

## OKEECHOBEE COUNTY ZOMBIE APOCALYPSE ANNEX

**Primary Recovery Coordination Agencies:** Okeechobee County Board of County Commissioners, Okeechobee County Administration, Okeechobee County Office of Emergency Management, Okeechobee County Sheriff's Office

**Support Agencies:** All Okeechobee County Agencies and Departments, Palm Beach County American Red Cross Okeechobee Branch, Okeechobee County Chamber of Commerce, City of Okeechobee, Private Utility Agencies, Private Insurance Agencies

**NIMS:** All functions under the Okeechobee County Recovery and Mitigation Annex will follow the County NIMS / EOC Integrated Management System.

### I. General

#### Summary

The following goals, objectives, and policies contained in this plan will guide redevelopment and recovery activities within the unincorporated areas of Okeechobee County following the Zombie Apocalypse. They have been written to comply with Section 163.3177 (9) and (10), Florida Statutes; and Rule 9J-5.012, Florida Administrative Code. This plan will be reviewed and updated every five years. All corrections and amendments can be found on the "Change Pages" at the end of this document.

The goals, objectives, and policies make up the Okeechobee County Zombie Apocalypse Annex. These topics include:

- Mass Evacuation
- Shelter in place
- Security / public use of weapons policy
- Suspension of local laws, rules, regulations, taxes, fees
- Continuity of Government
- Long term individual / small group sustainability
- Logistic support
- Community redevelopment priorities
- Restoration of essential services and facilities
- Power, communication, water, and waste service
- Debris Clearance Strategies
- Corpse removal and sanitation
- Rebuilding and reconstruction management principles
- Landscape management of redeveloped areas
- Building and safety code adequacy
- Redevelopment of high hazard areas
- Publicizing redevelopment plan policies
- Community education on redevelopment activities

## II. Levels of the Zombie Apocalypse

Activities to implement during Zombie Apocalypse have been grouped into four phases: Preparatory Period, Immediate Emergency Period, Short Term Assistance Period, and Long Term Recovery Period. Major activities carried out during each phase are presented below:

### A. Preparatory Period (Public Information, Logistic Organization, Planning)

1. Public Information / Education
2. Mass Care Planning
3. Equipment and Resource Staging
4. Critical Infrastructure Hardening
5. Interagency Coordination Activities
6. Mutual Aid / Vendor Contract Confirmation and Update

### B. Immediate Emergency Period (Evacuation, Security and Humanitarian Relief)

1. Search and Rescue
2. Emergency Medical Care
3. Safety, Security, and Traffic Control
4. Initial Impact Assessment (Damage Estimation)
5. Implement Legal and Financial Procedures (State of Local Emergency, Disaster Declaration, emergency purchasing)
6. Emergency Debris Removal (Roads, Essential Routes)
7. Emergency Transportation
8. Sheltering and Mass Feeding
9. Public Information / Education
10. Mutual Aid Response Coordination
11. Volunteer Resource Response (goods and services)
12. Resource Management and Distribution
13. Emergency Communications
14. Temporary Buildings
15. Enactment of Special Ordinances

### C. Short Term Assistance Period

1. Re-Entry
2. Detailed Community Damage Assessment
3. Debris Clearance and Removal
4. Federal Assistance Programs ((Individual and Public)
5. Resource Distribution
6. Restoration of Essential Services (electricity, water, telephones, roadways, bridges, other infrastructure)

7. Relief Services
8. Temporary Repairs to Damaged Facilities
9. Restoration of Public Health Services

**D. Long Term Recovery Period (Reconstruction)**

1. Environmental Management (Animal Control, Natural Resource Restoration)
2. Evaluation of Development Regulations
3. Evaluation of Construction Designs and Standards
4. Evaluation of Infrastructure Designs and Standards
5. Permanent Repair and Reconstruction of Damaged Facilities
6. Complete Restoration of Services
7. Debris Disposal
8. Economic Redevelopment
9. Community Redevelopment
10. Hazard Mitigation
11. Risk Assessment and Review
12. Acquisition / Relocation of Damaged Property

The number of activities implemented will depend upon the level of the disaster. Other activities may be added as conditions dictate.

**III. Emergency Organization Structure**

Overall direction of recovery efforts will come from Okeechobee County's Emergency Management Director, as delegated by the Policy and Direction Group. This group is made up of the Board of County Commissioners, the Clerk of the Court, the County Administrator and Deputy Administrators, the Okeechobee County Sheriff, and the Mayor and City Manager of Okeechobee City. These people will make executive assessments of community conditions, develop overall policies and goals to guide short and long term recovery efforts, and execute any legal ordinances or resolutions necessary to support recovery efforts. The Director of Emergency Management will set objectives to address the emergency, based on input from the Policy and Direction Group.

In certain major and in all catastrophic disaster settings, the Okeechobee County Attorney will be activated to assist the Policy and Direction Group in carrying out their tasks. The County Attorney will advise Policy Makers on the legality of ordinances, resolutions, or declarations which are made; review authority levels in disaster situations; and monitor any state or federal declarations for applicability to Okeechobee County. It should be noted that, depending upon the scope of the infestation on a national or world scale, governing legal documents may not be enforceable. Every effort should be made to ensure the survivability of Rule of Law for as long as possible before instituting Martial Law.

Okeechobee County will use the National Incident Management System (NIMS) / Incident Command System (ICS) to manage recovery activities associated with disasters. This system, which combines the National Interagency Incident Management System (NIMS) and the Fire Ground Command systems, consists of the following sections:

**Incident Command** - Provides overall incident direction and management (Who's accountable and / or in charge?)

**Operations** - Manages operations. Deploys and directs tactical assets.

**Planning** - Manages information collection, analysis, forecasting, and dissemination and assigns assets to missions in accordance with tactics determined by the Operations Section Chief. (What has happened? What is happening? What will it take to fix the problems?)

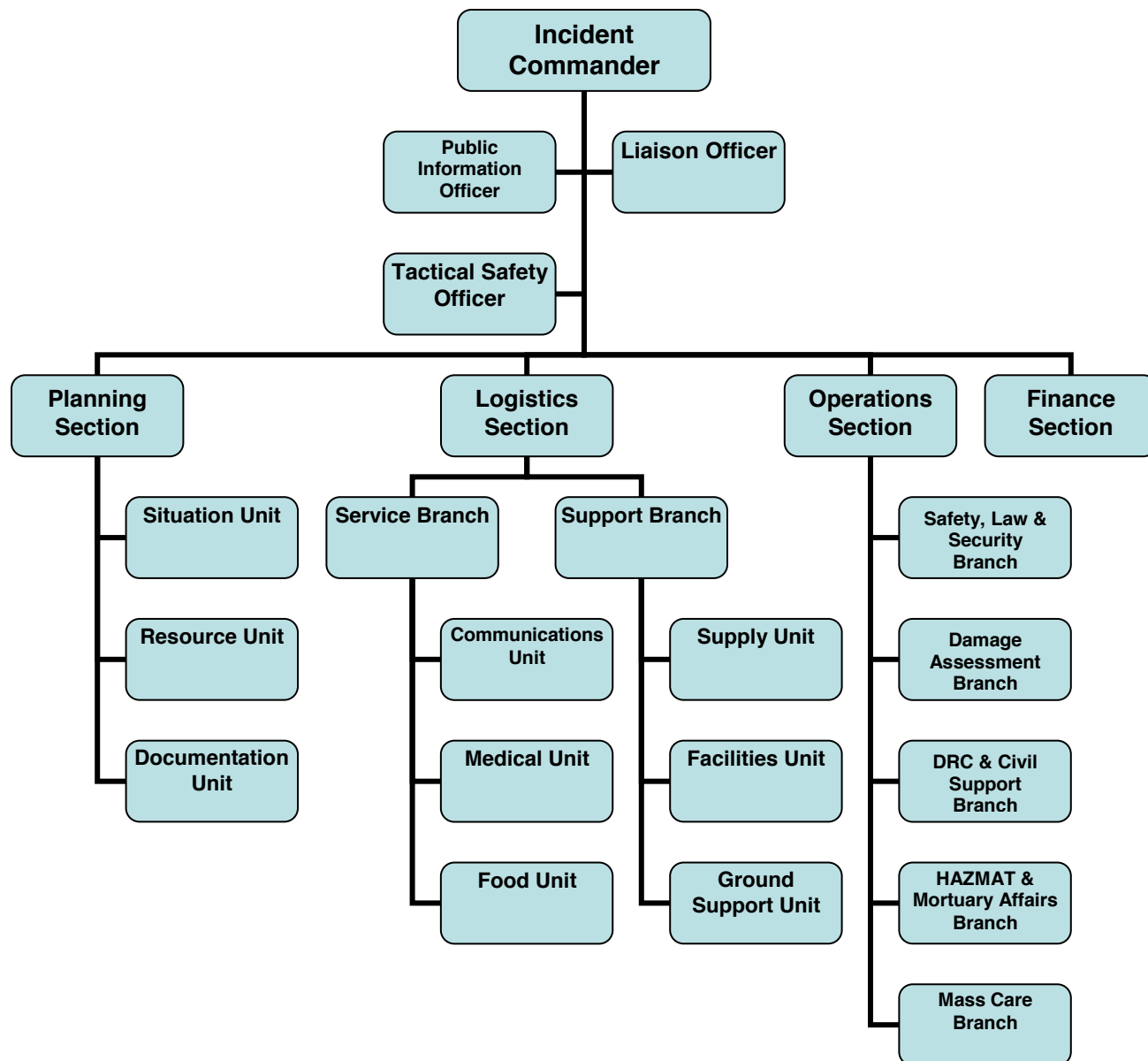
**Logistics** - Provides facilities, services, and materials to meet identified needs for responders. (What resources are needed to fix the problem?)

**Administration** - Provides administrative, financial, and legal support to incident activities (What are the costs? What Mechanisms are in place to assure accountability and legality? Who is going to pay?)

In addition, the Okeechobee County LMS Work Group and Post-Disaster Recovery Task Force will be activated in certain major and during all catastrophic disasters to provide policy guidance and recommendations both to elected policy makers and the incident command governing post-disaster redevelopment and hazard mitigation activities. These groups may have little or no usefulness following the Zombie Apocalypse. This team will meet at least annually to review mitigation goals, objectives, and recommendations, as well as review pending projects. The Okeechobee County Board of County Commissioners, the Okeechobee County Administrator, and the Okeechobee County Office of Emergency Management will coordinate the missions for this Task Force. This Task Force is comprised of members of the County Agencies and Departments, Palm Beach County American Red Cross, Okeechobee County Chamber of Commerce, City of Okeechobee, Private Utility Agencies, and Private Insurance Agencies.

The Incident Command System (ICS) modular structure can be tailored to meet the response requirements by incident size or agency(s) involved. Figure 2-1 presents the Okeechobee County model IMS organizational structure which will be implemented for the Zombie Apocalypse in Okeechobee County. It should be noted that the delegation of authority to the Emergency Management Director to combat this threat does not equate to the legal authority provided to an elected official.

(Figure 2-1 below)



**Figure 2-1**

**1. NIMS / ICS Principles Governing Management of Resources & Organizational Structure**

Resources used to carry out tasks of a temporary nature in the Operations Section may be grouped together with other resources into Task Forces. An example of this is resources temporarily placed together to conduct search and rescue activities using police, fire, Road and Bridge, and utility resources.

Resources of the same kind can be grouped together to carry out a temporary assignment are called Strike Teams. An example of this would be a Public Works detail using vehicles and equipment staffed with Road and Bridge personnel.

Depending on the size of the disaster, the area affected will be broken down into manageable geographical divisions called Divisions. These units will help ensure that recovery efforts are focused on identified problems within a specific area, and reduce the possibility of the disaster overwhelming management and its resources.

Activities implemented within the Operations Section may be assigned to organizational levels called Groups. This will be done when resources and agency coordination are needed or established to carry out a specific task or function.

A level of organization called a Branch may be established to assist Incident Command maintain an effective management structure over many activities. A Branch helps coordinate activities among Divisions and Groups within a section by maintaining a level of control needed for effective response.

## **2. Response and Recovery Activities Assigned by Incident Management System Section**

Response and recovery activities to be carried out by each Incident Management System section are listed below:

### **A. Incident Command Section**

- i. Liaison with city, county state and federal authorities
- ii. Volunteer Coordination (Goods and Services)
- iii. Mutual Aid Response
- iv. Public Information
- v. Safety

### **B. Operations Section**

- i. Search and Rescue
- ii. Security (reentry, traffic control, curfew)
- iii. Debris Clearance, Removal, and Disposal (non-hazardous)
- iv. Fire Rescue
- v. Hazardous Materials (including corpse storage and removal)
- vi. Air Operations• Medical Care (Care for injured, elderly, and infirm)
- vii. Public Health (water, waste water, animal control, corpse disposal, etc.)
- viii. Essential Service Restoration (electricity, water, etc.)
- ix. Repair and Restoration (temporary, permanent repairs)
- x. Damage Assessment (initial, detailed, permitting)

### **C. Planning Section**

- i. Training (briefings, public education)
- ii. Response Planning (data collection, resource tracking, incident action planning)
- iii. Recovery Planning (economic/community redevelopment, hazard mitigation)

- iv. Special Task Forces (research, analysis, reports)

**D. Logistics Section**

- i. Resource Management/Distribution (facilities)
- ii. Sheltering and mass feeding
- iii. Transportation
- iv. Communications
- v. Relief Services (housing, rental assistance, outreach)

**E. Administration Section**

- i. Federal Disaster Relief Assistance (individual, public)
- ii. Documents (time and material costs, injury claims)
- iii. Legal (advise, development of ordinances, etc.)
- iv. Finance (procurement, contract management)

**F. Recovery Task Force**

- i. Establish/rescind temporary moratoriums
- ii. Policy recommendations on development regulations
- iii. Policy recommendations on construction standards
- iv. Policy recommendations on infrastructure redevelopment
- v. Policy recommendations on hazard mitigation activities

**Response Activities:** Checklists contained in the Okeechobee County Disaster Schedule will guide activities and tasks conducted. Incident Command will use these checklists to track the progress of activities conducted in each Division, as a guide to determine what resources are needed, and when the resources are needed. Each geographical Division Supervisor will use the checklists to assign responsibilities, assess results, and as a tool to brief Incident Command on the status of activities within the Division.

One of the primary response activities will be advising and equipping the citizens of the county to protect their own lives and shelter in place as much as possible. This will be done in four phases. The first will be upon the first estimate that the Zombie Apocalypse has begun. It can be assumed that these messages will not be taken seriously by the general public. The second will be in close proximity to the full arrival of the Horde. The third will be reconnaissance and resupply of known survivors, and the fourth will include reorganization into stronger, more dynamic blended units of government responders and survivors to secure more safe areas to inhabit. Each of these phases will require full activation of the Incident Command System.

**Recovery Activities:** The Okeechobee County Post-Disaster Recovery Annex contains policies that will guide redevelopment and hazard mitigation activities following the Zombie Apocalypse.

#### IV. Public Education

Public Education efforts will be tasked to ESF-14 / Public Information. The Joint Information Center (JIC) will remain open through recovery functions. The Okeechobee County Administrator and the Okeechobee County Office of Emergency Management will make this decision.

Literature on immediate response actions, personal and property protection, available state assistance, and available federal assistance will be available from the Okeechobee County JIC, established Disaster Field Offices (DFOs), and Disaster Recovery Centers (DRCs). Public messaging information should focus on Escape, Evasion, Survival, Combat / Self-defense Actions and Hazardous Materials (infectious diseases, environmental concerns).

Press releases will also contain information concerning recovery activities, available assistance, hazard mitigation programs, and other pertinent information regarding recovery efforts. It is assumed that the majority of press releases will be conducted by HAM radio. Frequency 154.10 (unencrypted) will be used, with pre-scheduled information releases at 8 AM, 2 PM, 8 PM and 2 AM. All briefings will start with a reminder for listeners to turn their radios off or down if they are not sure of the security of their surroundings or location.

Special emphasis should be placed on survival techniques relating to combat. Many Floridians already understand how to prepare food and water for several weeks without electricity. The population of Okeechobee County is older and less physically able to defend themselves from an attacking Horde. Hollywood has generally ruined people's perception of how to protect yourself from zombies, and a great effort will have to be made to undo many people's false notions of survival methods against the Horde. Chainsaws look great in the movies, but will not be reasonable self defense weapons during the Gray Plague.

Public Messaging should constantly reinforce the notion of quiet combat. Recommendations for blunt and sharp weapons should be made for people's primary weapon, with a reliable pistol serving as their secondary weapon. Rifles, shotguns and other firearms should be considered tertiary or special weapons, and should only be employed when the time is appropriate. Recommendations should include the types of weapons, and locations that these weapons can be obtained or methods to create them.

For example, during the Preparatory Period, recommendations for citizens to contact weapons providers such as Zombie Tools, from Missoula Montana (<http://zombietools.net/tools>) should be made. Sending people to professionals who have a high degree of skill in creating effective tools to combat the horde should be of the highest priority. The weapon-smiths at Zombie Tools have created several highly effective weapons which can be employed by any person of virtually any strength. Small weapons, such as the Zack Ax or the new Para Bellum are highly effective as secondary bladed weapons, or for those with lesser upper body strength. The Urban Bone Machete, Mark III, the d'Captain, the Apocalax, or the katana-style Harvester are all more than adequate for individual protection from the Horde.

As we move closer to the arrival of the Horde in the Immediate Emergency Period, it will not be possible for much of the public to go to a top-end provider such as Zombie Tools. In this case, the public will be directed to gardening and tool stores, and encouraged to find reputable brands such as Cold Steel, Gerber and Ontario Knife Company. These weapons will provide sufficient quality use without being specifically crafted for undead combat.

