



## Emergency Management

Applying Lessons from the Past to the  
Upcoming 2017 Hurricane Season and  
Beyond

Greg Cowan  
Senior Management Analyst  
May 18, 2017



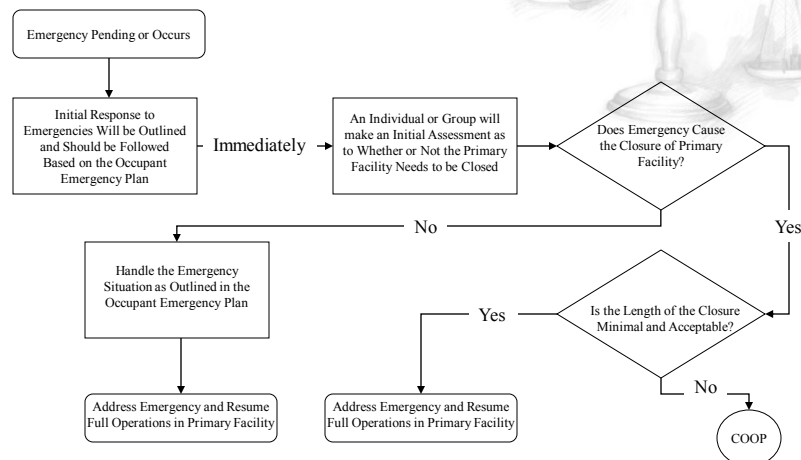
## Presentation Overview

- Two emergency plans
  - Illustrated through two war stories
- Seven key planning elements and 40+ action items
  - Illustrated through two war stories
- Why we need to plan





## Occupant Emergency Plan



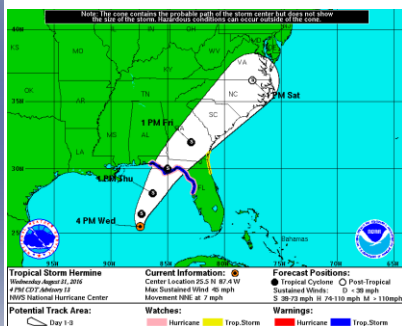
Note: Occupant Emergency Plans are also known as Evacuation Plans, Emergency Incident Plans, Administrative and Emergency Procedures, Emergency Action Plans, and numerous other titles.

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## Hurricane Hermine – September 2016

Wednesday, August 31  
at **4:00 PM CDT**



Projected Landfall: Thursday night

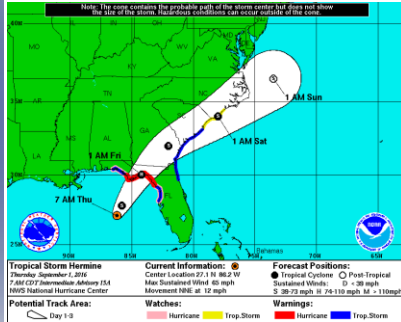
- Closed Thursday and Friday
  - Local schools
- Open Thursday
  - Florida Supreme Court
  - First District Court
  - Second Circuit Court
  - State Attorney
  - Public Defender
- Our decision...
  - Open on Thursday
  - Annual leave approved

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# Hurricane Hermine – September 2016

Thursday, September 1  
at 7:00 AM CDT



Projected Landfall: Thursday night or  
early Friday morning

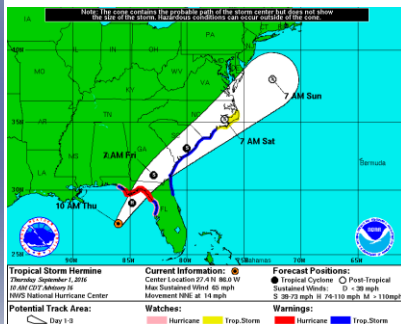
- Closing 12:00 PM EDT
  - Impacted state offices
  - Friday status still pending
- Our decision...
  - Close 12:00 PM EDT for Thursday
  - Friday status still pending
  - Administrative leave granted for Thursday afternoon

