiefs. This will be followed by a meeting to review and finalize the after action report. After finalization, the Emergency Management Coordinator, with the assistance of the City's Emergency Preparedness Team, will incorporate, as appropriate, action items from the final after action report into the City's Emergency Preparedness Improvement Plan.

### **6.6.9 Long-term Recovery and Redevelopment**

Long-term recovery operations for the City will vary with the characteristics of the event, the extent of the damage and the sectors of the community damaged, and the availability of state and/or Federal disaster relief programs. For the City, these operations would be managed and coordinated from the normally utilized offices of City personnel, or, if required by the scope of the needed operations, from a facility specifically designated for the City's long-term recovery and redevelopment efforts.

Long-term recovery operations for events which did not receive a gubernatorial or presidential disaster declaration would be supported only by funding and resources made available locally, e.g., from Volusia County, the City, or volunteered donations. Under this circumstance, long-term recovery operations would be anticipated to be limited, and coordination by City personnel could include actions such as the following:

- Identification of the individuals, facilities, or sectors of the community impacted by the event and definition of their unmet needs
- Continuing solicitation and management of donated goods, services and funds to address the defined unmet needs
- Assisting disaster victims to access normally available social services programs to address unmet needs
- As feasible, facilitating interaction between owners and operators of damaged property, including local government entities, and insurance adjustors
- Ensuring that appropriate mitigation opportunities are identified and acted upon during the recovery process

If the event warranted a gubernatorial or presidential declaration of disaster, it can be anticipated that a range of disaster relief programs to support long-term recovery would be available. These programs could include but not be limited to:

- Programs available pursuant to the Stafford Act, including Public and Individual Assistance, as well as the Hazard Mitigation Grant Program
- Programs available through other Federal sources, such as Small Business Loans, programs of the Department of Housing and Urban Development, the Department of Agriculture and similar.
- Special state or congressional appropriations specifically for recovery from the disaster.

In the event long-term recovery operations are to be implemented by DeLand, the City Manager will designate a staff member to serve as the City's long-term recovery coordinator. In the role, the coordinator would be responsible for actions including, but not necessarily limited to, the following:

- Serving as the City's liaison to the above-noted State and Federal programs
- Coordinating City agency participation in the Federal Public Assistance and Hazard Mitigation Program, and providing technical assistance in completing the necessary applications and certification forms
- Implementing or supporting efforts in public information and community relations to advertise the availability of and requirements for participation in state and Federal relief programs
- Identifying unmet needs to County, state and Federal agencies and actively pursuing funding to address these needs.
- Facilitating interaction between County, state and Federal officials and the City's disaster victims
- Serving as the City's representative for implementation of Volusia County's long-term recovery and redevelopment program

- Coordinating the development and approval of the City’s own long-term recovery and redevelopment plan
- Advising the City Manager on the need for City approvals for actions such as:
  - Imposing a temporary building moratorium to allow for planning of the long-term recovery process
  - Seeking financial support for development and implementation of the long-term recovery plan
  - Securing additional local agency staff for increased functions such as issuance, inspection, and enforcement of building permits
  - Establishing mechanisms to seek and utilize community input to the development and implementation of the long-term recovery plan
  - Cooperating with inter-jurisdictional coordination of long-term recovery and redevelopment efforts to avoid conflicting or inconsistent efforts
  - Promoting redevelopment of less vulnerable structures by requiring incorporation of mitigation techniques into the land planning and reconstruction components of the long-term recovery plan
  - Addressing the economic and social implications of the recovery and redevelopment process, striving to create redevelopment patterns that will have increased value for the economic vitality of the community and the quality of life of its citizens.

#### **6.6.10 Mitigation Planning and Programming**

DeLand is a participant in “Volusia Prepares,” which is a countywide, multi-jurisdictional effort to reduce the vulnerabilities of the communities of the county to future hazards of all types. Volusia Prepares is active before and after disaster events. Before disasters, DeLand participates in technical analyses identifying potential hazards threatening the jurisdiction, defining vulnerabilities to those hazards, and formulating mitigation initiatives to eliminate or reduce those vulnerabilities. The mitigation initiatives are included in the City’s portion of the countywide mitigation plan, and are scheduled for implementation when the resources to do so become available.