The final Periods will see recommendations for citizens to arm themselves with whatever reasonable item they can wield for protection. Every effort will be made by the Incident Management Team to obtain and distribute the most durable appropriate weapons, but there is currently no reliable forecast as to the availability of resources that will serve as primary weapons during the Zombie Apocalypse.



**V. Damage Assessment****A. Introduction**

The damage assessment will be Countywide and shall include assessment of damage volume and impact to all public and private properties in the Cities as well as in the unincorporated County area. All damage assessment activities will be directed by the Operations Section of the Okeechobee County NIMS / EOC Interface structure.

**B. Situation**

1. A Zombie hazard will cause deaths, injuries and a wide range of damage to public or private property. Early and thorough determination of the dollar value of the damages and of their economic and social effects upon the community is fundamental to community recovery operations. It is also a prerequisite to obtaining loans, grants and other assistance from State and Federal governments, which will possibly not be an option.

There are two basic elements to damages; one is the direct dollar cost of the damage and the other is the dollar value of the impact of the damage on the community. The first is always present, regardless of the magnitude of the disaster, while the impact element is a reflection of the disaster magnitude.

2. Direct dollar damage costs are incurred before, during, and after a specific disaster event.
  - a. In advance of a predicted hazard event, such as a hurricane, other tropical storm or weather event such as a cold front, protective and precautionary actions are appropriate. However, there may be little to no notice of a pending Zombie Apocalypse. The only advance notice we may receive is if major ports, such as Miami and Tampa are affected first, and accurate, timely and honest reporting of the incident occurs. Financial costs incurred in the preparation stage can include but is not limited to:
    - i. Personnel and equipment hours
    - ii. Materials, fuels and other supplies may be devoted to these preparatory or precautionary actions
    - iii. Emergency supplies and equipment rentals
    - iv. Barricades
    - v. Moving of equipment and records moved to safer locations
    - vi. Opening of shelters
    - vii. Transportation requirements
    - viii. Logistical supplies needed for evacuations
    - ix. Business closings and government operations suspension

The costs of everything done in preparation for a specific anticipated event must be recorded and described. It is especially important to record the costs along with explanation of what was done. However, the need for documentation must be seriously weighed against the overwhelming need to conduct public safety operations at all costs. It is

likely that the Zombie Apocalypse will forever alter our social structure, and normally available grants and assistance funds will not be offered.

- b. During a disaster event and in response to it, fuels, materials and supplies are consumed. Equipment and personnel hours are devoted to the specific event. Overtime may be involved. All of this must be documented. Again, the sheer magnitude of this event may negate this need for documentation entirely.
  - c. In the recovery phase, temporary repairs may be needed to avoid further damage and debris removal is usually required. It may be necessary to contract for a wide range of equipment and services, essential to recovery from the disaster event. Under “normal” emergency circumstances, each cost item must be directly identified with a specific activity. Initially, all that can be expected is an estimate of the damage done to property and what debris removal might cost. Actual costs are developed as the work is done. The early estimate is needed however, to determine eligibility for State or Federal assistance. Again, the broad scope of this world-altering event will lessen the priority of documentation of these costs. Instead, documentation of survivors and critical infrastructure needs, as well as consumable resources will have the highest priority.
3. The impact of these losses on the social and economic welfare of the community can greatly exceed the direct dollar value of damage done to buildings and structures. Judging the overall economic and social impact of the direct costs is a major task for elected officials, and government staff. Input from the private business sector will also be needed. This is always a best case scenario: these private sector agencies may be decimated beyond all ability to participate. In the case that the public sector is so affected that they cannot participate in this activity, elected officials and government staff will continue this operation to the best of their ability.
  4. During common disasters, State assistance will be provided when damages initially appear to approach the threshold for eligibility for a State or Federal disaster declaration. When a Presidential declaration has been obtained, that assistance will include FEMA representatives. The State will conduct briefings for applicants to a Presidential declaration. However, we can be sure that all State and Federal assets will be committed across the entire United States, and Okeechobee may rank low on their priority list.

## **C Concept of Operations**

### **1. General**

Damages may be sustained by publicly owned buildings, roads, bridges, equipment, and facilities and by a wide variety of properties owned by private, non-profit entities, businesses, and individuals. These damages may be from the initial horde swarm, from intentional destruction of buildings and roads to function as defense for survivors, or may be due to looting when survivors begin to run short on resources. Assessment of damages will require coordination with and between the following and others, depending on circumstances. The focus should not be to determine what assets are lost; but to determine where pockets of survivors are located, what critical infrastructure may be usable, and how to best support or recover those survivors:

- a. Road and Bridge Department
- b. County Utilities
- c. Building Department
- d. Building Official's Office
- e. County Cooperative Extension Service
- f. Red Cross
- g. public utilities providers (FPL, UT, etc.)
- h. business owners
- i. property and casualty insurers
- j. Sheriff's Office and other security and response agencies of city and county government.
- k. Volunteer aviation group

## 2. **Initial Damage Estimate**

The first estimate of damage will come from responders to the scene, to the extent that they can cover the entire scene. This will be followed as quickly as allowed by weather, daylight, the presence of debris with ground and aerial explorations, and the numbers of the Zombie Horde that are upright throughout the area. Cameras will be used whenever possible to record the damage being observed. This may be done by using ground transportation, aerial transportation, walk through, water transport, or other means necessary in order to get an initial damage assessment. Aerial is most highly recommended, as it lessens the opportunity for personnel to be exposed to Zombie enemies.

Personnel from the ARC, Building and Road & Bridge Departments and the volunteer aviation group will perform this estimating. Others such as the Sheriff's Office and Fire/EMS will be included primarily for access control and search and rescue purposes. The Sheriff and Police Chief will need to consider deputizing anyone with firearms and experience using them. Veterans groups may be of critical importance when it comes to providing a security element for assessment teams. Citizens may need to be deputized, and provided with some field credentials which are easily recognizable.

- a. Okeechobee County Damage Assessment shall be the operational responsibility of the Okeechobee County Engineer with primary assistance from Building and Zoning Department, the Building Official and the Director of Road & Bridge.
- b. The County Building Official shall be the private property team leader and coordinate the management of both the residential and commercial building damage assessment and the public property damage assessment function.

### **Normal**

Under normal, day-to-day work conditions the Okeechobee County Damage Assessment Team has no assessment responsibilities.

### **Emergency**

Anytime a disaster occurs, the Okeechobee County Damage Assessment Team shall be mobilized to the extent required by the type and magnitude of the disaster. They shall be fully mobilized upon notification of a damaging event by County Administration, the Incident Commander, or the Operations Sections Chief. Teams shall assemble and be dispatched as directed by designated team leaders through the Okeechobee County Emergency Operations Center.

1. The Okeechobee County Damage Assessment Team shall make an initial assessment of damages immediately following a natural disaster. During the Zombie Apocalypse, these Assessment teams must wait for security personnel before proceeding with this mission. It may take several days to begin operations, depending on the speed with which the Horde spreads.
2. The Okeechobee County Building Official shall investigate all areas of private residential and commercial property damage in all incorporated and unincorporated areas of the county. The Building Official shall coordinate with his City of Okeechobee counterpart in the conduct of damage assessment in the Cities. The Director of Okeechobee County Road & Bridge shall investigate all areas of public property damage within the unincorporated areas of the County. All reports will be passed into the Office of Emergency Management.
3. The Okeechobee County Damage Assessment Team members will collect data regarding types and severity of damage. They will also attempt to determine if the damage was intentional, as that may be an indicator that a group of survivors may be nearby.
4. Each municipality will establish a municipal damage assessment team for the specific purpose of assessing all public damage within the municipal limits. The head of that team shall submit reports of injury and loss of life directly to the Director of the Office of Emergency Management and submit public damage reports directly to the Okeechobee County Damage Assessment Team. The municipality will use the same forms as the County.
5. The ESF-5 / Planning Section shall consolidate the reports from the heads of the municipal damage assessment teams, from the County Building Official and Road & Bridge Director. The Director of the Office of Emergency Management shall submit the consolidated reports to the Florida Division of Emergency Management and the local chapter of the American Red Cross through the established reporting network.
6. The ESF-8 / Health and Medical Unit shall investigate and report on all injuries and loss of life sustained during the disaster, directly to the Director of the Office of Emergency Management. This will be an overwhelming task, and will very quickly become more focused on reports of survivors, condition of the environment and food resources available.
7. Initial damage estimates shall be submitted immediately following the disaster. These estimates are a basis upon which the Governor may declare a state of disaster emergency and request a Presidential emergency or major disaster declaration. They shall be completed and submitted as soon as possible to the ESF-5 / Planning Section

8. Incident Action Plans (IAPs) and situation reports providing new developments and additional, more complete information, shall be made daily and forwarded in the most expeditious manner possible through established channels.
9. Damage Assessment reports shall provide detailed comprehensive data on all damages, injuries, and loss of life sustained during the disaster as soon as it is reasonably certain that damage assessment has been completed.
10. Report forms and instructions will be provided by the Okeechobee County Emergency Management Office. Each team member shall maintain an accurate log of time-spent surveying damaged areas and the materials, supplies and equipment used to estimate costs. Whenever possible, photographs of damaged areas shall be taken and made a part of the damage report. Particular attention must be paid to obtaining names, dates, places, and time of occurrence of specific disaster impacts. Where possible, existing records and automated systems should be utilized to record field data. Computer and video records of the damaged area before and after the disaster are desirable. Not only should the actions of the DA teams be recorded, their environment, and interactions with survivors and the Horde should be recorded as well. While this may seem like an overly bureaucratic task, the purpose is to determine if any patterns relative to the Horde, its movement or feeding exist. Documenting numbers of the Horde, behavior, condition of Horde members, interaction with local wildlife, ability to forage and communicate, and all other pertinent information should be documented.
11. The OEM will maintain an aerial videotape of the County infrastructure that depicts the roads and public facilities and other infrastructure essential to community life. New videotape will be taken at least once every three years and more often as development of the community occurs to form a base for comparison, post-event. A volunteer aviation group established for this public service function will accomplish the videotaping.

**D. Execution**

**1. Municipal**

- a. The manager or mayor of each municipality shall appoint a head for the municipal damage assessment team which shall compile data on all damage to private and public properties within the municipalities and on injuries and loss of life sustained therein. All private sector damage assessment reports shall be made on the forms attached hereto and shall be submitted directly to the Okeechobee County Damage Assessment Team, where numbers will be compiled, and a report forwarded to the ESF-5 / Planning Section in the most expeditious manner. The same process will take place for public sector damage assessment
- b. The manager or mayor of each municipality shall provide the Okeechobee County Damage Assessment Team Leader with the names of the damage assessment team members and its head as well as their addresses and telephone numbers. This list shall be reviewed, updated,

and submitted prior to June 1 of each year. It is understandable that these lists will not necessarily be supported by the survivors available. Many of the individuals listed may become victims of the Horde, or may choose not to respond as government officials. These lists should only be viewed as a best-case template, with the hope that as many of the listed individuals as possible would be available.

## **2. County**

- a.** The Okeechobee County Engineer, Building Official, Building & Zoning Department Director and the Road & Bridge Director shall appoint their respective team members. They shall provide the Director of the Office of Emergency Management with the names and telephone numbers of each team member. OEM will keep an inventory of personnel, data, equipment and vehicles that will be used for damage assessment. This list shall be reviewed, updated, and submitted prior to June 1 of each year. With the high toll to exacted upon critical infrastructure, it is reasonable to assume that phones would cease working within a short timeframe. It is critical that all personnel be provided with a mobile form of communications, such as a radio, and assigned appropriate frequencies or channels as determined by the Communications Officer.
- b.** The team leaders shall establish and maintain a training program for their respective municipal and County Damage Assessment Team members. The training program shall include available training courses offered by State and Federal governments to include NIMS training. Simulated disaster drills should be held to exercise the procedures contained herein and completion of reporting forms.
- c.** Okeechobee County will coordinate for and establish Landing Zones (LZ) for the State of Florida's Rapid Impact Assessment Teams (RIATs). Coordination will take place between the ESF-3 / Public Works Unit, the ESF-16 / Law Enforcement and Security Unit, and the ESF-4 / Firefighting Unit to ensure the safe and secure establishment of these sites. It is unlikely that these teams will ever make it to the county.

The listing of possible sites for Landing Zones for the RIATs and other efforts using air support can be found in the Okeechobee County OEM library. Every effort to keep the Okeechobee Airport open and free from the influence of the Horde will be made.

- c.** Okeechobee County will make every effort to work with the Regional Domestic Security Task Force, and other Law Enforcement agencies as possible. It must be remembered, however, that the Sheriff of the County has the ultimate authority for law enforcement within the jurisdiction. The ability to suspend requirements for concealed weapons permits, authorization for the public to carry openly, and ordinances governing discharging of firearms may be disregarded completely. Survival trumps law, whenever possible.

## **3. State**

When state assistance is required:

- a.** The Okeechobee County Engineer, Building Official, and Road & Bridge will cooperate with the State Damage Assessment Team in their

completion of the Damage Assessment Report, as soon as possible without compromising life or property. Specifically, they shall furnish the State Damage Assessment Team, through the ESF-5 / Planning Section, with the most recent and accurate assessment of damage available. They shall further provide a guide who is knowledgeable of the disaster area and local damage assessment activities.

- b.** The ESF-5 / Planning Section will receive reports from municipalities and consolidate these with data from unincorporated areas, ensuring non-duplication of data. Consolidated reports will be submitted to the Division of Emergency Management (DEM). When the original is transmitted electronically, the written report should be forwarded through normal channels as soon as possible.
- c.** Reports will be updated as necessary to report additional and more accurate data as it becomes available. Major updates will use the format of the original report. Situation summaries, Incident Action Plans (IAPs), and minor report updates will be submitted at least daily until notification from (DEM) that daily reports are no longer necessary.

## VI. Public Disaster Assistance

### A. General

The Emergency Management Director is responsible to coordinate tactical response to the Horde, information gathering, public safety response (such as sheltering and mass care) and handling of state and federal disaster assistance claims. Federal public assistance is that part of emergency or disaster relief through which the federal government supplements the efforts of state and local governments to return the disaster area to normal conditions, including repair and restoration of public facilities or services which have been damaged or destroyed. Two types of assistance are authorized, emergency and permanent. Emergency work includes efforts to save lives, protect property and maintain operation of essential facilities until permanent restoration can be made. Permanent work involves actions necessary to repair, restore, reconstruct, or replace public and certain private non-profit facilities damaged or destroyed by the disaster. This section assumes that Public Disaster Assistance may be available.

Project applications for federal public assistance may be approved to fund a variety of projects, including the following:

1. Clearance of debris on public or private lands and waters.
2. Emergency protective measures for the preservation of life and property.
3. Repair or replacement of water control facilities (dikes, levees, irrigation works, drainage facilities).
4. Repair or replacement of public utilities.
5. Repair or restoration to pre-disaster condition of public facilities including facilities damaged while under construction.
6. Repair or restoration of recreational facilities and parks.
7. Repair or replacement of private non-profit educational, utility, emergency medical and custodial care facilities, including those for the aged or disabled and facilities on Indian reservations.
8. All restoration must meet current health and safety codes and standards; or, if no such codes are in existence or are inadequate to insure a safe and usable facility, the Federal Emergency Management Administration (FEMA) Administrator may set minimum standards.

If current codes require improvements over the pre-disaster design or condition of the facility, a written copy of existing codes should be included with the project application. Documentation to show compliance with flood insurance requirements and insurance requirements under Public Law 93-288, Section 314 are also required.

Other special requirements for public assistance projects include environmental and historical preservation considerations. In general, actions to save lives and property, remove debris, and restore facilities substantially as they existed prior to the disaster are not considered major federal actions significantly affecting the quality of the human environment within the meaning of the National Environmental Policy Act of 1969. Thus, no environmental clearance or environmental impact statement is required for such actions. Other actions, which do not essentially return the disaster area to its pre-disaster condition, may require special clearances or impact statements. In addition, any action



that affects properties included in or eligible for a National Register of Historic Places requires at least a special environmental clearance before the project can be approved.

Another aspect of applying for public assistance is choosing the method of funding most appropriate to the applicant's needs. Categorical grants, based on the estimated cost of restoring facilities to their pre-disaster conditions (subject to current health and safety standards) are used: (1) to restore public facilities on a project-by-project basis, (2) for all debris clearance and emergency work (on project applications for which the approved amount is over \$25,000), (3) for all facilities damaged while under construction, and (4) for all private non-profit facilities (for which applications must be submitted by an eligible applicant, i.e., a state or political subdivision of a state. Reimbursement is through the "eligible applicant" except for debris removal, in which case reimbursement is made directly to the private non-profit organization).

Flexible funding may be selected in lieu of categorical grants when the applicant wishes to repair or restore certain selected public facilities or to construct new public facilities designed to better meet the needs of the community. However, such funds may not be used to repair facilities not damaged by the disaster or to accomplish maintenance. For applications involving more than \$25,000, the federal contribution will be based 90 percent of the total estimated cost of repairing or restoring all damaged public facilities to their pre-disaster condition. For project applications involving approved cost under \$25,000 (excluding direct federal assistance and private non-profit facilities, but including emergency work and debris removal), the federal contribution will be based on 100 percent of the approved total estimated costs.