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# Hurricane Hermine – September 2016

Thursday, September 1  
at 10:00 AM CDT



Projected Landfall: Thursday night or  
early Friday morning

- Closing 12:00 PM EDT and all day Friday
  - Florida Supreme Court
  - First District Court
  - Second Circuit Court
- Our decision...
  - Close Friday in addition to Thursday afternoon
  - Administrative leave extended to Friday

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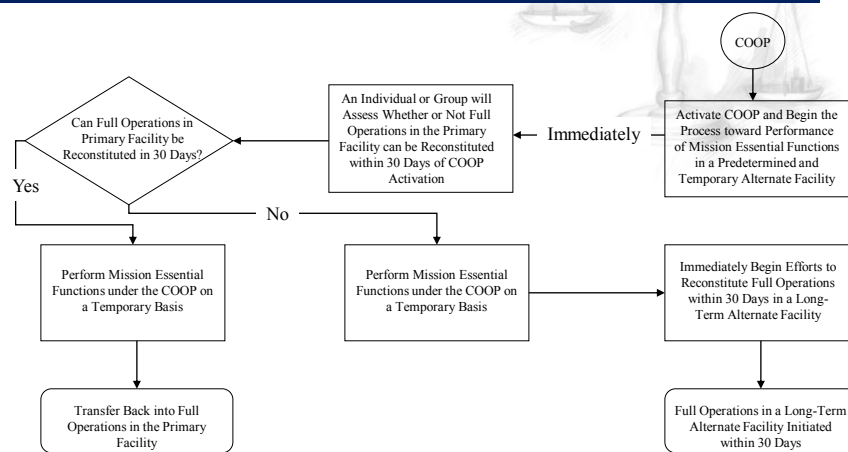
## Hurricane Hermine – September 2016



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## Continuity of Operations Plan (COOP)



Note: IT Business Continuity Plans must be developed to support COOP implementation.

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## Hurricane Ivan – September 2004



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Thanks to Sheila Sims



## Hurricane Ivan – September 2004



The Downtown Streets of Pensacola Florida

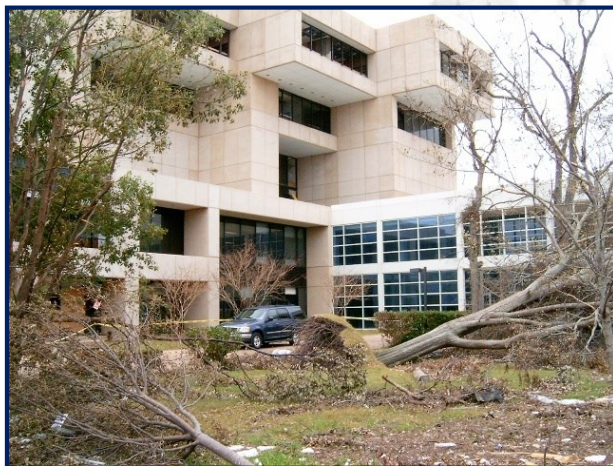
10

Thanks to Sheila Sims





## Courthouse Damage



M.C. Blanchard Courthouse in Pensacola Florida

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Thanks to Sheila Sims



## Courthouse Damage



M.C. Blanchard Courthouse in Pensacola Florida

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Thanks to Sheila Sims



## Alternate Facility



The Pensacola Civic Center

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Thanks to Sheila Sims



## Mission Essential Functions at the Alternate Facility



Justice Barbara J. Pariente Reviews the Response to Hurricane Ivan

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Thanks to Sheila Sims



## Courtrooms at the Alternate Facility



Courtroom with Jury Box at the Alternate Facility

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Thanks to Sheila Sims



## Hallways at the Alternate Facility



Courts are Open at the Civic Center in Pensacola Florida

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Thanks to Sheila Sims





## Courtrooms at the Alternate Facility



Judge Thomas Johnson Holds Court at the Alternate Facility

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Thanks to Sheila Sims



## Courtrooms at the Alternate Facility



Judge Thomas Johnson Holds Court at the Alternate Facility

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Thanks to Sheila Sims



## Long-Term Alternate Facilities



Judicial Trailer Park

Thanks to Sheila Sims

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## Seven Key Elements of Court Emergency Planning