Following a major disaster, several operations will be taken by the City in support of this existing hazard mitigation planning effort. These include, but are not necessarily limited to, the following:

- Assessment of the impacts of the event to identify previously unknown vulnerabilities
- Documentation of the effectiveness of previously implemented mitigation initiatives in terms of lives saved, injuries prevented, and/or the value of property protected
- Expansion and improvement of the City’s hazard mitigation plan by formulating additional initiatives based on the experience with the event
- Participating in the Federal Hazard Mitigation Grant Program, if available, or other state and Federal programs, to initiate implementation of appropriate mitigation initiatives already incorporated into the plan.

The City’s Community Development Department would have primary responsibility for these operations. Overall, it is the intention of DeLand to incorporate mitigation planning

and programming throughout all aspects of the preparedness, response and recovery operations defined in the CEMP.

## **6.7 Communications Plans and Protocols**

This section summarizes the communications plans and protocols that will be used by DeLand for implementation of the CEMP.

### **6.7.1 Available Communications Systems**

To support emergency response, DeLand has a full complement of available communications systems available, including:

- Landline telephone
- Facsimile
- Internet access and email
- Cellular telephones
- 800 MHz radios
- VHF radios
- Amateur radio (Ham radio operators can be requested through the Volusia County EOC, ESF #2, "Communications.")

While these provide redundancy for use during emergencies, past experience has indicated that communications systems serving the City can be disrupted for significant periods. Of the available communications systems, the countywide 800 MHz radio and amateur radio have been shown to be the most reliable. The 800 MHz system interconnects all municipalities, Volusia County agencies, and a number of state and Federal agencies. Therefore, within Volusia County, there is a high level of communications systems interoperability, provided the communications networks themselves remain functional.

### **6.7.2 Communications Plans and Protocols**

Dispatch services for the DeLand Police and Fire Departments are provided by Volusia County.

Once activated, the City's EOC will be the single location for direction and coordination of all plans and protocols for maintenance and restoration of communications with emergency response and disaster recovery agencies and facilities, as well as with the general public. Dispatch of emergency responders will rely on normally utilized means, with direct communications between field operations and the City EOC established as soon as practicable.

Coordination with commercial communications providers will also be the responsibility of the Logistics Section, through City ESF #2. This group will consult with communications providers, when needed and with Volusia County ESF #2, to direct priority restoration of normal capability to critical facilities with communication outages. Requests for restoration of normal communications capabilities will be consistent with the IAP approved by the Incident Commander.

The CEMP recognizes that communications systems and facilities normally utilized to transmit information to the public could be significantly damaged or disrupted due to the impacts of a disaster. The City's Public Information Officer and the City ESF #14 will be responsible for working with the print and broadcast media representatives, as well as Volusia County ESF #14, to retain or restore the capability to provide public information and emergency instruction the City residents, businesses and institutions after a major disaster.

## **6.8 Coordination with Other Jurisdictions and Higher Levels of Government**

This section defines the methods that DeLand will use to coordination with other jurisdictions and higher levels of government during major disasters when the City EOC has been activated and staffed. Following City EOC activation, all inter-jurisdictional coordination efforts would be through the City EOC.

If a disaster is limited in its impacts to the City and adjacent jurisdictions, coordination with other jurisdictions would be anticipated to involve primarily activation of mutual aid agreements and sharing of resources, along with exchange of situation reports. Coordination would be through the other jurisdictions' EOCs, if activated, or directly with the corresponding local agencies if not. Coordination under these conditions would be a shared responsibility between the City's Liaison Officer for general coordination, and/or the Operations Section Chief for activation of specific mutual aid agreements and/or mobilization of resources.

If a disaster impacts a large area, affecting several or all of the jurisdictions in Volusia County, it is expected that the County would activate its EOC. Upon activation of the County EOC, inter-jurisdictional coordination would be maintained in two general ways:

1. Directly with nearby jurisdictions' EOCs and emergency services agencies for the activation of existing mutual aid agreements and sharing of resources
2. Through the Volusia County EOC for accessing additional resources not available through mutual aid agreements and for requesting assistance from higher levels of government, pursuant to F.S. Chapter 252.38

As noted above, responsibility for the direct coordination with other municipal EOCs for activation of mutual aid agreements and sharing of resources will be through the City's Liaison Officer and/or the Operations Section Chief.

For major disasters, coordination with the County EOC will normally occur in two ways. First, through the City's Liaison Officer, the City will staff a liaison position in the County EOC and will route requests for assistance and resource support from other jurisdictions and the County, as well as from state and Federal agencies, through this position. In addition, the Incident Commander or designee will participate directly in the County EOC's inter-jurisdictional coordination actions, such as conference telephone calls, policy meetings, and similar.