The grant-in-lieu option is a variation of the categorical grant. An applicant who desires to construct a larger or more elaborate replacement in lieu of authorized work may apply for a grant equal to the estimated amount required for repair or replacement of the facility to pre-disaster condition. For a more detailed explanation of funding options, see the Handbook for Applicants (HUD Publication 3300.5 Revised).

If any problems arise during reconstruction, the local authorities should immediately notify the Division of Emergency Management (DEM) Grant Specialist that an interim inspection is needed. A supplementary DSR may be filed if the cost or scope of work has significantly changed. State or federal authorities may also request interim inspections to determine progress made on a project and to check the completeness and validity of the original DSR.

Final inspections will be carried out for all projects to verify the completion of work as approved by FEMA. Final payments will be made only after all final inspections are complete. In addition, a Summary of Documentation must be submitted listing all expenses by date and by category and line item (which refers back to the DSR identifying the exact damage site referenced). The completeness and accuracy of this data is essential for the state audit, which will be completed before the final claim is submitted to FEMA. In addition to the State audit, all projects are subject to federal audit.

The exception to the above final claim procedure is for small project applications approved for less than \$25,000, which are paid in full at the time of approval. These projects will receive final inspections; however, all records are subject to federal audit.

Appeal procedures for requesting reconsideration of any decision by the FEMA Regional Director on any action related to federal assistance are outlined in the Handbook for Applicants (HUD Publication 3300.5 Revised). The appeal is made in writing by the state (or if the state refuses, by the applicant) to the FEMA Regional Director. If the Regional Director denies the appeal, the state may then appeal to the FEMA Administrator, whose decision is final.

**B. Concept of Operations**

As soon as possible after the President's declaration of an emergency or major disaster, the State Coordinating Officer (SCO) and the State Public Assistance Officer will coordinate with the Federal Coordinating Officer (FCO) and the Federal Public Assistance Officer to arrange a public official's briefing. At this briefing the types of public assistance will be explained. "Notice of Interest" forms will be provided at the briefing; applicants will use them to indicate types of damages caused by the disaster and the programs for which they wish to apply. Damage surveys of projects listed on the Notice of Interest forms will be made in accordance with page 26. A Damage Survey Report defining project scope and cost estimates will be completed for each damaged facility/site. These reports form a basis of the Project Application. Each applicant prepares a Project Application, which includes all requests for assistance (including requests on behalf of private non-profit organizations within their jurisdiction) and the funding alternative preferred.

Completed Project Applications are submitted to the Governor's authorized representative, who forwards them to FEMA with recommendations of the Department of Insurance for insurance coverage under Section 314 of Public Law 93-288 and his own analysis and recommendations for project approval or disapproval. FEMA then reviews and analyzes each application and returns it approved, approved subject to specific revisions, or disapproved. An appeal procedure is described in the Handbook for Applicants (HUD Publication 3300.5 Revised) for cases in which the state or local government feels that the decision is not justified.

Interim and final inspections of projects will be conducted in accordance with procedures on Page 26. After projects are completed, the applicant will submit to DEM a Summary of Documentation and a Blanket Statement, after which the Office of the Auditor General will audit all expenditures claimed for reimbursement. When all documentation is in order, the Governor's authorized representative will forward to FEMA the request for final payment.

**1. Loans**

The federal government may make a Community Disaster Loan under Section 414 of Public Law 93-288 to a local government which may suffer substantial loss of property tax base or other revenues as a result of major disaster, providing such government loans demonstrates a need assistance in order to perform governmental functions.

- a. Only one such loan per local government may be approved.
- b. The loan may be approved in either the fiscal year in which the disaster occurred or the fiscal year immediately following that year.
- c. Loans will be based on the actual and projected losses of revenue and disaster related expenses for the fiscal year in which the disaster occurred and for the three succeeding fiscal years. The loan will total the amount of actual and projected losses or 25 percent of the annual operating budget for the fiscal year in which the disaster occurred, whichever is less.
- d. The US Secretary of the Treasury and the Administrator of FEMA will set Interest rates and other charges.

- e. Loans are approved for no more than three years unless otherwise stipulated by the FEMA Administrator. When requested by the applicant and warranted by the applicant's financial condition, the FEMA Administrator may extend the term of the loan; however, the total term will not exceed ten years.
- f. In cases where local revenues during three full fiscal years following the disaster are insufficient to meet the operating budget, repayment of all or part of the loan may be canceled by the FEMA Administrator.
- g. Any community disaster loans, including cancellations, made under provision of Section 414 shall not reduce or affect any grants or other assistance under other provisions of Public Law 93-288.

## 2. **Procedures**

- a. Application for a Community Disaster Loan may be made only following a Presidential declaration of a major disaster. To obtain such a loan, the local government will submit a loan request to the Division of Emergency Management. The DEM will forward the request to the Department of Revenue, which will validate the loan request and return it to DEM. Once validated, the request will then be sent to the Governor or his authorized representative. Upon approval, the loan request will then be forwarded to FEMA for final determination.
- b. If financial assistance is warranted, prepare a disaster loan request based upon actual and projected losses of revenues and disaster related expenses for the current fiscal year and for three succeeding fiscal years. Compare this total with 25 percent of the current fiscal year's operating budget. The monetary amount of the loan request cannot exceed the lesser of the two totals previously mentioned.
- c. Submit the request to the Division of Emergency Management.
- d. Submit any request for loan repayment cancellation with complete documentation to the Division of Emergency Management.

## 3. **Tasks**

### a. **State Government**

#### i. **Division of Emergency Management**

- (1.) Appoint a State Public Assistance Officer to coordinate all state public assistance activities and to act as liaison with the Federal Public Assistance Officer.
- (2.) Coordinate all joint activities among FEMA, state agencies, and local governments.
- (3.) With FEMA, set up separate briefings for applicants and for damage survey team members. Notify all affected parties of the times and locations of these briefings.

- (4.) Assist local governments, other state agencies, and private non-profit organizations in identifying potential projects.
- (5.) Organize and coordinate damage surveys in accordance with page 26.
- (6.) Notify the State Historic Preservation Officer to identify at the earliest possible date all properties within the disaster area, which are included or eligible for the National Register of Historic Places, and to see that appropriate measures are taken to insure their maximum protection in accordance with provisions of the Environmental Review Handbook (HUD Publication 3300.10).
- (7.) Notify the Department of Environmental Protection when special environmental studies are needed.
- (8.) Advise and assist local governments and state agencies in completing project applications, including scheduling and conducting briefings on project application drafts.
- (9.) Review all project applications, assure that all requirements for federal assistance have been satisfied according to the Eligibility Handbook (HUD Publication 3300.6), recommend approval or disapproval and forward to FEMA.
- (10.) Notify appropriate agencies when interim and final inspections are needed. (Page 26).
- (11.) Review Final Inspection Reports for completeness and provide copies to FEMA.
- (12.) Review and analyze Summaries of Documentation against approved Project Applications and Final Inspection reports and submit them with recommendations to the Auditor General. After the audit, review all records and audit reports and forward them to FEMA with state vouchers and voucher analysis.

ii. **Other State Agencies**

- (1.) Train personnel in appropriate techniques for damage surveys and record keeping prior to any disaster.
- (2.) Provide trained inspectors for damage surveys and project inspections in accordance with page 26 of this plan.
- (3.) When state property under the agency's jurisdiction is damaged by disaster:

- (a.) Report damages of state property to DEM and have a representative attend the applicant's briefing and complete a Notice of Interest form.
- (b.) Participate in damage surveys and project inspections in accordance with Attachment #1.
- (c.) Prepare Project Applications, including designation of funding option desired, for damage to state property under the Agency's jurisdiction in accordance with the Handbook for Applicants (HUD Publication 3300.5 Revised).
- (d.) Request advance funding or partial payment through DEM, if needed.
- (e.) Ensure that all projects are carried out in a manner consistent with acceptable health and safety codes and environmental standards, including special requirements regarding effects on historical properties.
- (f.) Notify DEM when all work in one category is complete so final inspections can be scheduled.
- (g.) Complete the Summary of Documentation and Blanket Statement to request final payment.
- (h.) Maintain a system of complete documentation for all activities and expenditures in order that each can be identified by date and by exact facility/site restored. Provide all documentation for state and federal audits when requested.

iii. **Department of State**

- (1.) Appoint a State Historic Preservation Officer.
- (2.) When notified by DEM, identify as quickly as possible all properties within the disaster area, which are listed in or eligible for the National Register of Historic Places.
- (3.) Coordinate with federal officials to assure that historic properties in the disaster area are considered with regard to requirements outlined in the Environmental Review Handbook (HUD Publication 3300.10) to protect those properties from undesirable impacts from restoration projects.

iv. **Department of Environmental Protection**

- (1.) Coordinate with appropriate federal agencies for the conduct of environmental impact studies as required by guidelines in the Environmental Review Handbook (HUD Publication 3300.10).

- (2.) Ensure that projects are carried out in a manner which does not cause additional damage to the environment.

**v. Office of the Auditor General**

Conduct an audit of each project before request for final payment is made to FEMA (except for small projects approved for 100 percent in lieu contributions under Public Law 92-288, Section 419).

**b. Local Government**

- i. Train personnel in appropriate techniques for damage surveys and record maintenance, including DSR information prior to any disturbance.
- ii. Designate local inspector(s) who have knowledge helpful for estimating damage to participate on damage survey teams to determine habitability certification and substantial damage determinations.
- iii. Personnel from the City and County Budget Offices shall complete project applications, including designation of funding method desired, in accordance with guidelines set forth in the Handbook for Applicants (HUD Publication No. 3300.5, Revised). Follow instructions given and fill in applications completely.
- iv. The County Manager, City Mayors, or their designees, shall be the local public officials who attend the applicant briefing and complete "Notice of Interest" forms.
- v. Request advance funding or partial payment through the Division of Emergency Management, if needed.
- vi. Ensure that all projects are carried out in a manner consistent with acceptable health and safety codes and environmental standards, including special requirements regarding effects on historical properties.
- vii. Normal permits and licensing through Building & Zoning Departments will help here.
- viii. Notify the Division of Emergency Management when all work in one category is completed so that final inspections can be scheduled.
- ix. Complete the Summary of Documentation and Blanket Certification to request final payment.
- x. Maintain a system of complete documentation for all activities and expenditures so that each can be identified by date and by exact facility/site being restored. Provide all documentation for state and federal audits when requested. Have the Purchasing Department and Clerk of Courts active in this phase of post-disaster operations.
- xi. Provide inspectors to collect information to prepare for Damage Survey Reports (DSRs)

## DAMAGE SURVEYS AND PROJECT APPLICATIONS

### I. General

Each application for Federal Public Assistance requires a damage survey to identify the nature of the problem, the repairs needed and the estimated cost of each aspect of the project. For projects involving state property, the damage survey team will be composed of a federal and a state inspector; for local projects, the team will have one member each from federal, state and local governments. In addition, repair and restoration projects may involve interim inspections to determine both progress made on the project and the completeness and validity of the original damage survey report. The final inspection verifies the completion of work as approved by the Federal Emergency Management Administration (FEMA), and is required for all projects. **Again, this section is written with the assumption that this type of assistance will be available, when it likely that it will not be.**

### II. Concept of Operations

Following the applicant's briefing, damage surveys will be made by the survey team. The team will record their findings on the Damage Survey Reports (DSR's), which become part of the appropriate project application. These reports then become the basis for FEMA's approval of the project submitted by the applicant. Separate reports will be completed for each item of work within each FEMA category. When each DSR has been completed, state and local representatives sign it, indicating concurrence or nonoccurrence with the report. In those instances where the team recommends that the proposed work be considered ineligible, they will still complete a Damage Survey Report to indicate the location, extent of damages, proposed scope of work, estimated costs and reason for the determination of ineligibility.

While reconstruction projects are in progress, interim inspections may be carried out at the request of the local government, the state agency making the original survey, the Division of Emergency Management (DEM) or FEMA. The state agency making the initial survey will check the project and report to DEM any problems or major changes in scope or cost. A supplemental DSR may be needed if major changes have occurred.

When all projects of one type or category are completed, local officials will notify the DEM Grant Specialist that final inspections are needed. The Grant Specialist will notify the state agency, which made the original survey and will supply to that agency the necessary forms and other pertinent information for the final inspections. The state agency, which made the initial surveys, will then contact the appropriate federal agency and schedule the final inspections. The completed final inspection forms will be returned to the DEM Grant Specialist.

### III. Tasks

#### A. State Government

##### 1. Division of Emergency Management

- a.. Based on Notice of Interest forms, assemble damage survey teams and assign appropriate state inspectors from the following agencies:

<b>Agriculture</b>	Agricultural and timber damages, debris clearance
<b>Business Regulation</b>	Buildings and structures
<b>Education</b>	Educational facilities
<b>Environmental Regulation</b>	Water supply and waste water

	facilities, coastal areas other than beaches
<b>Game and Fresh Water Fish Commission</b>	Wildlife and fresh water fishery resources, and debris clearance in waterways
<b>General Services</b>	Building and structures
<b>Health and Rehabilitative Services</b>	Health Facilities

<b>Natural Resources</b>	Beaches and beach related structures, marine resources, and debris clearance
<b>Public Service Commission</b>	Utilities (electric, telephone, and gas facilities)
<b>State Historic Office</b>	Historic properties
<b>Transportation</b>	Roads, culverts, streets, bridges, airport facilities, aircraft, railroads, and debris clearance
<b>Water Management Districts</b>	Dams, levees, dikes, drainage facilities, irrigation facilities.

- b. Coordinate with FEMA for scheduling a briefing for all damage survey team members, and notify all participants of the time and location of the briefing.
- c. Schedule and coordinate all damage survey team activities.
- d. Notify the State Historic Preservation Officer immediately so that historic properties in the disaster area may be identified as quickly as possible.
- e. Ensure state inspector's signature and indication of concurrence or non-concurrence on each DSR. In cases of non-concurrence, be sure that explanatory information or comments are included.
- f. Notify the state agency, which conducted the original damage survey to make interim inspections on long-term projects, or projects, which may be causing difficulties, and help to file supplemental DSR's as needed.
- g. Immediately notify the state agency, which conducted the original damage survey when the final project inspection is needed.

**2. Other State Agencies**

- a. Identify and train inspectors for damage survey teams in accordance with the responsibilities listed above.



- b. Have participating inspectors attend the briefing for damage survey teams.
- c. Have inspectors sign and indicate concurrence or non-concurrence on each damage survey report. In cases of non-concurrence, provide explanatory information or comments.
- d. Conduct interim inspections as requested and report problems noted.
- e. When notified that final inspections are needed, contact the appropriate federal agency and schedule the inspections. Each inspection should be completed and all documentation, including the Final Inspection Report Form, should be returned within two weeks of the agency's notification.
- f. Maintain complete records of all manpower and financial expenditures made in carrying out these functions.

**3. Department of State**

Identify all properties within the disaster area, which are included in or eligible for the National Register of Historic Places and assist in determining the possible impacts of public assistance projects upon those properties.

**B. Local Government**

Identify and train inspectors for damage survey teams.

**C. Local Governments and State Agencies Applying for Public Assistance**

1. Prepare a list of all the damaged facilities in the affected jurisdiction. The list should identify each site by a common name (for example: county road, culvert, washout 1.4 miles south of intersection State Road 12).
2. Mark the location of each damage site on a map and make a plan for traveling to each site to save time and for the damage survey team.
3. Be familiar with the total damage and repair costs to date at each site so that the extent of the damage can be clearly pointed out.
4. Have photographs, site sketches or drawing of each damage site available to the damage survey team when they arrive.
5. Provide an inspector who is knowledgeable of the type of damage to participate on each damage survey team and to sign indicating concurrence or non-concurrence with each damage survey report. In cases of non-concurrence, provide additional information or comments. (In cases involving state agencies, the agency representative may not be the official damage survey team member, but someone familiar with the damage and the plans for restoration will still be needed to accompany the team).
6. Be prepared to describe the way in which the applicant intends to repair or reconstruct the damaged facility (force account or contract). If contractor's estimates have been received, have them available.

7. If damaged facilities must be rebuilt to conform with new codes or regulations and which represent an upgrading of the facilities when compared to their pre-disaster condition, have copies of the codes or regulations available.
8. The Director of the Office of Emergency Management will notify DEM when an interim inspection is needed to check on developing problems, such as major changes in scope or cost of work, and will serve as local representative at all inspections.
9. The Emergency Management Director will notify DEM when all work of each type has been completed so that final inspections can be scheduled.
10. Maintain complete records of all manpower and financial expenditures made in carrying out these functions.

#### **IV. Human Services**

##### **A. Disaster Recovery Centers**

###### **1. General**

The Federal Emergency Management Agency (FEMA) following a Presidential Declaration of a major disaster may establish Disaster Recovery Centers (DRCs). Each center will provide a single location where disaster victims may apply for various types of assistance available to individuals and private businesses. The Disaster Recovery Center is not likely to be established during the Zombie Apocalypse, as they are not easily defensible, and would cause citizens to risk safety in order to access them. They are, however, more likely to exist after humanity makes a push back against the Horde, and the area is generally safer.

Particular populations which are more likely to use the DRCs are those abandoned by home health care agencies, those currently enrolled in social service programs, mobile home park residents, residents of manufactured housing, and those residents in identified flood hazard areas. There is no limit to the amount of help citizens may need following this disaster, however, and resources should not be withheld for any particular group or agency.