1. Address leadership issues
2. Dedicate staff
3. Build and strengthen collaborative relationships
4. Develop redundant communications
5. Develop a self-sufficient workforce
6. Write the plans
7. Test, exercise, and maintain

**"Plans are worthless, but planning is everything."**

-- Dwight D. Eisenhower

The seven elements are further broken down into 40 plus action items

Note: These key elements are based on guidance published by the National Center for State Courts following Hurricane Sandy.

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## A Bad News Cycle



Charlotte County  
Judicial Center



Suspicious Package/Powder  
Punta Gorda  
January 6-8, 2004



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## Collaboration Pays Off



Santa Rosa County Courthouse in Milton Florida

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## Collaboration Pays Off



Santa Rosa County Courthouse in Milton Florida

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## Why? – Think Big & Think Small



- Secure the benefits of our constitutional liberty
- Perfect our government
- Insure domestic tranquility
- Maintain public order
- Guarantee equal civil and political rights to all

- Have a family plan
- Take measures to protect ourselves and our families
- Maintain an ample supply of the essentials
- Semper Gumby!!



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## Available Resources

- Seven key elements of court emergency management with 40 plus action items
- Statewide JAC emergency management policies and procedures
- Local emergency management contact list
- JAC contacts – (850) 488-2415
  - Wayne Meyer [wayne.meyer@justiceadmin.org](mailto:wayne.meyer@justiceadmin.org)
  - Greg Cowan [greg.cowan@justiceadmin.org](mailto:greg.cowan@justiceadmin.org)

## List of Action Items for the Seven Key Elements of Court Emergency Management

### 1. Address Leadership Issues

- Leaders need to be willing to expend political capital
- Leaders need to take credible ownership for their office's emergency management efforts
- All parties should address the authority issues
- Consider the Incident Command System (ICS) (see <https://training.fema.gov/emiweb/is/icsresource/index.htm>)
- Consider impact of a declared emergency
- Have an idea beforehand who will be in charge
- Consider the distinction between the courthouse and the court and what your relationship is to both

### 2. Dedicate Staff

- Name an emergency coordinating office (ECO)
- Name a public information officer (PIO)
- Utilize existing staff if unable to hire new staff
- Encourage and fund staff to participate in available training opportunities – consider utilizing the Division Of Emergency Management's SERT Track website to locate and register for available courses (<https://trac.floridadisaster.org/TRAC/loginform.aspx>) – FEMA also provides Emergency Management training (<https://www.fema.gov/training>)
- Encourage and fund staff to attend applicable emergency management conferences and other professional events – e.g. the annual Governor's Hurricane Conference
- Encourage staff to become members in applicable emergency management professional organizations and/or associations – e.g. Florida Emergency Preparedness Association
- Recognize and reward staff for engaging in your agency's emergency management activities

### 3. Build and Strengthen Collaborative Relationships

- Require the ECO to become familiar with the ICS
- Empower the ECO to reach out to all relevant stakeholders
- Form and empower a policy and planning group including all relevant stakeholders
- Become a partner in the emergency management community

Note: This list is draft and still under development. The list is not all-inclusive. For any questions, please contact Greg Cowan or Wayne Meyer at (850) 488-2415.