For the largest and most complex disasters, it is anticipated that the County ESFs will be fully activated and may be coordinating specific operations directly with the impacted municipalities. Under such conditions, most or all of the City's ESF Branches would be activated and may become the point of contact for the County ESFs, if desired by the County.

## 6.9 Public Information

The City recognizes the importance of accurate and consistent public information at the time of a disaster. Therefore, the City's emergency operations include specific actions before, during and after disasters to provide public information and emergency instructions to the public, businesses and institutions within the jurisdiction.

Prior to disasters, during times of normalcy, the City will operate an ongoing public information program, in cooperation with the Volusia County Emergency Management Division and the State of Florida. The City will post or link to emergency preparedness information on its website and will provide brochures and similar materials in public buildings. The Community Relations Manager will be responsible for answering individual inquires from the community regarding emergency preparedness.

Immediately prior to a disaster for which there is advance notice, e.g., a hurricane, a more pro-active public information operation will be implemented by the City. Consistent with the type of event, the Assistant City Manager or designee will implement actions such as the following, in coordination with Volusia County if indicated, to ensure the awareness of the situation

- Issuing media releases regarding the event and planned City operations
- Contacting major facilities within the City
- Updating the City's website with links to current information

During and immediately following a disaster, the Assistant City Manager or designee, acting as the City's Public Information Officer, will provide continuing public information regarding the City's situation and emergency operations, in coordination with and/or through the Volusia County's JIS and/or through a JIC, if activated. Actions during this period will prioritize operations considered to be the development and/or distribution of emergency information related to public health and safety. The City's Public Information Officer will also be responsible for management of public inquiries originating from within the City, and, as indicated, transferring such inquiries to the appropriate member of the City's Emergency Organization.

Following disaster events, the City's Public Information Officer will continue to ensure that needed public information is provided, in coordination with Volusia County as indicated, regarding the event and the impact on the City, as well as descriptions of available programs for disaster victims and contact information. The Public Information Officer will also support and coordinate community outreach programs implemented in the City by county, state and/or Federal personnel in the aftermath of Federally-declared disasters.

## **7.0 Administration and Logistics**

This section defines the administrative and logistical actions that will be taken by the City to maintain the emergency preparedness program and the CEMP.

### **7.1 Plan Updating and Maintenance**

The City's CEMP must be updated on a routine basis to ensure it is adjusted to changes that occur over time within the jurisdiction, such as the following:

- Changes in the risk profile of the jurisdiction
- Modification/growth of City's governmental organization, administration and capabilities for emergency response and disaster recovery
- Changes to the facilities and locations that have been designated as City emergency facilities
- Changes in state or Federal rules, regulations and standards applicable to municipal emergency preparedness

The City's Emergency Preparedness Team, under the direction of the City Manager and working through the Fire Chief as the City's Emergency Management Coordinator, will be responsible for ensuring that the plan is reviewed and updated at least annually, or after each major exercise or actual implementation of the plan, whichever is more frequent. All City agencies will be responsible for participating in the plan review and updating.

### **7.2 Plan Distribution and Approval**

At a minimum, the City's Emergency Management Coordinator will ensure that a copy of the initial and subsequent updates of the City's CEMP will be provided to the following:

- Members of the City Council
- The City Manager
- The Director of Human Resources
- The Director of Information Technology
- The City Clerk
- All City Department Heads
- A copy for the City EOC
- The Volusia County Emergency Management Division
- The Florida Division of Emergency Management

Each City department head is responsible for further distribution of copies of the CEMP to specific departmental personnel, as indicated.

Minor changes to the plan may be made via "change pages" and distributed to plan holders. Major changes that significantly alter operational concepts, assignment of responsibilities, or the location/type of designated emergency facilities will result in distribution of an entire copy, as modified.

The CEMP will be formally approved by the City Council following each major change of the plan or at least every four years, whichever is more frequent.

### **7.3 Training**

The training programs given in DeLand that are related to the CEMP and its implementation will address the following general program categories:

1. Training in the specific operating guides and protocols utilized by City agencies regarding their routine emergency services functions, e.g., firefighting and law enforcement. Implementation of any or all of these guides and protocols will also be necessary during activation of the City's CEMP.
2. Training required by local, state or Federal rules and regulations. This category includes required profession-specific training, such as firefighter or law enforcement officer training, as well as training applicable to all categories of emergency personnel, e.g., training in NIMS and ICS.
3. Specific training in the implementation of the DeLand CEMP, including its associated operating guides, checklists, and similar supporting documentation.