###### **2. Concept of Operations**

This assumes that the outbreak is a low level outbreak, and begins in a small location like Okeechobee. If major population centers are affected, it can be assumed that the assignment of a Federal Coordinating Officer (FCO) will not happen at our location. In the event of a major disaster proclaimed by the President, FEMA will establish Disaster Recovery Centers as needed to administer aid and assistance to the disaster victims. The FEMA Administrator will appoint a FCO as his representative in the disaster area. In this capacity, the FCO is responsible for the coordination of all federal disaster assistance efforts in the affected area. He will normally appoint an Individual Assistance Officer (IAO), a Public Assistance Officer (PAO), a Civil Right Compliance Officer, a Reports Officer, and a Center Managers. The FCO will work in coordination with the State Coordinating Officer (SCO) and his staff.

During operations the IAO is directly responsible to the FCO for all matters relating to individual assistance, including the establishment, location, and operation of Disaster Recovery Centers and mobile teams. The State

Coordinating Officer will appoint a State Disaster Recovery Center Manager for each center. Each of these DRC Managers will work in conjunction with their federal counterparts to ensure proper state staffing of Disaster Recovery Centers.

### **3. Tasks**

#### **a. Local Government**

- i.** Provide recommendations and assistance for the selection of a Disaster Recovery Center site
- ii.** Assist federal and state personnel in obtaining logistics support for DRCs
- iii.** As requested, furnish space, facilities, and supplies when available
- iv.** Ensure adequate security and patrols in the vicinity of the DRC
- v.** Provide personnel to staff the DRCs and take applications for debris removal on private lands.
- vi.** Provide a liaison for the Disaster Field Office (DFO) during its operation.
- vii.** The Okeechobee County Department of Welfare Services is the lead County agency for coordinating the “creature comforts” offered at the Disaster Recovery Center. The food stamp and crisis counseling assistance will be coordinated through HRS. Other services should be directed through the Director of Emergency Management. Most of these programs will need to be provided to all residents, regardless of prior registration or eligibility.
- viii.** The Okeechobee County Sheriff’s Office, as the senior law enforcement agency during emergency operations, will provide security at the DRC. The necessity for long lines to serve many people with disaster-related problems will require firm control for good order and discipline. It is necessary to have direct liaison between the office of Sheriff and the DRC Manager. This is key to success early in the setting up of the DRC.
- ix.** Provide liaison with State recovery staff

#### **b. State Government (According to the State CEMP, 2002)**

##### **i. State Coordinating Officer**

- Assist the FCO as needed
- Provide operating personnel and supporting staff to augment those of the federal government
- Assist the FCO in obtaining logistic support and supplies when required
- Appoint Assistant DRC Managers, a State Individual Assistance Officer, and a State Public Information Officer

**ii. State Individual Assistance Officer**

- Assist State Federal Individual Assistance Officer as needed
- Assure the representation of state agencies in the DRC
- Assist in locating disaster victims who have not visited the DRC and encourage them to do so

**iii. Assistant Disaster Recovery Center Managers**

- Assure adequate staffing by State agencies in the DRC at all times
- Assist DRC Manager in the daily operation of the DRC
- Act on behalf of the DRC Manager in his/her absence

**iv. Departments of Health and Rehabilitative Services, Commerce, Insurance, Agriculture and Consumer Services, and Community Affairs (Division of Technical Assistance)**

Provide personnel to staff the DRCs and accept applications for services offered at the DRC

**c. Federal Government****i. Federal Coordinating Officer**

- Determine which federal agencies should be represented in the DRC.
- Coordinate the administration of disaster assistance for individuals
- Coordinate with private and volunteer agencies

**ii. Federal Individual Assistance Officer**

- Responsible for the coordination of all individual assistance
- Responsible for location of DRCs to include adequacy of space, utilities, furniture and supplies, parking, telephone, and access to transportation
- Determine the hours of operation and days of service for DRCs
- Responsible for staffing of the centers by federal, state, and local government agencies and non-governmental relief organizations
- Insure, with the assistance of the Federal Public Information Officer, that adequate information on assistance is distributed to disaster victims.

**iii. Disaster Recovery Center Managers**

- Set up and arrange the center, including signs and registration forms
- Brief the staff on their duties, hours of operation, and rule for the center
- Responsible for day-to-day operation of the center such as reporting, appearance of the center, activities within the center, and adequate staffing to prevent undue delays
- Ensure proper registration and routing for each victim visiting the DRC
- Provide for exit interview to ensure that each disaster victim has been advised by the proper agencies and understands the various programs and procedures for filing assistance.
- Close the center nightly and make provisions for security measures if required
- Responsible for final closing when the Individual Assistance Officer determines the date.

**iv. Other Federal and State Agency Personnel**

- Provide information and assistance to disaster victims
- Conform to center rules, including hours of operation
- Provide necessary application forms and Office equipment
- Assist in preparation of application forms, and enter data and initials on registration form

**v. United States Post Office**

Informal local liaison with the Postmaster as a part of the planning effort provides their support. It is anticipated that many homes may be damaged or destroyed after a major disaster, making mail delivery to homes impossible. The delivery of mail such as retirement or social security checks is essential to an orderly recovery from a disaster. The Post Office will set up delivery of mail at the DRC. It can be assumed that this function will be drastically overhauled. The USPS will likely be tasked to assist with delivery of weapons and food to accessible fortified locations throughout the county.

**vi. Receptionist**

Greet people as they enter and direct them to the registrars' table on a first-come, first-serve basis. This may be replaced with signs based on personnel availability.

**vii. Registrars**

- This assumes that the area is safe enough to deal with the bureaucratic nature of paperwork. If that safety is not

assured, assistance will be provided to all who can make it to the DRC, without regard to who receives what assistance.

- Will be trained social workers provided by the department of Health and Rehabilitative Services
- Determine victim's needs and check appropriate programs on HUD Form 223
- Complete upper part of registration form
- Refer victims to appropriate agencies

**viii. Exit Interviewer**

- This is another position that will likely be minimized unless safety permits.
- Check the victim's registration form to ensure that he has visited all the agency representatives to whom referred
- Redirect the victim to the responsible agency should he/she have further questions
- Verify that the victim understands his responsibilities, i.e., time deadlines for filling out applications, documentation needed to support requests for assistance, etc.

- ix.** Collect white and green copies of HUD Form 223 and instruct disaster victim to keep yellow copy as his record. If the victim returns to the center, he may proceed directly to the appropriate agency by showing the registration form from his previous visit.

**DISASTER ASSISTANCE CENTER CONSIDERATIONS**

<b>OPERATIONAL SUPPLIES</b>	<b>SITE CRITERIA</b>
Registration Forms	Central Location
Map of disaster area showing affected areas	Sanitation Facilities
State Road Map	Parking Facilities
Telephone Directories	Ease of accessibility
Name Tags	Access to Public Transportation
Ball Point Pens	Security
Masking Tape	Tables
Cellophane Tape w/ Dispenser	Chairs
Writing Pads	Telephones (20 min)
Rubber Bands	Lighting

File Folders	Auxiliary Child Care Facilities
Rulers	Waiting Areas
Sign Kit	Floor Space
Marking Pens	Ground floor location
Stapler and Staples	Ventilation (air & heat)
Scissors	Wastebaskets
Pencils and Sharpener	
Paper Clips	
Ash Trays	
Wastebaskets	

**DISASTER RECOVERY CENTER SELECTION CRITERIA**

The Disaster Assistance Center selection is one of the key elements in a successful Disaster Response and Recovery Operation. The two governing factors in establishing a DRC following the Zombie Apocalypse will be 1.) can appropriate security be provided at the location? and 2.) is it safe enough to permit citizens to attempt to navigate to the location? This further assumes that supplies are available to provide to the general public. The most likely scenario will be to use the local Wal-Mart, Home Depot, Publix, CVS, and Wal-Greens as DRC sites. They are already established, and can be further fortified and resupplied by air drop. Nevertheless, primary and secondary DRC locations should be selected based on the following criteria:

**1. Floor Area**

The amount of floor space required for a DRC is based normally on the size of the disaster and the number of people requiring individual assistance.

In selecting a location prior to a disaster, a review of past disaster history for the community and surrounding areas may be helpful. Floor space of approximately 4000-7000 square feet of open space is usually an adequate amount. For previously occupied buildings, non-essential items, such as electronics and toys, should be relocated to a back corner for future use, and to make space for more critical items.

**2. Parking**

Parking is one of the criteria in selecting a DRC location. The number of agencies' representatives and disaster victims must be considered. In areas having heavy traffic flow, special arrangements for traffic control may have to be made. Special avenues, or choke points, must be established and maintained, with mobile barricades to prevent the Horde from easily accessing the site.

**3. Restrooms**

Restrooms for men and women should be located in the same building as the DRC. This may not be possible, depending on power availability. If an outdoor site must be established, it should be heavily fortified with plenty of security, and “buddy travel” procedures should be strictly adhered to.

**4. Lighting, Ventilation, Heating, and Air Conditioning**

Adequate overhead lighting and proper ventilation is essential in DRC selection. If location does not have air conditioning, arrangements may have to be made for fans to be brought to the center.

**5. Janitorial Service**

The availability of janitorial services should be checked. If no services are available, center managers should be advised when the center is activated. Make sure that adequate trash receptacles are available.

**6. Public Telephones**

If location does not have a public telephone, check to see if phones can be easily installed.

**7. Ground Floor Location**

Traffic flow in centers with ground floor location is easier to direct and control. If other floors have to be used, accessibility, waiting areas and overall traffic flow must be considered before designating the location as a center.

**8. Public Transportation**

If the community has a public transportation system, the accessibility to the system should be considered when selecting centers’ location.

If no public system is available, alternate plans for transportation may have to be made

**9. Furniture**

Furniture needs will vary depending on disaster size. Minimal furniture requirements are approximately 25 tables and 150 chairs.

**10. Floor Plan**

Single line drawings should be made of centers giving the measurements and descriptions of the facilities.

**11. Power Outlet**

Power outlets should be shown on the building’s single line drawing

**12. Building Manager**

The building manager or person responsible for the facilities, name, address, and phone number should be in the SOP or Plan and/or on the single line drawing.

**13. Centers Activation**

When it is determined that locations are needed, contacts should be made to ensure that the facilities are not being used.



**B. Temporary Housing Assistance****1. General**

In the event of a Presidential-declared disaster in the State of Florida, a temporary housing mission may be authorized in order to provide housing assistance to disaster victims. Should a temporary housing program be authorized, one or more of several forms of assistance may be made available including:

- a. Mortgage subsidies to, or on behalf of, individuals or families who have received written notice of eviction or foreclosure due to financial hardship caused by the disaster;
- b. Rental assistance to persons who are suffering financial hardship or loss of housing due to the disaster;
- c. Available private or public rental units or homes;
- d. Emergency repair programs; and,
- e. Mobile homes or other readily fabricated dwellings.

In the event of the Zombie Apocalypse, it is unlikely that any of these State of Federal programs would be made available. Instead, local governments (city or county) and non-governmental relief agencies provide the initial effort to fill the housing needs of disaster victims within the limits of their capabilities. This may be done through relocation efforts, or re-securing of neighborhoods, and re-distribution of existing structures to survivors.

The primary agency with responsibility for the administration of the Temporary Housing Program for the State of Florida is the Federal Emergency Management Agency (FEMA). Should damage caused by a disaster warrant additional resources beyond the capacity of the local governments, assistance may be requested from FEMA through the Division of Emergency Management (DEM).

**2. Concept of Operations**

Following a disaster, the local government, in conjunction with the DEM, will initially identify the need for temporary housing and, in conjunction with non-governmental relief agencies, assist the victims to the limits of its capabilities.

If, following this initial identification of need, the local government or DEM that a temporary housing program may be needed determines it; DEM will request assistance from FEMA. All matters concerning temporary housing at this point will be executed by FEMA. In the event a disaster occurs, the following information will be needed to determine the types of assistance required:

- The number of victims needing temporary housing;
- The estimated number of homes which could be made habitable with minimal repairs;
- Available government-owned or government-subsidized housing units;
- Privately-owned rental properties which could be used for temporary housing; and,

- Available mobile homes or other readily fabricated dwellings, which could be used for temporary housing.

The primary role of the local and state governments is to provide support to FEMA in its implementation of the program as needed, within the limits of their resources. The local government should assist FEMA by obtaining structural or construction permits, licenses, and clearances necessary to establish and implement a full-scale temporary housing program.

### **3. Tasks**

#### **PRIOR TO A DISASTER**

##### **a. Local Government**

Develop and maintain plans for providing temporary housing assistance to disaster victims within the resources of the local government. This would involve an initial assessment and periodic reassessments of available resources, including funds, available housing units and mobile homes, personnel who could be called upon to assist in the temporary housing effort and non-governmental relief agencies and organizations.

##### **b. Division of Emergency Management**

- i. Maintain the State Temporary Housing Annex, updating when necessary.
- ii. Establish procedures for coordinating with local governments and federal agencies on matters dealing with temporary housing assistance.
- iii. Prepare instructions and forms for housing damage assessment and local government assistance.
- iv. Upon request, provide local governments and regional planning councils with instructions and training in the area of housing damage assessment.
- v. Upon request, provide local governments, regional planning councils, and non-governmental relief agencies with training in the administration and management of local or area temporary housing assistance programs (including personnel training, applicant and occupant services and record-keeping).
- vi. Maintain a current listing of local and regional personnel in charge of emergency management.

#### **FOLLOWING A DISASTER (Prior to a Presidential Declaration)**

##### **a. Local Government**

The Okeechobee County Building Official, acting as the residential damage assessment coordinator, will identify the need for temporary housing following a disaster and will assist the victims to the limits of his capabilities by directing them to non-governmental relief agencies or a re-designation agency. This must be closely coordinated with the Sheriff's Office for security purposes. Should additional assistance beyond the resource capabilities of the local jurisdiction be required, the County Building Official will notify the State Division of Emergency Management (DEM) through the Okeechobee County Director of the Office of

Emergency Management after consultation with Okeechobee County Administrator.

- i. Request assistance from the Division of Emergency Management if state assistance is required to carry out the housing damage assessment.
- ii. Identify and develop sites for mobile homes, within the capabilities of the local government, if needed.

**b. Division of Emergency Management**

- i. Provide housing damage assessment assistance to local governments upon request.
- ii. Establish liaison with local and federal agencies related to temporary housing assistance.

**FOLLOWING A DISASTER (Subsequent to a Presidential Declaration of a Disaster)**

**a. Local Government**

- i. Provide data and assistance to FEMA as requested, within limits of local resources, to include:
  - Providing personnel to assist in the application-taking and verification process; and
  - Assisting in an inventory of available housing resources, such as private rental units, motels and hotels; and
  - When mobile or other readily fabricated housing is to be provided, prepare sites, complete with utility connections, using sites provided by the applicants or by the local governments; and
- ii. Continue to coordinate with non-governmental relief agencies to provide support services to FEMA, within the capabilities of the agencies and local government.
- iii. The emergency shelters are generally for a short two or three day stay. Long-term shelter will be required for those whose homes have been demolished or who are denied entrance into their home areas. The National Red Cross and FEMA will, providing a disaster has been declared; provide mobile homes for long-term shelter. All mobile home parks will be canvassed for availability and all available RVs will be pressed into service to satisfy the sheltering needs. 62% of the county population live in mobile homes and RVS, most of which are occupied during the hurricane season. Funding associated with this effort must be carefully coordinated through the County Administrator. Use of vacant mobile homes at existing sites will facilitate utility connections and home set-up problems.
- iv. Many non-government relief-type agencies are available to assist in this effort.
- v. An annual update of all county mobile home parks is provided by the County Planner.

- vi. A good source of county personnel for applicant interviews will be through the American Red Cross shelter volunteer list.

**b. Division of Emergency Management**

Provide data and assistance to FEMA, as requested, to aid in the establishment of an effective Temporary Housing program.

**C. Feeding and Distribution Sites**

All feeding and distribution sites will be established under the requirements set forth by the ESF-6 / Mass Care Unit and the ESF-11 / Food and Water Unit in Annex I (ESFs) of the Okeechobee County Emergency Management Plan, 2005. All references and documentation about establishment of feeding sites and distribution sites can be found at these locations.

**VII Debris Removal**

**A.. General**

1. This plan deals primarily with post-disaster removal from roads and waterways of the debris produced by a major storm or disaster.
2. Debris consisting of trees, abandoned vehicles, both cars and boats, can cause blockage to both land and water transportation. This public safety consideration mandates some management system be in place. The initial plan is to clear the main roads as quickly as possible, in order to more easily allow survivors to relocate to more heartily defended areas, and patrol to find resources and eliminate Zombie threats.
3. Debris on private property is the responsibility of the owner of that property as to removal and disposal. Employees of Okeechobee County government will not remove debris from private property except as may be essential to rescue operations or otherwise essential to counter an immediate threat to life, such as the containment or removal of extremely hazardous materials. In any such exceptional case, the County may charge and collect for the cost of debris removal. Private trash and waste haulers are expected to haul segregated yard waste and other debris from private property when it is properly sized and bundled. Employees of local government will remove debris on the public right of way. County Code Compliance must consider the use of this debris as a part of the average citizen's home defense plan against the Shambling Horde. All codes and regulations normally resulting in fines should be suspended, and efforts should be made to assist citizens with strengthening their defenses while improving safety within the secured perimeter.

**B. Concept of Operations**

1. The post-disaster debris removal period and special rules pertaining to disaster debris removal will be stated in the initial or subsequent disaster declarations by the BOCC. Among the special rules could be waivers of usual rules as well as new rules establishing temporary burn sites, collection points for non-burnable construction materials, recyclables and hazardous materials. This should be completely waived until the Zombie threat has generally passed, in order to minimize human exposure to threats.