Last updated: April 3, 2017

## List of Action Items for the Seven Key Elements of Court Emergency Management

- Assist with the preparedness efforts of other entities
  - Monitor the response and recovery activities of other agencies
  - When developing the your agency's response to an immediate emergency event, consider the responses being implemented by other local entities, especially the courts
4. Develop Redundant Communications
- Maximize currently available redundancies
  - Develop an emergency website and backup
  - Develop a telephone hotline
  - Prearrange conference call schedules and numbers
  - Utilize media contacts
  - Develop wallet cards
  - Consider "comms-out" issues
  - Consider two-way communication issues
  - Consider implementing an emergency notification system
  - Consider other more costly options – e.g. the JAC utilizes the AtHoc system, see <http://www.athoc.com/>
5. Develop a Self-Sufficient Workforce
- Encourage all personnel to engage in family preparedness
  - Require "essential" personnel to engage in family preparedness
  - Insure "essential" personnel will be able to work under emergency conditions
  - Know how to contact "essential" personnel
  - Have ample backups designated for all "essential" personnel
6. Write the Plans
- Develop an occupant emergency plan (OEP) considering the below possible events
    - Evacuation procedures
    - Fire
    - Explosion
    - Power outage

Note: This list is draft and still under development. The list is not all-inclusive. For any questions, please contact Greg Cowan or Wayne Meyer at (850) 488-2415. Last updated: April 3, 2017

## List of Action Items for the Seven Key Elements of Court Emergency Management

- Hazardous material spill or release
- Bomb threat
- Suspicious mail or package
- Hostile person(s)
- Shelter in place
- Weather emergencies
- Reporting abuse/sexual harassment
- Reporting suspicious behavior
- Develop a continuity of operations plan (COOP) with a minimum of the following:
  - Determine your mission essential functions
  - Work with your local county officials to determine your alternate facility and ensure the facility will be available for you if needed
  - Determine your mission essential staff
  - Determine the resources your mission essential staff will need to perform their mission essential functions at the alternate facility
  - Consider the numerous other COOP elements
- Develop an information technology disaster recovery plan
- Utilize one of the existing guides or templates to help develop each plan

### 7. Test, Exercise, and Maintain

- Develop and implement periodic table-top exercises
- Hold periodic building evacuation drills
- Participate in exercises and drills held by other relevant stakeholders
- Engage in more advanced exercises and drills
- Coordinate all exercises and drills with other relevant stakeholders

Note: This list is draft and still under development. The list is not all-inclusive. For any questions, please contact Greg Cowan or Wayne Meyer at (850) 488-2415.