For the first category of training, individual department directors are responsible for ensuring the adequacy and completeness of the training. The DeLand Emergency Preparedness Team, under the direction of the City Manager, is responsible for ensuring that the training in the second and third category are provided to any City employees, volunteers for the City, and elected City officials that have assigned responsibilities for implementation of the CEMP. The City's Emergency Management Coordinator will provide assistance and guidance regarding the training necessary for implementation of the CEMP.

The director of each City department is responsible for ensuring that departmental employees have received the required training, and that newly hired employees receive training within 120 days from the date of hire. In addition, each City department entering into contracts with the private sector for on-scene emergency services will ensure that contract personnel have training required by state and Federal regulations.

Records of each individual's training will be maintained by the Human Resources Division and each City department director, and will be available during emergency operations, if needed, to ensure that individuals have been appropriately trained for their emergency assignments. For individuals not within a City department, their training records will be maintained by the City Manager's Office.

### **7.4 Personnel Classification and Certification**

Under NIMS, preparedness is based on national standards for the classification, qualification and certification of emergency response personnel. Uniform classification of emergency personnel enable outside organizations and agencies to recognize the skills and capabilities of individuals that are to be assigned emergency duties. Standards will help ensure that agencies' field personnel possess the minimum knowledge, skills, and experience necessary to execute incident management and emergency response activities safely and effectively. Standards typically include training, experience, credentialing, currency, and physical and medical fitness. Therefore, it is necessary for

DeLand to have credentialed its emergency response personnel in accordance with a standard measure of qualification and certification.

The City will utilize currently available and/or required state or Federal classification and certification programs to achieve this requirement. When additional Federal guidance becomes available regarding emergency response personnel classification and certification in accord with NIMS, the City will endeavor to respond appropriately.

Each department director is responsible for ensuring that each department employee assigned emergency duties is, if indicated, appropriately classified for those assignments and has any required certifications or licenses necessary. The department directors are also responsible for ensuring that documentation of employees' classification and certification are available to the City EOC to facilitate proper assignment of personnel.

Personnel classification information pursuant to NIMS is available in the Resource Definitions of the National Mutual Aid and Resource Management Initiative, issued by the Federal Emergency Management Agency. The State of Florida, through various agencies, also promulgates classification and certification requirements for personnel to be assigned emergency response duties.

In addition, following the final assessment of the jurisdiction's response and recovery capabilities, the City will utilize the National Incident Management Capability Assessment Tool (NIMCAST) to complete the documentation process. This tool is operated by the Federal government as a way to document that each jurisdiction in the nation is in conformance with the requirements of NIMS. The tool requests jurisdictions to affirmatively record that they have addressed each requirement and standard.

## **7.5 Documentation of DeLand Emergency Preparedness Capabilities**

Similar to the classification and certification of personnel, NIMS is based on the concept that each level of government will accurately understand its capabilities to respond to and recover from disasters. In this way, each higher level of government will more readily recognize a jurisdiction's capabilities and limitations and therefore the type and amount of assistance required during and after a disaster. Pursuant to NIMS, the US Department of Homeland Security has issued the Target Capabilities List, which defines planning and performance standards for a wide variety of emergency preparedness and response functions.

DeLand will, upon issuance of applicable Federal requirements and guidance, appropriately utilize the planning and performance standards in the Target Capabilities List to define those capabilities the jurisdiction can adequately fulfill. Upon completion of this analysis, the City will advise the Volusia County Emergency Management Division of the determination for subsequent use by County, state and Federal emergency response agencies.

## **7.6 Exercises and Exercise Evaluation**

DeLand will, in accord with NIMS, develop and implement a program to routinely exercise the CEMP in order to maintain readiness for its implementation. The exercise program will be planned, coordinated and implemented by the City's Emergency

Preparedness Team, through the support and assistance of the City's Emergency Management Coordinator.

Exercises developed and conducted by the City will conform to applicable state and Federal requirements, including those promulgated by the US Department of Homeland Security in "Homeland Security Exercise and Evaluation Program." Adherence to this guidance is required for exercises utilizing Federal funding, and is recommended for the planning, implementation and evaluation of all types of exercises, regardless of funding.