2. Debris removal must be initially coordinated with damage assessment and rescue operations. An estimate of the cost of debris removal is an important part of the initial damage assessment that will be conducted to determine if a State or Federal disaster declaration is warranted. Over flights and ground surveys of the damage areas must therefore integrate debris removal cost estimation. Special attention must be given in estimates to the potential costs of hazardous materials disposal. Records, as accurately as possible, must be maintained to account for overall losses, on the off chance that funding will be available to assist recovery.
3. Burn sites will be established in number and at locations so as to minimize transport requirements. Chipper machines will be used to the maximum of availability to reduce the volume of downed vegetation to be transported. Where possible, chips will be left in the neighborhood where they were generated for free use in landscaping and to minimize transport of chips. Chips that must be transported will be moved minimum distance to where they can be subsequently used as mulch. Vegetation that cannot be chipped will be removed to the nearest temporary burn site. Curtain wall forced air burners will be used to the maximum of availability at the burn sites to reduce smoke and remains volume. Locations of burn sites and debris collection sites can be found in the Okeechobee County OEM library. Disposal of Corpses is not, under any circumstances, to be included in this portion of the plan! This is only for yard waste, debris and materials used to construct defenses or abandoned properties / vehicles / destroyed homes.
4. Depending on the amount of land area affected by the disaster, it will be necessary to establish one or more sites for the collection of construction materials that may be subsequently useable as "clean construction fill" and one or more sites where hazardous materials can be given protected collection prior to ultimate disposal.
5. As a special pre-storm action, the County may keep landfill facilities open throughout a storm watch period to provide a place for disposal of refuse and debris from construction sites and other areas that accumulate refuse that might become an airborne hazard in a storm.
6. The ESF-3 / Public Works Unit is the overall countywide coordinator and contact for both road and waterway debris removal during post major storm periods. Close liaison with the City Public Works, Solid Waster Department Manager and the County Road & Bridge Director is necessary for a teamwork response. It will be normal during these periods for the county to be under a state-of-emergency declaration. This declaration will permit rapid letting of contracts. It will also state which, if any, County statutes or other rules have been suspended, canceled, or modified regarding debris recovery and disposal.
7. The ESF-3 / Public Works Unit shall maintain a complete log of government and contractor manpower, equipment and supplies used in the removal of debris. An immediate post disaster requirement is for an initial assessment of the potential cost of debris removal. Photographs showing damage sites and depicting the debris removal task are necessary to support any claims for Federal reimbursement.
8. Resources available through the Emergency Operations Center will be called on to deal with post-storm debris removal. The Operations Section Chief will coordinate through the ESF-3 / Public Works Unit the prioritization of debris removal efforts on roads and waterways to respond to emergency needs

including damage assessment and then to permit an orderly return to normal operations.

9. Emergency funding will be coordinated thru the County Administrator. Chapter 252 Florida Statutes broadly covers funding with the statement that funds are always considered to be available to respond to emergencies.

**C. Disposal of Debris**

1. Debris, once removed from roads and waterways, will be disposed of by burning at designated sites or delivery to the County Landfill or to other designated temporary special purpose sites for reusable construction material or for hazardous materials. Vegetation will be burned, chipped, or delivered for mulching to the extent feasible. Coordination will be effected with DEP for approval of disposal.
2. Depending on the severity of the storm or other disaster, and as declared by the BOCC, any or all of the following County rules may be waived, suspended, or modified for a specified period of time. Any or all of these waivers may be changed by subsequent declaration as the situation warrants.
  - a. The County Landfill disposal fee may be waived.
  - b. County burn regulations may be suspended.
  - c. County solid waste separation requirements may be suspended.
3. The local trash removal companies are a part of immediate post-disaster planning efforts. Their resources and knowledge will help develop the most feasible plan. Movement of "roll-off" trash receptacles such as dumpsters will help the public dispose of the extra heavy trash load. This service combined with overtime operation for the County Landfill and trash removal workers will accelerate homeowners' trash removal. A planning committee composed of the following people will meet in the EOC immediately after the storm or flood to manage this problem:
  - Road & Bridge Director
  - Emergency Management Director
  - Okeechobee Solid Waste Manager
  - Director Okeechobee Public Health
  - City Officials
  - County Director of Fire and EMS
  - County Engineer
4. Temporary collection and burn sites will be given wide publicity for general public use. Dead animals may be disposed of at the Landfill. Burning of dead animals will be ordered only upon advice of the Okeechobee County Animal Services when landfill facilities cannot be used for disposal of dead animals.
5. Possible temporary debris disposal sites will be identified in the OEM library. The County Road & Bridge Director will coordinate with the Solid Waste Department Manager regarding the emergency and monitor operations at the sites throughout the period they are in use. Burning of debris must be coordinated with the local fire department and State Division of Forestry. It is prohibited to use

asphalt-based items such as railroad ties, shingles, plastics, or tires to ignite the debris. Use of #2 diesel or kerosene is the recommended ignition material. No compactable type garbage should be delivered to these sites. Normal garbage pickup will provide for the normal homeowners' garbage disposal.

- 6. Each landowner will be required to sign a right-of-entry form (Attachment #1) providing a release of liability to the agency removing debris from or over his property. Also included on this form is a statement regarding any compensation he may have received from other sources for removal of the same debris. Okeechobee County is responsible for obtaining right-of-entry agreements with each private landowner to include ensuring the duplication-of-benefits section of the form.

**VIII.. Pollution & Public Health**

Any threat of possible pollution or endangerment to public health must be dealt with rapidly. The ESF-8 / Health and Medical Unit must be contacted immediately for any pollution threat. All local government agencies must be sensitive to this pollution and health threat and call on the director of the Public Health Unit as the lead agency to deal with it.

**IX. Key Contacts for Debris Related Problems**

EVENT	CONTACT/PHONE NUMBER
Citizen sights debris problem (post storm period)	EOC
Possibility of oil/fuel pollution (all waters)	U.S. Coast Guard Operations - Tampa 813- 228-2194
Possible water pollution other than oil or fuel	Dept of Environmental Protection 813-744-6462
Possible danger to public health	County Health Dept
Possible abandoned or derelict vessel, waterway law enforcement problems, search and rescue	Sheriff
Funding questions for major salvage effort	State Division of Emergency Management, Tallahassee SUNCOM 27801900 or 850-488-1900
Burning permits	Division of Forestry (1-800-282-8995) Local fire department
Current list of oil / fuel clean up contractors	U.S. Coast Guard Operations - Tampa 813- 228-2194
Use of Army Corps of Engineers and/or National Guard for debris removal efforts beyond local capability.	State Division of Emergency Management, Tallahassee SUNCOM 27801900 or 850-488-1900

**RELEASE AND RIGHT OF ENTRY AGREEMENT**

I \_\_\_\_\_, We \_\_\_\_\_, the owner(s) of the property

commonly identified as \_\_\_\_\_,  
(Street)

\_\_\_\_\_, Okeechobee County, State of Florida,  
(City or Town)

do hereby grant and give freely and without any coercion whatsoever, the right of access, entry to and use of said property to the county of Okeechobee, State of Florida, its agencies, contractors, and subcontractors thereof, for the purpose of removing and clearing any and all disaster generated debris of whatever nature from the above described property at no cost to the owner.

**IT IS FULLY UNDERSTOOD THAT THIS AGREEMENT IS NOT AN OBLIGATION TO PERFORM DEBRIS CLEARANCE.**

The undersigned agrees and warrants to hold harmless the County of Okeechobee, State of Florida, its agencies, contractors and subcontractors for any damage of any type whatsoever, either to the above described property or persons situated thereon and hereby release, discharge and waive any and all action, either legal or equitable, which might arise out of any use or activities on the above described property.

I (have \_\_\_\_\_, have not \_\_\_\_\_) (will \_\_\_\_\_, will not \_\_\_\_\_) receive any compensation for debris removal from any other source, including SBA, ASCS, private insurance, Individual and Family Grant program or any other Public Assistance Program. For the considerations and purposes set forth herein, I hereby set by hand and seal this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
(Owner/Owners)

\_\_\_\_\_  
(Current Telephone Number)

\_\_\_\_\_  
(Current Address)



**X. Administrative Support****A. Support Staff**

All clerical and other support staff will be recruited from the individual agencies within the county. Each year, all county agencies are sent a request to provide the following:

- Organizational charts showing the different levels of authority within each county agency.
- Lists of personnel who may be available to serve in a support staff pool. This list will contain people who can provide services such as technical writing, correspondence writing, file maintenance, computer database maintenance, and other support services that may be needed during emergency operations.
- Lists of phone numbers for all emergency staff including mobile, home, work, and pager numbers.

**B. Financial Administration****1. Financial Transactions and Accounting**

County emergency operations are funded by budgeted allocations of each agency having functional responsibilities in emergency operations.

The County and City of Okeechobee may allocate and expend funds as appropriate for local emergency operations in accordance with Chapter 252.37 F.S. As a general rule, funding availability may be assumed for all emergency response efforts.

The Okeechobee County Finance Office will handle all financial administration. The Okeechobee County Finance Director will be in charge of all financial administrative matters. All financial transactions and accounting during emergency operations will be handled the same as normal every day operations. All financial transactions and accounting are done in compliance with Florida Statutes and General Accepted Accounting Principles. There are many detailed procedures for all of the responsibilities of the Okeechobee County Finance Office.

Each Emergency Support Function, Support Agency, and other participants in any event are responsible for keeping records on costs incurred during an event (See the Financial Management section). This includes costs incurred in the following categories: preparedness, response, and recovery. The Okeechobee Finance Office will see to the collection and analysis of the costs incurred of each Emergency Support Function, County Agency/Department, and all support agencies. These costs will be compiled and reported in order to aid in the disaster reimbursement process. All submitted costs are subject to both State and Federal audit. State and federal agencies may impose other report formats and other reporting requirements for financial costs.

All costs to be reported include:

- Equipment Used
- Supplies Used
- Materials Used
- Overtime man hours
- Other Costs which May be Incurred

## **2. Payroll Processing**

All finance processing will be the responsibility of the Okeechobee County Finance Office. Procedures for payroll processing will be the same in emergency operations as they are in normal operations. The detailed procedures can be obtained by notifying the Okeechobee County Finance Office. Paydays will remain the same as if operations were normal.

All files, including application software and related data files are stored in locations as arranged by department and agency heads: Files are backed up and are updated weekly (This includes payroll). In the event that significant damage occurs to hardware to the extent that applications (including payroll) cannot be run in the County Government complexes, arrangements may be made to run necessary applications elsewhere.

## **3. Emergency Contracts for Services**

The Okeechobee County Purchasing Agent will handle all emergency contracts for services. The Personnel Officer will arrange temporary hires. Further information on emergency contracting for services and personnel can be found in the ESF-7 / Resource Support Unit / Procurement Unit section in this Okeechobee County Emergency Management Plan.

## **4. Document Tracking**

All tracking of documentation is the responsibility of the department producing the documentation. All documents will also be tracked through the Okeechobee County Finance Office. Further information on the Message Tracking System can be found in the EOC SOP.

## **5. Temporary Employees**

Temporarily hired employees will be handled through the Okeechobee County Personnel Department. Methods and procedures for hiring temporary employees during emergency situations will be the same as normal operations. For further information on these methods and procedures, you can contact the Personnel Department.

## OKEECHOBEE COUNTY MITIGATION STRATEGY

Okeechobee County is considered an inland county, which eliminates its vulnerability to storm surge damage associated with Florida's primary threat of hurricanes. However, even inland counties are vulnerable to flooding from rainfall and wind damage associated with hurricanes. Approximately 62% of the County population lives in manufactured housing, mobile homes, and RVs. All of these people are at a significant risk to wind damage from high winds associated with hurricanes. On addition to these particular structures, most buildings in Okeechobee County were built between 1950 and 1970. These houses were not built up to current high wind construction standards. This puts a majority of Okeechobee County's business and homes at risk to wind damage from hurricanes. Along with the wind damage exposure, Okeechobee County is vulnerable to flooding from a 100-year storm event, which is possible with a hurricane. Currently, Okeechobee County has a shelter space deficit. The evacuation route infrastructure can handle current populations. Continued population growth in Okeechobee County, will continue to reduce any shelter space surplus that may be available.

Besides hurricanes, Okeechobee County is vulnerable to many other types of disasters. In this Section, we will define the specific natural hazards; discuss Okeechobee County's vulnerability to them, and mitigation measures that can be taken to reduce the affects of these disasters.

### I. Demographics

Many residents and visitors in Okeechobee County are unaware of, or complacent about, the potential for severe natural disasters in Okeechobee County. All parts of the County are vulnerable to natural disasters at any time with limited warning. Okeechobee County is particularly vulnerable to the effects of floods, hurricanes, wildfires, and tornadoes. Many factors that make Okeechobee County attractive to residents, also contribute to the severity of disasters.

See Basic Plan for further information on Demographics and Geographic.

### II. Hazards

#### A. Hurricanes and Tropical Storms

##### GENERAL

Although storm surge from a tropical storm or hurricane is not a significant threat in Okeechobee County; wind from these storms does pose a significant threat. A tropical storm or hurricane that enters on either coast of Florida and moves inland in or near Okeechobee County can cause significant wind damage. Due to older model houses and mobile homes most houses within Okeechobee County are vulnerable to wind damage. These houses were built during a time when building codes were lax and builders did not build houses to a high wind rating. Mobile homes can stand to suffer immense damage in tropical storm and hurricane conditions as well, due to the fact that they are not anchored, nor designed for such wind events. Increases in development of structures and population will increase Okeechobee County's vulnerability to damages from these storms.

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

##### CURRENT AND FUTURE EXPOSURE

Hurricanes have always been a threat to Okeechobee County. This is mainly in due to the wind effects of such storms. However, that threat has been increased over the years as more people have moved into Okeechobee County and have opted to live in mobile

homes, RV, or older manufactured housing. As the population grows, those who have had major hurricane experience declines. The amount of insured and uninsured property that is at risk also continues to increase.

The primary need to minimize the vulnerabilities to a hurricane or tropical storm is the ability to control residential and structural densities in vulnerable locations, and the ability to ensure that residential structures and hurricane evacuation structures provide a reasonably acceptable degree of safety to its occupants. In addition, there is a great need to ensure that the citizens of Okeechobee County are informed of the hazards to enable them to make informed decisions on how to mitigate and prepare for an approaching storm.

## **B. Thunderstorms and Flooding**

### **Thunderstorms**

#### **GENERAL**

Thunderstorms are events of heavy rain, which can include lightning, high winds, hail, and significant amounts of rain. Thunderstorms occur year-round in Okeechobee County, but are more prevalent in the summer months. With Florida being the thunderstorm capital of the United States, citizens should expect to have to deal with thunderstorms on a regular basis. In Okeechobee County, those residents living in areas of lower elevations should be especially aware of their surroundings in a thunderstorm. These people run the risk of being affected by localized flooding, which can lead to property damage and loss of life.

Citizens should also be aware of the dangers of lightning, which can be fatal if one is struck by or near a lightning strike. High winds and hail have been known, historically, to produce property damage, injury, and fatalities.

### **Flooding**

#### **GENERAL**

Okeechobee County is vulnerable to flooding coming from rain events, including hurricanes, tropical storms, and thunderstorms. Florida's "wet season" coincides with its hurricane season and runs from June 1 - November 30. During this time, Florida experiences its notable thunderstorms, which are capable of producing damaging winds, hail, and large amounts of rainfall. Although these months are the typical "wet season", rainfall events can be experienced during every month of the year. Okeechobee County contains many creeks, rivers, and localized low spots, which are vulnerable to flooding from these events. Flooding from these events has the potential to cause property damage and loss of life. Increased development and increases in population in flood-prone areas will increase Okeechobee County's vulnerability to flooding. Currently, approximately 254 square miles of Okeechobee County is vulnerable to flooding.

#### **CURRENT AND FUTURE EXPOSURE**

With increased populations and the always-increasing development, Okeechobee County can expect to be vulnerable to more significant flooding events. Efforts to retrofit current structures, enforce stricter building codes, and discourage development in flood prone areas are currently underway. Public education efforts need to be more focused on how individuals and businesses can reduce their risks from flooding through retrofitting their buildings to be flood resistant. Although flood proofing is virtually impossible, flood resistance is an attainable goal.

**C. Hazardous Materials Spills****GENERAL**

The threat of hazardous materials spills in Okeechobee County is considered to be moderate. Okeechobee County is vulnerable to both transportation accidents involving hazardous materials and hazardous materials spills from fixed facilities. Major transportation routes include State Routes 70, 78, 710, 68, and U.S. Highway 441 and 98. Okeechobee County also has one railroad that transports cargo through the county. This cargo can include hazardous materials as well, thus increasing vulnerabilities to hazardous materials spills. Accidents resulting from hazardous materials spills can cause severe injury or even loss of life.

**CURRENT AND FUTURE EXPOSURE**

With the increased use of chemicals for industrial and agricultural purposes, we can expect a steady, if not increased, vulnerability to hazardous material spills. This vulnerability is present on fixed facilities and in transporting companies manufacturing and handling hazardous materials.

**D. Nuclear Power Plant Incidents**

Okeechobee County's exposure to nuclear power plant incidents is minimal. Okeechobee County is located within the ingestion pathway for the St. Lucie Nuclear Power Plant in Fort Pierce, Florida.

**E. Civil Disturbance**

Okeechobee County's exposure to civil disturbance is currently low. However, circumstances can change rapidly changing Okeechobee County's exposure to high. In Okeechobee County, there have been no signs of racial conflict, political conflict, or ethnical conflict that may spurn a civil disturbance. However, the threat is always present. As the Zombie Apocalypse is considered a mixture of a Civil Disturbance and a Pandemic Infection, this will activate certain portions of the CEMP dealing with both of those type of events.