Last updated: April 3, 2017



## County Emergency Managers by Circuit with Main Address

| Office | Main Office                            | County EM         | Contact Info |  |
|--------|--|-------------------|--------------|--|
| SA     |  |                   |              |  |
| 1      | Pensacola FL - Escambia County         | John Dosh         | 850-471-6400 | <a href="mailto:John_Dosh@co.escambia.fl.us">John_Dosh@co.escambia.fl.us</a>                     |
| 2      | Tallahassee, FL - Leon County          | Kevin Peters      | 850-606-3700 | <a href="mailto:petersk@leoncountycl.fl.gov">petersk@leoncountycl.fl.gov</a>                     |
| 3      | Live Oak FL - Suwannee County          | Kimberly Thomas   | 386-364-3405 | <a href="mailto:kimberlyt@suwgov.org">kimberlyt@suwgov.org</a>                                   |
| 4      | Jacksonville, FL - Duval County        | Steven Woodard    | 904-255-3110 | <a href="mailto:swoodard@col.net">swoodard@col.net</a>   |
| 5      | Ocala FL - Marion County               | Chip Wildy        | 352-369-8185 | <a href="mailto:cwildy@marionso.com">cwildy@marionso.com</a>                                     |
| 6      | Clearwater FL - Pinellas County        | Sally Bishop      | 727-464-3800 | <a href="mailto:sbishop@pinellascounty.org">sbishop@pinellascounty.org</a>                       |
| 7      | Daytona Beach, FL - Volusia County     | James Judge       | 386-258-4088 | <a href="mailto:jjudge@volusia.org">jjudge@volusia.org</a>                                       |
| 8      | Gainesville, FL - Alachua County       | John Shaw         | 352-264-6500 | <a href="mailto:jshaw@alachuacounty.us">jshaw@alachuacounty.us</a>                               |
| 9      | Orlando FL - Orange County             | Ron Plummer       | 407-836-9026 | <a href="mailto:ron.plummer@ocfl.net">ron.plummer@ocfl.net</a>                                   |
| 10     | Bartow FL - Polk County                | Pete McNally      | 863-298-7000 | <a href="mailto:petemcnally@polk-county.net">petemcnally@polk-county.net</a>                     |
| 11     | Miami, FL - Miami-Dade County          | Curtis Sommerhoff | 305-468-5400 | <a href="mailto:csomm@miamidade.gov">csomm@miamidade.gov</a>                                     |
| 12     | Sarasota FL - Sarasota County          | Ed McCrane        | 941-232-8366 | <a href="mailto:emccrane@scgov.net">emccrane@scgov.net</a>                                       |
| 13     | Tampa FL - Hillsborough County         | Preston Cook      | 813-236-3800 | <a href="mailto:cookpr@hillsboroughcounty.org">cookpr@hillsboroughcounty.org</a>                 |
| 14     | Panama City FL - Bay County            | Mark Bowen        | 850-248-6040 | <a href="mailto:mbowen@baycountycl.fl.gov">mbowen@baycountycl.fl.gov</a>                         |
| 15     | West Palm Beach FL - Palm Beach County | Bill Johnson      | 561-712-6321 | <a href="mailto:wjohnson@pbcgov.org">wjohnson@pbcgov.org</a>                                     |
| 16     | Key West FL - Monroe County            | Martin Senterfitt | 305-289-6065 | <a href="mailto:senterfitt-martin@monroecounty-fl.gov">senterfitt-martin@monroecounty-fl.gov</a> |
| 17     | Ft Lauderdale FL - Broward County      | Miguel Ascarrunz  | 954-831-3900 | <a href="mailto:mascarrunz@broward.org">mascarrunz@broward.org</a>                               |
| 18     | Viera FL - Brevard County              | Kimberly Prosser  | 321-637-6670 | <a href="mailto:kimberly.prosser@brevardfl.gov">kimberly.prosser@brevardfl.gov</a>               |
| 19     | Ft Pierce FL - St Lucie County         | Ron Parrish       | 772-462-8110 | <a href="mailto:parrishr@stlucieco.org">parrishr@stlucieco.org</a>                               |
| 20     | Fort Myers FL - Lee County             | Robert Farmer     | 239-533-3914 | <a href="mailto:rfarmer@leegov.com">rfarmer@leegov.com</a>                                       |
| PD     |  |                   |              |  |
| 1      | Pensacola FL - Escambia County         | John Dosh         | 850-471-6400 | <a href="mailto:John_Dosh@co.escambia.fl.us">John_Dosh@co.escambia.fl.us</a>                     |
| 2      | Tallahassee, FL - Leon County          | Kevin Peters      | 850-606-3700 | <a href="mailto:petersk@leoncountycl.fl.gov">petersk@leoncountycl.fl.gov</a>                     |
| 3      | Lake City FL - Columbia County         | Shayne Morgan     | 386-758-1383 | <a href="mailto:shayne_morgan@columbiacountyfla.com">shayne_morgan@columbiacountyfla.com</a>     |
| 4      | Jacksonville, FL - Duval County        | Steven Woodard    | 904-255-3110 | <a href="mailto:swoodard@col.net">swoodard@col.net</a>   |
| 5      | Tavares FL - Lake County               | Thomas Carpenter  | 352-343-9420 | <a href="mailto:tcarpenter@lakecountycl.fl.gov">tcarpenter@lakecountycl.fl.gov</a>               |
| 6      | Clearwater FL - Pinellas County        | Sally Bishop      | 727-464-3800 | <a href="mailto:sbishop@pinellascounty.org">sbishop@pinellascounty.org</a>                       |
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| 12     | Sarasota FL - Sarasota County          | Ed McCrane        | 941-232-8366 | <a href="mailto:emccrane@scgov.net">emccrane@scgov.net</a>                                       |
| 13     | Tampa FL - Hillsborough County         | Preston Cook      | 813-236-3800 | <a href="mailto:cookpr@hillsboroughcounty.org">cookpr@hillsboroughcounty.org</a>                 |
| 14     | Marianna FL - Jackson County           | Rodney Andreason  | 850-718-0007 | <a href="mailto:randreason@jacksoncountycl.fl.com">randreason@jacksoncountycl.fl.com</a>         |
| 15     | West Palm Beach FL - Palm Beach County | Bill Johnson      | 561-712-6321 | <a href="mailto:wjohnson@pbcgov.org">wjohnson@pbcgov.org</a>                                     |
| 16     | Key West FL - Monroe County            | Martin Senterfitt | 305-289-6065 | <a href="mailto:senterfitt-martin@monroecounty-fl.gov">senterfitt-martin@monroecounty-fl.gov</a> |
| 17     | Ft Lauderdale FL - Broward County      | Miguel Ascarrunz  | 954-831-3900 | <a href="mailto:mascarrunz@broward.org">mascarrunz@broward.org</a>                               |
| 18     | Viera FL - Brevard County              | Kimberly Prosser  | 321-637-6670 | <a href="mailto:kimberly.prosser@brevardfl.gov">kimberly.prosser@brevardfl.gov</a>               |
| 19     | Ft Pierce FL - St Lucie County         | Ron Parrish       | 772-462-8110 | <a href="mailto:parrishr@stlucieco.org">parrishr@stlucieco.org</a>                               |
| 20     | Fort Myers FL - Lee County             | Robert Farmer     | 239-533-3914 | <a href="mailto:rfarmer@leegov.com">rfarmer@leegov.com</a>                                       |