Exercises of CEMP implementation will be conducted by the City at least annually, and will be designed to address a range of hazards known to threaten the jurisdiction. Actual implementation of the CEMP may be substituted for an exercise. Exercises may be of any type, including: 1] table-top or discussion-based exercises, 2] functional exercises that examine one or more specific emergency operations, or 3] full field exercises involving activation of emergency facilities and deployment of personnel in simulated field operations.

On a periodic basis, the annual City exercise of the CEMP will be implemented in association with countywide or regional exercises conducted by the Volusia County Emergency Management Division and/or the State of Florida.

In all cases, every exercise will be followed by preparation of a written evaluation of the event. This evaluation will specifically identify any operational problem areas, training inadequacies, facility shortcomings, and resource limitations. The results of each exercise will be incorporated into the City's Preparedness Improvement Plan (See below).

### **7.7 Development of After Action Reports**

Following each actual implementation of the CEMP, through the City Manager and the City's Emergency Preparedness Team, an "after action" analysis will be conducted and a written after action report prepared. This analysis and report will assess the effectiveness of the City's response to and recovery from the event, and will identify any operational problem areas, training inadequacies, facility shortcomings, and resource limitations made apparent by the event. These will be incorporated into the City's Preparedness Improvement Plan.

When indicated, the City will also cooperate with and participate in after action reports conducted by Volusia County.

### **7.8 Development and Implementation of a Preparedness Improvement Plan**

Through the coordination of the DeLand Emergency Preparedness Team, the City will develop, maintain, and implement a Preparedness Improvement Plan. This plan will identify all operational problem areas, training inadequacies, facility shortcomings, and resource limitations made apparent by previous exercises and after action reports, and will define corrective actions needed. For each corrective action needed, it will also assign responsibility to a City department or official and establish a schedule for completion.

The City's Preparedness Improvement Plan will be adjusted annually to remove assigned corrective actions that have been completed, and to add newly recognized corrective actions based on recent experience. The City Manager will have overall responsibility to ensure implementation of the Preparedness Improvement Plan, and will be assisted by the City's Emergency Management Coordinator.

## **8.0 Authorities and References**

This section describes the authorities related to the development of the CEMP and that authorize its implementation when needed. The section also describes the references that were utilized to guide the content and format of the plan.

### **8.1 Authorities**

Two categories of authorities are described in this section: those requiring preparation of the CEMP and those authorizing its implementation when needed. First are those promulgated by the State of Florida and the Federal government.

The principal requirements related to the preparation of the City's CEMP are F.S. Chapter 252 at the state level. Under Chapter 252.38(2), the City is authorized to prepare a CEMP that is consistent with that of Volusia County and the State of Florida's CEMPs. These, in turn are to be consistent with the NRP.

At the Federal level, NIMS requires each jurisdiction to have an emergency operations plan if they are to be eligible for Federal preparedness grants. Emergency preparedness programming and planning requirements for local governments are also expressed in NIMCAST. These were developed from the mandate contained in Homeland Security Presidential Directive No. 5 and Homeland Security Presidential Directive No. 8. In addition, the US Department of Homeland Security's "Homeland Security Exercise and Evaluation Program," represents a Federal requirement applicable to local emergency plan exercises receiving Federal funding.

The second authority is to implement the CEMP during time of need, and this stems directly from the approval of the plan by the City Council, which authorizes its activation when needed, and delegates the authority for implementation of its provisions when necessary.

### **8.2 References**

Several references were utilized in the preparation of the CEMP. These include, at the Federal level the following:

- The National Response Plan
- The National Preparedness Goal
- The National Preparedness Guidance
- The Interim National Infrastructure Protection Program
- The Target Capabilities List
- The National Incident Management Capability Assessment Tool
- The National Mutual Aid and Resource Management Initiative

## 9.0 Acronyms

The following acronyms have been utilized in this document:

|         |   |
|---------|---|
| CEMP    | Comprehensive Emergency Management Plan                 |
| CERT    | Community Emergency Response Team                       |
| EOC     | Emergency Operations Center                             |
| ESF     | Emergency Support Function                              |
| FOC     | Field Operations Center                                 |
| IAP     | Incident Action Plan                                    |
| ICS     | Incident Command System                                 |
| JIS     | Joint Information System                                |
| JIC     | Joint Information Center                                |
| NIMCAST | National Incident Management Capability Assessment Tool |
| NIMS    | National Incident Management System                     |
| NIPP    | National Infrastructure Protection Plan                 |
| NRP     | National Response Plan                                  |
| SITREPS | Situation Reports                                       |