**F. Mass Immigration**

Okeechobee County's exposure to mass immigration is low. Being an inland county with minimal highway access to coastal regions, mass immigration is not a high threat.

**G. Coastal Oil Spills**

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

**H. Freezes****GENERAL**

A freeze is weather marked by low temperatures, especially if below the point of freezing (32 degrees F or 0 degrees C). Okeechobee County's agricultural production is seriously affected when temperatures drop below the freezing point. The damage is not limited to crop loss, but a freeze can also damage trees and plants as well. Okeechobee County can expect a freeze at least once every two years. It is estimated that a severe freeze,

which can destroy all crops, can be expected once every 15-20 years. Freezes normally occur at night.

### **CURRENT AND FUTURE EXPOSURE**

All crops are susceptible to freeze damage. The primary winter growing season is November through March. As the population increases, the demand placed on farmers becomes higher. Due to this larger demand, we can expect to have higher financial loss in the future.

## **I. Brush and Forest Fires**

### **GENERAL**

Okeechobee County experiences brush fires and wildland fires annually. The peak times for forest fires are usually January through May of each year. This is the dry season for Okeechobee County. During these months, grass, leaves, pine needles, and underbrush is in an optimal burning condition. Wildfires can cause extensive damage to personal property, residences, acres of grasslands and forest, agricultural interests. Wildfires also threaten the health and lives of citizens in or around the fires. Lightning, campfires, uncontrolled burns, smoking, vehicles, trains, arsonists, and equipment use can cause wildfires. Citizens and businesses should be made aware of the dangers of brush fires, and the measures that they can take to reduce them.

### **CURRENT AND FUTURE EXPOSURE**

The threat of wildland fires continues to exist in Okeechobee County. This is especially true during the dry season. Citizens should make efforts to reduce the risks of wildfire by being cautious during the dry season.

## **J. Tornadoes**

### **GENERAL**

Florida is known as the number two state when it comes to tornado occurrence. Although tornadoes do occur in Florida, Florida tornadoes have a tendency to be somewhat smaller than those that occur in Texas and throughout the Midwest. However, the effects can be just as damaging. Many tornadoes and waterspouts have been sighted in Okeechobee County with only a few causing significant damage. The high and spiraling winds from a tornado or waterspouts can lead to high amounts of property damage, injuries, and fatalities. Citizens need to be aware of the dangers of tornadoes and waterspouts, and should know what to do in case one is sighted or reported. Mobile home residents and those residents in manufactured houses should be extremely cautious due to the type of structure that they live in, which is generally light weight and not reinforced. These type of structures stand to be affected by any high wind event.

### **CURRENT AND FUTURE EXPOSURE**

Exposures to tornadoes and waterspouts seem to be constant, and possibly even increasing with the rise in County population. Residents should be aware of what to do, and be prepared to take action should a funnel cloud be sighted or reported. Many people lose their lives and property each year to these violent storms. Public education should aim at preparing citizens for such events.

## **K. Drought**

## GENERAL

Although not a common occurrence, Okeechobee County is susceptible to drought. There are three types of droughts. One is a meteorological drought. A meteorological drought is a period of time, generally ranging from months to years, during which time the actual moisture supply at a given location consistently falls short of the climatologically moisture supply. Another type of drought is the hydrological drought, where stream flows, and reservoirs are low due to a lack of prolonged rainfall. Another type of drought is the agricultural drought. This occurs when the amount of water needed for crops is more than that available in the soil. The factors to keep in mind when looking at drought frequency are as follows:

- Approximately 65-70% of the rain in Florida occurs during June through September
- Rainfall is not uniformly distributed, even during high rainfall months
- Large quantities of rain run off into the Gulf of Mexico
- Okeechobee County's sandy soil has a very low holding capacity, which is important to agriculture

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

## PRESENT AND FUTURE EXPOSURES

Okeechobee County always has been, and always will be, vulnerable to drought. This is hard to believe due to the fact that Okeechobee County is adjacent to Lake Okeechobee and has two major waterways. However, this is not drinking water and, when levels are low in both the Kissimmee River and Taylor Creek, water treatment plants and sewer treatment plants lose their resource from which they draw water. One way to help prevent a drought is to place water use restrictions during the dry season in areas most vulnerable to drought. This is already done to some extent through ordinances. However, due to budget and staff constraints, these ordinances are not enforced except in extreme situations. In the future, we can expect this problem to become more evident because of the increase in population and therefore, a higher demand on water resources.

### L. Sinkholes and Subsidence

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

### M. Terrorism

Terrorism vulnerabilities are low in Okeechobee County. However, no location is immune to terrorism. All highways and locations such as the Okeechobee County Administration Complex and any courthouse complex can be defined as targets for terrorism, but no past or current conditions have pointed to these being current targets. Critical Infrastructure protection against the Horde and terrified citizens must be of the utmost priority, as it would during a terrorism event. There is currently no assessment of any pro-zombie or radical zombie rights groups, but history indicates that there will be some group that takes this odd stance in the face of the Apocalypse.

**N. Epidemic**

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

**O. Transportation Accidents**

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

**P. Exotic Pests and Diseases****GENERAL**

Okeechobee County agriculture is susceptible to exotic pest and diseases as any other agricultural entity. Significant pests to affect Florida's agriculture have included the Mediterranean fly, the brown citrus aphid, plant feeding snails, chrysanthemum white rust, the golden nematode, red ring disease of coconut, the citrus canker, and the Asian gypsy moth. If these pests are not detected and eradicated, they can destroy Okeechobee County's citrus crop.

**CURRENT AND FUTURE EXPOSURE**

Although the citrus industry is not a very large one, it is still important to Okeechobee County's economy. Because of this importance, pests and exotic diseases are always a threat to Okeechobee County's agriculture. There is no way to prevent these pests and diseases from entering into Okeechobee County. However, mitigation measures can be taken to eradicate such pests and diseases through pesticides.

**III. Mitigation Strategies****A. Goals****1. Goal 1**

Okeechobee County shall reduce the vulnerability and exposure of the public by protecting lives and property from the losses of natural disasters

**Objective 1.1**

Maximize the protection of the public's health, safety, and welfare as they are related to natural disasters.

**Objective 1.2**

Reduce the loss of personal and public property due to natural disasters.

**Objective 1.3**



Require the protection of natural resources (such as environmentally sensitive lands) in order to maximize their mitigative benefits and to safeguard them from damage caused by natural disasters.

**Objective 1.4**

Ensure that Okeechobee County's code and ordinances are sufficient to protect public safety and property.

**Objective 1.5**

Develop advance plans for the safe evacuation of all vulnerable county residents.

**Objective 1.6**

Ensure mitigation measures are effectively incorporated in the comprehensive system of coordinated planning, management, and land acquisition.

**2. Goal 2**

In order to enhance hazard mitigation planning and subsequent mitigation actions, the Okeechobee County Office of Emergency Management will take a proactive lead to ensure intra governmental coordination within its own agencies, and intergovernmental coordination between other government agencies.

**Objective 2.1**

Implement disaster training programs and exercises

**Objective 2.2**

Pre-establish and update a network of state and local contacts to coordinate Okeechobee County needs.

**Objective 2.3**

Establish and protect the essential flow of information before, during, and after a disaster

**Objective 2.4**

Encourage cooperation and participation between and among all Okeechobee County departments in mitigation planning.

**Objective 2.5**

Ensure that the Okeechobee County Hazard Mitigation Plan incorporates appropriate hazard mitigation measures as reflected in each agencies Emergency Support Function or Departmental Standard Operating Procedures.

**3. Goal 3**

Reduce the vulnerability of critical and public facilities from natural disasters.

**Objective 3.1**

Disaster-proof existing and proposed critical facilities, in regards to location and construction

**Objective 3.2**

Develop and maintain energy preparedness plans that will be both practical and effective under circumstances of disrupted energy supplies.

**Objective 3.3**

Incorporate hazard mitigation measures in any rehabilitation or reuse of existing public facilities, structures, and buildings.

**4. Goal 4**

Strengthen plans for post-disaster, recovery, and mitigation.

**Objective 4.1**

Analyze, review and update Okeechobee County post-disaster, recovery, and mitigation plans.

**5. Goal 5**

Improve coordination of emergency management information, through the media, to increase public awareness and participation in preparedness, response, mitigation, and recovery.

**Objective 5.1**

Develop and maintain a comprehensive, multi-media/multi-lingual public education campaign on emergency preparedness, response, mitigation, and recovery.

**Objective 5.2**

Provide educational programs and research to meet local, state, and regional planning, growth management, and hazard mitigation needs.

**Objective 5.3**

Establish a standardized format for use in dissemination of information to the media during a disaster.

**Objective 5.4**

Establish coordinated information and procedures for public information officers and media working in disasters.

**6. Goal 6**

Okeechobee County shall protect and acquire unique natural habitats and ecological systems (such as wetlands, hardwood hammocks, palm hammocks, and virgin longleaf pine forests) and restore degraded natural systems to a functional condition in order to maximize hazard mitigation values.

**Objective 6.1**

Conserve forests, wetlands, and other natural features to maintain their economic, aesthetic, and recreational values.

**Objective 6.2**

Acquire, retain, manage, and inventory public lands to provide conservation and related public benefits including hazard mitigation.

**Objective 6.3**

Promote the use of agricultural practices, which are compatible with the protection of natural systems.

**Objective 6.4**

Encourage multiple use of forest resources, where appropriate, to provide for watershed protection and erosion control and maintenance of water quality.

**Objective 6.5**

Protect and restore the ecological functions of wetland systems to ensure their long-term environmental, economic, and recreational values, including hazard mitigation practices.

**Objective 6.6**

Develop an implement a comprehensive planning, management, and acquisition program to ensure the integrity of Okeechobee County's waterways.

**Objective 6.7**

Emphasize the acquisition and maintenance of ecologically intact systems in all land and water planning, management, and regulation.

**IV. Mitigation Recommendations**

The recommendations in this section are to be utilized in hazard mitigation planning activities and development of projects in Okeechobee County. This recommendation should be incorporated into all recovery and redevelopment efforts. Although not specifically outlined, some recommendations may require a change in County ordinance, code, or standard. Certain projects may be eligible for funding through the Hazard Mitigation Grant Programs subsequent to a Presidential Disaster Declaration.

Issue organizers recommendations: Each issue is followed by a brief background explanation and the specific recommendations for hazard mitigation activities. Each recommendation includes the lead agency for implementation and a list of support agencies. The lead agency has the initial responsibility for implementation of the recommendation.

**Criteria for Prioritization of Recommendations:**

All recommendations are, of course, high priority for implementation as soon as possible in order to limit loss and damages in future disasters. However, in order to prioritize issues and recommendations for inclusion in work plans and funding decisions, the following criteria is used:

- Is it a measure which addresses our highest vulnerability?
- Is it a measure which addresses multiple hazards?
- Is it a measure that addresses common problems found in more than one disaster?
- Does the issue provide a connection or link between programs, issues, or short and long-term mitigation.

### **Mitigation Recommendations Outline**

#### **A. Emergency Management**

Issues: Pre-Disaster Planning for Critical Facilities  
Evacuation Planning  
Shelter Strategy

#### **B. Public Education and Awareness**

Issues: Post-Disaster Public Information

#### **C. Land-Use Planning and Growth Management**

Issues: Land-Use, Construction, and Development in High Hazard Areas

#### **D. Rebuilding, Recovery, and Redevelopment**

Issues: Local Comprehensive Planning  
Economic Redevelopment  
Relocation and Land Acquisition  
Build-Back Policy  
The Permitting Process

#### **E. Floodplain Management**

Issues: Updating FIRM  
Cumulative Substantial Improvements  
Infrastructure

#### **F. Building Codes and Ordinances**

Issues: Repair and Retrofitting for Hazard Mitigation  
Protection of the Outside Envelope for Buildings  
Manufactured and Mobile Homes  
Hazardous Materials  
Building Code Enforcement and Inspection

#### **G. Natural Resources and the Environment**

Issues: Drought Management Coordination  
Wildfire Management  
Landscape Management  
Exotic Pest and Disease Management  
Freezes

#### **1. EMERGENCY MANAGEMENT**

##### **Issue: Pre-Disaster Planning for Critical Facilities:**

Certain critical facilities must remain functional or return to functioning very quickly during a disaster in order to: 1) minimize the adverse effects of an event, 2) decrease the

likelihood that Okeechobee County and the government of the City of Okeechobee, will need assistance from State and Federal levels, and 3) enhance Okeechobee County and its municipalities abilities to respond to a disaster before State or Federal Assistance can be mobilized. These facilities must be staffed with the minimum number of personnel necessary to ensure continued successful use, heavily defended from the Horde, and restricted from general public access.

The primary task of emergency management activities is to supplement or restart community systems. Community systems are not only the most obvious infrastructure, such as electric power, communications, water, sewer, and transportation, but include the economic, social networks, and support of the community (such as health and medical systems, schools, fire, police, security, EMS, and businesses). Extended disruption of community systems can cause additional losses and suffering beyond the direct impact of a disaster event. Structures and physical infrastructure can be repaired or rebuilt, but in many cases the fabric of a community cannot be repaired with any kind of State or Federal Assistance. Mitigation to assure that these systems continue to function or are resumed very quickly after a disaster is the only realistic approach to reducing certain kinds of damage, loss, or suffering. Mitigation to make these systems less vulnerable to hazardous events is necessary to reduce the amount of time a community will experience the disruption of community systems. Long-term recovery includes mitigation to improve these systems. The main concern will not be destruction of equipment and infrastructure, as the undead do not care for such things. The main concern will be failure due to a lack of maintenance and lack of critical parts, fuels or lubrications. Generators will run out of gas, and perfectly good equipment will stop working because nobody is able or willing to attempt to refill fuel tanks.

Okeechobee County Office of Emergency Management currently maintains an inventory of all Critical Facilities in Okeechobee County. The Facilities are mapped out for use during emergency events.

**Recommendation #1:**

Make all critical facilities disaster resistant by retrofitting or through relocation

**Lead Agencies:** Okeechobee County Agencies, City of Okeechobee Agencies, Private Utility Companies

**Support Agencies:** Okeechobee County Office of Emergency Management, Private building contractors, county and private engineers, Chambers of Commerce

**Notes:**

**Recommendation #2:**

See to it that Okeechobee County and city governments increase their ability to handle local emergencies/disasters in order to remain self-sufficient until state and federal assistance can be mobilized and to minimize the need for state and federal assistance. This assumes that federal assistance may be available.

**Lead Agency:** Okeechobee County Office of Emergency Management

**Support Agencies:** Okeechobee County Administration, Okeechobee County Departments, Private Utility Companies, Chamber of Commerce

**Notes:**

**Recommendation #3:**

Encourage all critical facilities to retrofit and equip their facilities so that they can be protected and be self-sufficient during disasters. Request that, at a minimum, facilities in at-risk elevate their essential equipment above anticipated surge levels in order to be able to return to the facility and resume functions as quickly as possible after a disaster. Securing and elevating all critical equipment is preferred, but the spread of the Plague may not allow for these actions to be taken. Reasonable efforts to barricade such facilities and equipment should be made, with the understanding that they may be ineffective.

**Lead Agencies:** Okeechobee County Agencies, City of Okeechobee Agencies, Private Utilities, Chamber of Commerce

**Support Agencies:** Okeechobee County Office of Emergency Management.

**Notes:**

**Recommendation #4**

Develop policy that ensures that all new structures housing critical facilities be built to a standard that will make them flood resistant and wind resistant. This includes health care facilities (hospitals, nursing homes, and assisted living facilities). These particular facilities need to be built as to reduce the need for evacuation. This includes generator hookups. These measures will work well for storms, but may be futile against the Horde.

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Okeechobee County Office of Emergency Management

**Notes:**

**Issue: Evacuation Planning**

When evacuation occurs in and through Okeechobee County, it tends to occur on a mass level, but is significant in minimizing the loss of life. In rare but possible instances, an evacuation may occur which involves all of County. Because of the possibility of a large influx of people evacuating, the time needed to evacuate may increase accordingly. As more people begin evacuating, the longer it takes for an evacuee to get to a destination. Unfortunately, there may be no safe place to evacuate to, and residents caught on the roads may find themselves in highly compromised positions.

A mass evacuation can place stress on the transportation networks in Okeechobee County. Portable programmable signs and barricades can be used to direct traffic to the least congested routes, and should be available for use during re-entry and post-disaster recovery when signs and other landmarks may have been destroyed.

**Recommendation #5:**

Provide policy guidelines on handling evacuees crossing county lines, sheltering people caught on evacuation routes, and ensuring sufficient, reasonably priced fuel locations along evacuation routes. It can be assumed that the closer the Horde is to fleeing citizens, the less likely they will be to be concerned with the Rule of Law. Law Enforcement officials should be encouraged to ensure that violent crime is not tolerated, but obtaining of supplies and fuel, whether the means be legal or illegal, should be understood and allowed.

**Lead Agency:** Okeechobee County Emergency Management

**Support Agencies:** Private entities, Okeechobee County Sheriff's Office, Private Fuel vendors

**Notes:**

**Recommendation #6:**

Where possible, reserve one lane on highways and roadways for emergency vehicles before and during an evacuation. Provide portable signs and traffic control measures that can be used during mass evacuations and re-entry. Traffic control points are already provided for by the Okeechobee County Sheriff's Office. During a mass and panicked evacuation, this will likely not be possible.

**Lead Agency:** Okeechobee County Road and Bridge

**Support Agency:** Okeechobee County Sheriff's Office

**Notes:**

**Recommendation #7:**

Elevate evacuation routes to meet the minimum of a 25-year storm event.

**Lead Agency:** Okeechobee County Road and Bridge

**Support Agency:** Okeechobee County Engineering

**Notes:**

**Issue: Shelter Strategy**

The State of Florida, as a whole, has an inadequate number of shelter spaces. Okeechobee County has a inadequate supply of shelter spaces. As population in Okeechobee County continues to grow, the demand on shelter spaces will continue to increase. Okeechobee County will continue to identify possible shelter locations in the county in order to address the increasing demand.

One way to address this growing demand on shelter spaces is to provide incentives for private investors to include shelter provisions in the design and construction of commercial buildings.

Manufactured homes and mobile homes, many of which are used as primary residences, are extremely vulnerable to wind damage. Many manufactures home sites are densely populated and do not have shelters or facilities suitable for such use within the immediate community. Residents, therefore, must be evacuated to safe shelters elsewhere. This may not be an issue during the Gray Plague, as a

significant number of residents will not survive the initial spread of zombies. The main concern will be securing these structures before the infection reaches them. Once compromised, they will be significantly more difficult to recover.

**Recommendation #8:**

Develop a strategy, which identifies those facilities within Okeechobee County, which could be used as shelters once retrofitted. These facilities could include churches, condo and apartment area clubhouses, country clubs, large businesses, schools, county buildings, vacant buildings, community colleges, etc. Retrofit as necessary with hurricane shutters and other improvements adequate to fulfill the needs of the shelter.

**Lead Agency:** Okeechobee County Office of Emergency Management

**Support Agency:** Okeechobee County Building Department, Okeechobee County Chamber of Commerce, Private Businesses

**Notes:**

**Recommendation #9**

Develop standards for future buildings that will be used as shelters to ensure that they are constructed and equipped with sufficient interior space and facilities for use as long term emergency shelters. Minimum features should include bathrooms, supplies, emergency power, and hurricane shutters. Shelters designed for the medically dependent should be staffed with proper personnel and equipment. It is to be expected that those in medical needs shelters will not have a good survivability rate due to logistic complications and a lack of power.

**Lead Agency:** Okeechobee County Office of Emergency Management

**Support Agency:** American Red Cross, Okeechobee County Building Department

**Notes:**

**Recommendation #10**

Develop design criteria for public schools and community colleges to be used as shelters. Review construction standards and the feasibility of requiring such facilities to be able to withstand, at a minimum, Category 4 force winds. These locations will need to be secured from ground level access and must be able to receive supplies via air drop onto roofs or enclosed courtyards.

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Okeechobee County Engineering, Okeechobee County School Board, Okeechobee County Office of Emergency Management

**Notes:**



**Recommendation # 11**

Explore the possibility of providing tax incentives to the private sector for new buildings, when designed and made available as shelters. As government infrastructure may be completely decimated, and the economy non-existent, this may not be possible.

**Lead Agencies:** Okeechobee County Administration, Okeechobee County Board of County Commissioners, Okeechobee County Clerk of the Courts

**Support Agencies:** Chamber of Commerce

**Notes:**

**Recommendation #12**

Develop an ordinance that requires mobile home parks and manufactured home parks to develop shelters for their residents (for when they are not included in an evacuation area). Standards should also be developed to ensure the safety and structural integrity of the building in a minimum Category 3 storm. This may also not be possible, depending upon the County's ability to enforce such an ordinance following the Zombie Apocalypse.

**Lead Agency:** Okeechobee County Building Department & Planning & Development Department

**Support Agencies:** Okeechobee County Chamber of Commerce, Okeechobee County Office of Emergency Management

**Notes:**

## 2. PUBLIC EDUCATION AND AWARENESS

### **Issue:**

There is a strong need for public information efforts to focus on helping people to understand how to reinforce, retrofit and secure their homes and property so that they will be safe at home, and possibly be willing to remain there. Okeechobee County must be concerned with encouraging people not in evacuation zones to not evacuate unless directed to do so. This needs to be done in order to avoid large numbers of people being caught on evacuation routes when the Horde infestation plagues us.

In a post-disaster situation, homeowners will begin making repairs and defenses or complete repairs without thought to flood proofing or mitigation techniques. Air conditioning units, heat pumps, water heaters, etc., are replaced in the same locations as they were prior to the disaster. Much of the damage occurring during the Gray Plague will be done by homeowners to their own structures in order to prevent access by the undead. These defenses, while possibly effective against the Horde, may leave the entire structure more vulnerable to natural hazards.

**Recommendation #13:**

Collect, organize and maintain a library of information containing current documents and Programmatic materials on emergency management and mitigation. This is already done to some extent, but it can, and should, be expanded.

**Lead Agency:** Okeechobee County Office of Emergency Management

**Support Agency:** American Red Cross, private builders and contractors,  
State DEM  
Media

**Notes:**

**Recommendation #14:**

Disseminate educational information to homeowners and businesses on mitigation and flood proofing techniques to be used during repair and rebuilding, and how to prioritize the need for physical security against storm protection. This information should be made available to disaster victims at Disaster Recovery Centers immediately after the event. Utilize a variety of dissemination methods. This is already done to an extent, but can be expended.

**Lead Agency:** Okeechobee County Office of Emergency Management

**Support Agency:** American Red Cross, private builders and contractors,  
State DEM  
Media

**Notes:**

**Recommendation #15:**

Coordinate with telephone companies to have emergency information and instructions that are not subject to change published in the telephone directory. Information is already in the phone book, but this can also be done through the dial up menus.

**Lead Agency:** Okeechobee County Office of Emergency Management

**Support Agency:** Sprint/United Telephone

**Notes:**

**3. LAND USE PLANNING AND GROWTH MANAGEMENT**

**Issue: Land Use, Construction, and Development in High Hazard Areas**

A need exists in Okeechobee County to reduce damage to future development by minimizing vulnerability to hazards. A reduction in the amount of public money spent for recovery and redevelopment in these areas is imminent.

Areas in the 100 Year Flood Plain have a vulnerability to flooding from rainfall, hurricanes and thunderstorms. If left undeveloped, these areas can serve as buffers, decreasing the effects of hurricanes. Presently, however, there are few incentives in place to encourage developers to develop outside these areas. These areas may need to be addressed when the Zombie Apocalypse eradicates our way of life here in Okeechobee County.

**Recommendation #16:**

Develop acquisition and relocation ordinances for storm damaged buildings located in high hazard areas, which can be converted into open space, or less vulnerable land uses.

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Okeechobee County Office of Emergency Management, private contractors and builders, Okeechobee County Administration, Okeechobee County Board of County Commissioners, Okeechobee County Planning & Development.

**Notes:**

**4. REBUILDING, RECOVERY, AND REDEVELOPMENT**

**Issue: Okeechobee County Comprehensive Planning**

Following the Gray Plague, Okeechobee County will be faced with the challenge of rebuilding devastated parts of the County. Political pressures, including those from local developmental interests are significant during these times. A plan, which establishes policies for recovery and rebuilding, will maximize the opportunities that exist in the recovery process and limit pressure from outside sources and local development interests. Rebuilding damaged structures in a way that reduces future damage and improving economic viability should be a key part to redevelopment. Post-disaster redevelopment planning provides an opportunity to redefine the vision of Okeechobee County and undo any past planning mistakes, which may have occurred. The one consideration making this more difficult than when done in response to a hurricane is that there may be thousands of less citizens upon which to rely to shoulder the burden of rebuilding.

Although post-disaster redevelopment plans for Counties, such as Okeechobee County, are required under current state planning requirements, few plans exist. The Zombie Apocalypse is not the only disaster for which redevelopment must be considered. Hurricanes, tornadoes and flooding raise similar post-disaster considerations regarding rebuilding priorities, building code requirements, and development relocation. As such, a guiding framework for the recovery and rebuilding process would be beneficial following any type of hazard, not just hurricanes and tropical storms.

**Recommendation #17:**

Develop an ordinance which requires Okeechobee County to develop a Post-Disaster Redevelopment Plan

**Lead Agencies:** Okeechobee County Building Department, Okeechobee County Office of Emergency Management, Okeechobee County Road and Bridge

**Support Agencies:** Okeechobee County Engineering, Okeechobee County Environmental Health, Okeechobee County Administration, Okeechobee County Board of County Commissioners

**Notes:**

**Recommendation #18:**

Host workshops and provide guidance on the development of a Post-Disaster Redevelopment Plan. Ensure that partner agencies understand the total involvement of all agencies involved.

**Lead Agency:** Okeechobee County Office of Emergency Management

**Support Agencies:** Okeechobee County Road and Bridge, Okeechobee County Environmental Health

**Notes:**

**Recommendation #19**

Include policies, strategies, and measures within redevelopment plans that take advantage of post-disaster “opportunities” for implementing redevelopment goals

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Okeechobee County Office of Emergency Management, Okeechobee County Road & Bridge, Okeechobee County Engineering, Okeechobee County Environmental Health

**Notes:**

**Issue: Economic Redevelopment**

Okeechobee County can expect to be affected by economic hardship after this disaster. Many of the small businesses, as has happened in past events elsewhere, cannot survive the effects of a large hurricane or storm event. Following the Zombie Apocalypse, many will never recover. Large businesses may relocate branches out of our effected area. The need to ensure economic viability in Okeechobee County following a major catastrophic event requires the development of public and private economic recovery strategies to guide the recovery process. The necessary strategies should identify economic development options and alternate use plans which are consistent with Okeechobee County's resources. Our ability to defend our economic base through protection of our infrastructure and survivability of our citizens will allow larger businesses that survive the Gray Plague to view Okeechobee as a profitable place to relocate to.

**Recommendation #20**

Incorporate economic issues into the Okeechobee County post-disaster redevelopment plan with cooperation of the private, state, and federal assistance. Emphasize reconstruction and diversification of the economic base. Support existing small business communities, and encourage business community growth further inland.

**Lead Agency:** Chambers of Commerce within Okeechobee County

**Support Agencies:** Okeechobee County Administration, City of Okeechobee

**Notes:**

**Issue: Relocation and Land Acquisition**

Relocation is the “permanent evacuation” of hazard-prone areas through movement of existing hazard-prone development and population to safer areas. The two common approaches to relocation are physical removal of buildings to a safer area with future use of the vacated area limited to permanent open space, and substitution of existing uses for others that are less vulnerable to the hazard. With a significant number of citizens expected not to survive, there will be an excellent opportunity for the County to rezone property for future mitigation efforts.

Acquisition is the public procurement and management of lands that are vulnerable to damage from local hazards. Following acquisition, land uses more appropriate to the degree of risk may be chosen. Public acquisition had been achieved by purchase at full market value, purchase at less than full market value through methods such as foreclosure of tax delinquent property, bargain sales, purchase and lease back, donation through reserved real estate, and donation by will.

Okeechobee County can prepare for post-disaster opportunities for acquisition of high hazard areas by identifying parcels and funding mechanisms in advance. Areas and parcels suitable for density reduction by relocation should be identified in advance, when possible.

**Recommendation #21:**

Identify all land parcels, which are located in the Special High Flood Hazard Area

**Lead Agency:** Okeechobee County Building Department

**Support Agency:** Okeechobee County Office of Emergency Management

**Notes:**

**Recommendation #22:**

Where feasible, Okeechobee County should pursue the use of public acquisition and relocation within Redevelopment Plans

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Okeechobee County Building Officials Office, Okeechobee County Administration, Okeechobee County Board of County Commissioners, Okeechobee County Office of Emergency Management

**Notes:**

**Issue: Build-Back Policy**

A process is needed to establish local reconstruction mitigation and recovery procedures and cover the following elements:

**Rebuilding Prioritization**

- Health and Safety
- Key Infrastructure
- Economic Base (Jobs)

**Establishment of Damage Thresholds**

- Rebuilding to current codes and standards (when available)
- Demolition/relocation to safer locations

**Temporary Moratoria on Reconstruction**

- Time phases based on degree of damage and surrounding properties availability / usefulness.

**Public Acquisition**

- Okeechobee County should identify areas for acquisition and funding sources in advance (i.e. repetitive loss areas, river shore properties, recreational and public access needs). With a significant number of citizens projected to not survive this event, and a possible lack of next of kin to assume control of property assets, the County may end up reassuming the rights to a significant amount of property throughout the county. It is hoped that this property would be properly zoned for residential or business use, and made easily accessible to the public during the reconstruction phase of this Apocalypse.

**Density Allocations**

- Reduce densities in high hazard areas. Allow more density in non-hazard areas. Ensure that higher density areas are prepared for extended defense and security.
- Determine which structure should be allowed in hazard zones, if any

**Other Considerations**

- Identification of resources for temporary housing
- Establishment of mutual aid agreements among counties for additional building inspectors
- Definition of "retrofitting" in post-disaster context

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Okeechobee County Engineering, Okeechobee County Administration, Okeechobee County Board of County Commissioners,

Okeechobee County Office of Emergency Management, Okeechobee Planning and Development

**Notes:**

**Issue: Permitting Process**

Regulatory permitting in Florida is currently administered through several agencies at all levels of government. For example, wetland permits are obtained through the Army Corps of Engineers, the Florida Department of Environmental Protection (DEP), and through local governments. In Okeechobee County building and developing permits are obtained through the Building and Zoning Department.

**Recommendation #23:**

Develop a “one stop” plan for obtaining permits with state and local permitting agencies. Include emergency procedures to streamline the regulatory permitting process for post-disaster response and recovery. Again, permits are only an issue when the threat of the Horde is greatly reduced.

**Lead Agency:** Okeechobee County Community Development

**Support Agencies:** Okeechobee County Office of Emergency Management, Florida DEP

**Notes:**

**Recommendation #24**

Involve insurance companies in the repair process to encourage properly permitted and inspected repairs. Company follow-up procedures (after issuance of a check) might include requirement of permit, contract, or inspection report copy. This assumes that insurance companies even exist following this disaster.

**Lead Agency:** Okeechobee County Office of Emergency Management

**Support Agencies:** Private Insurance Companies, Okeechobee Planning and Development, Mortgage Lenders, Private Builders and Contractors

**Notes:**

**5. FLOODPLAIN MANAGEMENT**

**Issue: Updating Flood Insurance Rate Maps (FIRM)**

Okeechobee County is continually generating new floodplain information or revising floodplain boundaries through land development. This information is provided by Okeechobee County to FEMA on a consistent basis. This could be a major issue, as decreased drainage and reduced level of Earth’s heat may lead to more water being in surface areas. This can reduce the available structures in which citizen may attempt to barricade themselves.

**Recommendation #25:**

Coordinate further local and private floodplain studies for updating FIRMs as needed

**Lead Agency:** Okeechobee County Building and Zoning Dept.

**Support Agency:** Okeechobee County Office of Emergency Management, Okeechobee County Road & Bridge, Okeechobee County Engineering

**Notes:**

**Recommendation #26**

Require new developers to submit new flood data and as-built topographic mapping to FEMA through the Letter of Map Revision process. Incorporate these requirements into County ordinances and regulations

**Lead Agency:** Okeechobee County Building Department

**Support Agency:** Private builders and contractors, Okeechobee County Office of Emergency Management

**Notes:**

**Issue: Cumulative Substantial Improvement**

The National Flood Insurance Program (NFIP) program defines “substantial improvement” as “any reconstruction, rehabilitation, addition, or other improvement of a building when the cost of the improvement equals or exceeds 50 percent of the market value of the structure before the improvement or damage.” Chapter 161.52, F.S., Beach and Shore Preservation, provides that in the established Coastal Building Zone, substantial improvement determinations should be based upon the cumulative cost of improvements over a five (5) year period. In those floodplains outside of the Coastal Building Zones, homeowners are permitted to make multiple improvements, each costing less than 50 percent of the market value, and not bring existing structure up to code.

**Recommendation #27:**

Adopt a cumulative substantial damage and improvement limit for all structures in the special flood hazard area.

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Private builders and contractors, Okeechobee County Office of Emergency Management, Okeechobee County Environmental Health

**Notes:**

**Recommendation #28:**

Encourage retrofitting of Pre-FIRM structures that are damaged less than 50 percent of market value. Identify funding sources to assist businesses and homeowners.



**Lead Agency:** Okeechobee County Building Department

**Support Agency:** Okeechobee County Office of Emergency Management

**Notes:**

## 6. INFRASTRUCTURE

### **Issue: Loss of Critical Services**

Damaged infrastructure causes significant problems in disaster response activities and creates safety hazards for the public due to loss of critical services. For long-term recovery and mitigation, repair and/or replacement of key facilities will take a significant amount of time and resources. Every home that receives power is a home that can remain more self-reliant and independent. Every effort should be made to ensure this infrastructure remains as intact and serviceable as possible.

Compounding the problem of maintaining and operating these facilities is the ever-looming threat of hurricanes or severe storms in Florida. Water and sewer treatment plants tend to lose primary power to main facilities, pumping stations, and distribution systems. These plants also sustain physical damage, including damage to secondary back-up power units.

Communications infrastructure losses include damage to buildings, switching stations, and underground utilities. Cellular telephone and microwave systems, which support communication infrastructure, also sustain damage, further reducing the capabilities of communication infrastructure elements. Communications will be the highest priority of all response efforts, as this will help us to provide advice to barricaded citizens and to (hopefully) rally support to their location for extraction to safer areas.

Potable water distribution systems lose pressure and become contaminated, making water unavailable for many homes. Power plants suffer generation outages and sustained damage from wind, flying debris, and downed trees. Storm water canals get loaded with debris and sustain damage to control systems. This can lead to additional environmental concerns, and provide areas underwater in which Zombies may inhabit without citizens knowing of the danger.

### **Recommendation #29:**

Analyze each form of critical infrastructure (gas, water, sewer, power, sanitation, storm water system, roads, ports, etc.) and prioritize functions based on risk and vulnerability (include cost-effective considerations). The highest priority infrastructure must be defended immediately with jersey barriers, HESCO barricades set for permanent use, or other obstacles that will be exceptionally difficult for the Horde to overcome. Catalog materials, parts, and supplies that can be accessed expeditiously. Identify staging areas for stockpiling, including security requirements for those staging areas.

**Lead Agency:** Okeechobee Road and Bridge

**Support Agencies:** Private utility companies, Road and Bridge, Sprint/United Telephone, GTE, Okeechobee County Office of Emergency Management

**Notes:**

**Recommendation #30:**

Develop design criteria for wind resistance and flood proofing protection based on each critical system's assets determined by the analysis outlined in the preceding recommendation. Apply design criteria for wind resistance and flood proofing to new construction. Retrofit the existing facilities according to priority and rank lists in the preceding recommendation. Ensure the defensible layers of security are established around the most critical pieces of infrastructure to add protection from the Horde.

**Lead Agency:** Okeechobee County Public Works

**Support Agencies:** Private Utility Companies, Road and Bridge, Florida Power, Sprint/United Telephone, GTE, Okeechobee County Office of Emergency Management

**Notes:**

**Recommendation #31:**

Determine whether critically damaged key infrastructure and facilities should remain in place or be relocated. Relocation will be exceptionally difficult, with security requirements to defend against the Horde and the lack of resource materials for major industrial construction. Include this information in the Okeechobee County Comprehensive Plan and note sites for relocation on the Future Land Use Map.

**Lead Agency:** Okeechobee County Planning and Development

**Support Agencies:** Private Utility Companies, Road and Bridge, Okeechobee County Office of Emergency Management,

**Notes:**

**Recommendation #32:**

Provide auxiliary power supply at all key utilities and facilities (water, sewer, and all emergency response agencies). Promote incentives for utilities and facilities to implement the most cost-effective system possible to deal with future disasters. Consider structure of secure living quarters for skeleton crews at key workstations when the presence of operations is essential for operations of facilities. These locations must be defensible, and able to be resupplied via air drop, preferably. Investigate the use of solar energy and alternative sources of power to reduce dependence on vulnerable supplies for short or long-term operations.

**Lead Agency:** Okeechobee County Office of Emergency Management

**Support Agencies:** Private Utility Companies, Road and Bridge, Okeechobee County Office of Emergency Management, Okeechobee County Engineering

**Notes:**

**Issue: Flood proofing Water and Sewer Facilities**

The design elevation of some water and sewer facilities for the ten year flood event. In a flooding event, these facilities may become inundated and stretched beyond capacity due to infiltration and inflow. Additionally, effluent disposal (point discharge) limits may be exceeded; and the buildings, lift stations, well hatches, and pump stations may be inundated. The ability of these structures to operate may already be compromised by the lack of available maintenance and personnel due to safety concerns.

**Recommendation #33:**

Develop plans to repair and/or restore damaged water and sewer treatment facilities immediately after the storm in order to function consistently within health and environmental plans. Evaluate emergency sewer disposal procedures. Identify and implement long-term cost effective mitigation measures, including flood proofing operating facilities to the 25-year event and eliminate floodwater inflow and infiltration into sanitary sewer systems.

**Lead Agency:** Okeechobee County Office of Emergency Management

**Support Agencies:** Private Utility Companies, Okeechobee County Environmental Health, Okeechobee County Road and Bridge

**Notes:**

**7. BUILDING CODES AND ORDINANCES**

Many buildings that are substantially damaged as a result of a storm are repairable. According to the NFIP, substantially damaged buildings are those buildings which have sustained damage greater than 50 percent of the market value of the building. Florida Building Codes require that substantially damaged buildings be brought into compliance with current code requirements during the repair process. However, fast fixes may be the only possible way of re-fortifying a structure before the Horde arrives.

Many county building codes do not require that buildings, which are less than substantially damaged, be brought into compliance with the current code during the repair process. In areas where the buildings have been substantially damaged, many undamaged buildings were built using construction methods and designs similar to those buildings which were damaged. They just happened to not get damaged this time. These buildings are susceptible to future damage from similar storm events. These buildings need to be upgraded to avoid future damage. It is understood that this task is somewhere between difficult and impossible when on the lookout for the Shambling Horde.

Even with liberal disaster assistance compensation, there is still a shortfall in federal disaster funding sources to help bring their residences up to code when their structures have been substantially damaged. This assumes that the opportunity to conduct work such as this will be possible.

**Recommendation #34:**

Enhance Okeechobee County's responsibility for reducing future damages and losses by implementing the following procedures:

1. Enhance the provision of the local building code or floodplain management ordinance, which requires that substantially damaged buildings (which are repairable) be brought into compliance with current code and ordinance requirements during the repair process.
2. Identify and implement technically feasible methods of retrofitting undamaged portions of (less than substantially) damaged buildings for compliance with current code requirements.
3. Implement a program that offsets retrofit burdens. Financial assistance through such vehicles as loan supports, tax credits, and insurance incentives as well as public funding are possible financial components of a retrofit program.

**Lead Agency:** Okeechobee County Building Department

**Support Agency:** Okeechobee County Tax Collector, Okeechobee County Administration, Okeechobee County Board of County Commissioners

**Notes:**

**Issue: Protection on the outside envelope of buildings:**

Many structures have historically failed during wind disasters as the result of inadequate window, roof, and door protection. In many cases, structural integrity lasts only as long as the outside envelope remains intact. Once there is a window failure, many buildings sustain heavy damage or, in some cases, total destruction due to either wind pressure or wind-borne debris. Windows are likely to be the most often accessed route into a home by Zombies. This is true of all construction and/or buildings types. In addition, if new residential structures were built with a "safe room" for example, a center bathroom or large closet, residents may more likely be able to safely stay home during hurricanes, as long as they are not in a storm surge zone, low-lying area, or a mobile home. While safe rooms are outstanding for storms, they are nothing but coffins for survivors whose homes are breached by the Horde, and should not be used in case of a Zombie attack unless there is a secure exit incorporated.

**Recommendation #35:**

Develop and adopt a building code for all new structures, which addresses the issues of roof, weather envelope, and window and door failures. Specifically, address requirements and incentives for shutters, improved roof connections, and creation of safe shelter space within the living areas of each residence. Many of the same mitigation efforts which strengthen homes against severe weather can help to hold off the Shambling Horde. Hurricane shutters strong enough to resist a 2x4 at 50 mph will hold up to the breach efforts of Zombies.

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Okeechobee County Office of Emergency Management, Private builders and contractors

**Notes:****Recommendation #36:**

Develop and adopt standards or ordinances critical to the importance of the performance of the weather envelope of buildings, including aggregate flow off built up roofing, asphalt shingles, metal roofing, tile roofing, and other types of roofing materials. Exterior wall systems should be signed and sealed by licensed design professionals, if available. A stronghold compromised by severe weather will be quickly overrun by Zombies.

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Private Builders and contractors

**Notes:****Issue: Manufactured and Mobile Homes**

Mobile homes, due to their low cost and light construction materials, are extremely vulnerable to the Horde's physical damage. During severe wind events, mobile homes seem to suffer a disproportionately large amount of damage when compare to conventional residential housing units, making them wholly ineffective structures to reside in during any portion of the Zombie Apocalypse.

**Manufactured homes have the same type of vulnerabilities.****Recommendation #37:**

Adopt and implement wind and flood design and site requirements for mobile homes and pre-engineered housing.

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Private builders and contractors

**Notes:**

**Issue: Hazardous Materials**

Above ground hazardous materials storage tanks float away from their original containment areas and become floating hazards. The hazard created by these tanks increases the danger faced by emergency workers and individuals attempting to evacuate flooded areas. Tanks containing flammable and explosive materials could ignite or explode in the event of collision with another object. In addition, material escaping from overturned or damaged tanks is a source of environmental contamination.

Despite the potential dangers associated with these tanks, the placement and anchoring of small hazardous materials storage tanks is currently unregulated by any federal, state, or local laws. Storage tanks of less than 550 gallons are not regulated. Local regulation is recommended.

**Recommendation # 38:**

Adopt and implement local ordinances governing the installation of hazardous materials storage containers not currently regulated to minimize the impact of flood and fire hazards. This includes residential propane tanks.

**Lead Agency:** Okeechobee County Fire Department

**Support Agencies:** Okeechobee County Office of Emergency Management

**Notes:**

**Issue: Building Code and Inspection**

Damage from Hurricane Andrew focused public attention on numerous allegations of shoddy construction, developer and contractor shortcuts, and negligent inspection practices. After a disaster, there is an immediate need for additional inspectors to do an adequate job of enforcement and assessment. Priority must be given to surviving structures, and efforts made to harden them, both against natural disasters and against the security threat that the Zombie Horde provides. While code enforcement is important in protecting citizens from recurring storms, they may not be achievable or feasible in light of the Horde.

**Recommendation #39:**

(This should focus on ensuring that inspectors can assess damaged buildings and make allowances for personnel to continue to inhabit them following the Zombie Apocalypse). Implement a comprehensive effort to enforce adopted codes, to include the following:

1. Mandatory certification program for inspectors and certification for building inspectors emphasizing wind-resistant construction.
2. Amend all building codes to require the number of inspections necessary to ascertain that all critical load path members and connections comply with code requirements. These include, roof Sheathing, framing anchors, tie downs, roof framing (including permanent and lateral truss bracing), wall framing, and wall sheathing.

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Private builders and contractors

**Notes:****Recommendation #40:**

(This assumes that these resources are available. In all likelihood, they will not be an asset upon which the county will be able to call.) When in the need of additional building inspectors, use the Building Officials Association of Florida (BOAF) during reconstruction efforts. Establish mutual aid agreements for use of building inspectors from other cities and counties. Update umbrella liability and insurance to cover temporary inspectors.

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Other County and City inspection agencies

**Notes:****Recommendation #41:**

Strengthen the procedures and guidelines under which variances to building codes and zoning ordinances may be granted; to avoid compromising regulations designed to minimize losses of life and property. This may become irrelevant, as survival through defense from the Horde may take priority over EHPA standards.

**Lead Agency:** Okeechobee County Building Department

**Support Agencies:** Okeechobee Office of Emergency Management,  
Okeechobee County Planning and Development

**Notes:****8. NATURAL RESOURCES AND THE ENVIRONMENT****Issue: Drought Management Coordination**

Governmental and private initiatives are primarily responsible for reducing drought and drought situations. The ability for conserving and transferring water from rural to urban areas is essential. The fact that vast amounts of water are held in storage and retained for agricultural use is not something that can be overlooked. In short, in a disaster situation, water allocations must be re-evaluated and prioritized among urban and agricultural uses in a more balanced matter. The dark silver lining to this is that there will be significantly less people consuming water, which should increase the availability for the surviving population.

**Recommendation #42:**

Develop a countywide task force to develop a county response plan to deal with drought management, including the following elements:

1. Integrate drought management concepts into the planning, design, and implementation of water control projects and systems.

2. Develop an inventory of water systems that have a high risk of generating critical water supply shortages during a drought.
3. Identify sources of potable water that could be used in drought conditions.
4. Encourage homeowners to landscape using plants that are more drought resistant. Also encourage homeowners to use water saving devices on their plumbing.
5. Develop an agreement to transfer water into Okeechobee County during drought conditions. This depends on the availability of South Florida Water Management personnel to effect the water relocation.

**Lead Agency:** Okeechobee County Office of Emergency Management

**Support Agencies:** Okeechobee County Cooperative Extension Service, Okeechobee Utility Authority, Okeechobee Utilities, Okeechobee County Fire Department

**Notes:**

**Issue: Wildfire Management**

Several types of disasters contribute to the problem of providing fuel for wildfires. This, of course serves to exacerbate an already disastrous situation. Fire duration and intensity are directly proportionate to the amount of available fuel (i.e. dead trees, underbrush). A fuel management program should be developed to reduce the risk of wildfires to lives and property by reducing the amount of fuel. At the same time, damaged trees disrupt infrastructure when they pull down overhead power and telephone lines. Uprooted trees can damage pavement and underground utilities. Since citizens will not generally be conducting yard maintenance, severe overgrowth can be expected. Further, uninformed citizens may attempt to use fire in their defensive plans against the Horde, which could lead to an unstoppable fire spread across Okeechobee. This increases the danger of fire throughout the county, which any existing Fire Department personnel may not be able to fight.

**Recommendation #43:**

Implement fuel management programs, which include the following programs:

1. Increase the protection of communities
2. Increase the protection of individual dwellings
3. Increase the protection of other structures and infrastructure
4. Promote protection of ecological resources

Identify damaged areas by aerial photography. This can be done by the Civil Air Patrol. Clear fuel breaks, both with land crews and with heavy equipment. Fuel breaks average 20 to 30 feet, but wider zones may be cleared around the structures. Maintain firebreaks by mowing and clearing them, if possible. The noise created by a large scale mower may draw attention from the Horde, and put maintenance personnel at risk. Consideration must be given to performing small burns in depopulated areas in order to prevent overgrowth from becoming uncontrolled.



**Primary Agencies:** Okeechobee County Fire Department, City of Okeechobee Fire Department, Florida Division of Forestry

**Support Agencies:** Okeechobee County Recreation and Parks, Civil Air Patrol, Private contractors

**Notes:**

**Issue: Landscape Management**

Damaged trees tend to pull down overhead power and telephone lines, and tree roots break pavement and underground utilities. Certain trees are more vulnerable to up rooting when soils are saturated. Landscape architects have historically recommended using trees as windbreaks to reduce wind damage to structures, agricultural crops, and natural areas as a soil conservation effort. Little consideration has been given however, to storm vulnerability, fire tolerance of the species planted, or the non-native exotic pest plant species. Properly placed and maintained storm tolerant and fire resistant trees and shrubs would minimize damage to buildings, roads, utilities, and reduce debris and resulting disposal problems. The destruction that a storm may bring could severely impact the ability of government to reach survivors, or vice-versa. Implementing these programs prior to a storm may provide an extra opportunity for survivability of those separated from well stocked and defended strongholds.

**Recommendation #44:**

Develop, adopt, and implement a comprehensive landscape code (where none exists) suitable for County use. This is a best case scenario, which will be implemented prior to the arrival of the Horde. This may assist with surviving the first few major storms following the Zombie Apocalypse. This code should include the following:

1. Identify species, which minimize storm damage to buildings, utilities, streets, and other infrastructure.
2. Identify species, which are storm vulnerable.
3. Include maintenance standards for trees and shrubs.
4. Prohibit planting and encourage eradication of invasive, exotic pest plant species
5. Maximize use of native species and incorporate existing native plant communities, where possible

**Lead Agency:** Okeechobee County Cooperative Extension Service

**Support Agency:** Okeechobee County Recreation Department, Okeechobee County Road and Bridge

**Notes:**

**Recommendation #45:**

Identify and replace vulnerable trees with storm tolerant and fire resistant trees as identified in the local urban forestry and landscape plan. Plant trees as windbreaks for structures, roadways, agricultural crops, and natural areas, and select varieties which are resistant to storm effects in order to reduce the amount of debris from tree fall and limb damage. This is an important project to pursue, as we have no idea what the change in climate that accompanies the Zombie Apocalypse may do to the hurricane season.

**Lead Agency:** Okeechobee County Road and Bridge

**Support Agencies:** Okeechobee County Cooperative Extension Service,  
Okeechobee County Recreation Department

**Notes:**

**Issue: Exotic Pest and Disease Management:**

As long as agriculture remains a part of the Okeechobee County economy, the threat of exotic pest and disease infestation disaster is ever present. There is no scientific way to provide 100 percent eradication of all pests and diseases. In fact, the sweeping change in our social and environmental structure may bring about diseases and pests rarely seen in our area. The only alternative is to mitigate their effect and impact upon the industry through an aggressive program of early detection and well-designed eradication and control programs. However, this assumes we would retain the ability to perform eradications, and this may not be likely. The threat of infestation is always present. Grown food will be of critical importance to survivors, and all efforts should be made to obtain pesticides to protect crops, or cultivate natural enemies to exotic pests.

**Recommendation #46:**

Implement a comprehensive program addressing the impacts of exotic pests and diseases, to include the following:

1. Ensure that viable and effective eradication measures are being implemented.
2. Ensure timely reviews and updates of the various and action plans which detail eradication processes.

**Lead Agencies:** Okeechobee County Environmental Services,  
Okeechobee County Cooperative Extension Service

**Support Agencies:** Okeechobee County Recreation Department,  
Okeechobee County Road and Bridge

**Notes:**

**Issue: Freezes**

Freezes pose a problem on a recurring basis. It can be assumed that with the loss of most critical infrastructure, virtually all vehicular traffic, and the death of a statistically significant portion of the county, the normal output of heat will drop drastically. It can be expected that a world-wide drop in temperature may occur. The Zombie Apocalypse may bring about a sudden "ice age" of sorts. There are no current technological advances on

a scale that is large enough to prevent significant damage to field crops and citrus groves as a result of a freeze. There are no programs in place to mitigate this problem.

**Recommendation #47:**

Implement a freeze management program including the following:

1. Diversification of crops.
2. Continue research into advance farming techniques to get the crops from the field to the market before the threat of freezing.

**Lead Agency:** Okeechobee County Cooperative Extension Service

**Support Agencies:** None on the County level

**Notes:**