### County Emergency Managers by Circuit with Main Address

| <u>Office</u> | <u>Main Office</u>                      | <u>County EM</u>  | <u>Contact Info</u> |  |  |
|---------------|---|-------------------|---------------------|--|--|
|               |   |                   |                     |  |  |
| CCRC-N        | Tallahassee FL - Leon County            | Kevin Peters      | 850-606-3700        | <a href="mailto:petersk@leoncountyfl.gov">petersk@leoncountyfl.gov</a>           |  |
| CCRC-M        | Temple Terrace FL - Hillsborough County | Preston Cook      | 813-236-3800        | <a href="mailto:cookpr@hillsboroughcounty.org">cookpr@hillsboroughcounty.org</a> |  |
| CCRC-S        | Ft Lauderdale FL - Broward County       | Miguel Ascarrunz  | 954-831-3900        | <a href="mailto:mascarrunz@broward.org">mascarrunz@broward.org</a>               |  |
| RC-1          | Gainesville, FL - Alachua Couty         | John Shaw         | 352-264-6500        | <a href="mailto:jshaw@alachuacounty.us">jshaw@alachuacounty.us</a>               |  |
| RC-2          | Fort Myers FL - Lee County              | Robert Farmer     | 239-533-3914        | <a href="mailto:rfarmer@leegov.com">rfarmer@leegov.com</a>                       |  |
| RC-3          | Miami, FL - Miami-Dade County           | Curtis Sommerhoff | 305-468-5400        | <a href="mailto:csoomm@miamidade.gov">csoomm@miamidade.gov</a>                   |  |
| RC-4          | West Palm Beach FL - Palm Beach County  | Bill Johnson      | 561-712-6321        | <a href="mailto:wjohnson@pbcbgov.org">wjohnson@pbcbgov.org</a>                   |  |
| RC-5          | Casselberry FL - Seminole County        | Allen Harris      | 407-665-5017        | <a href="mailto:aharris@seminolecountyfl.gov">aharris@seminolecountyfl.gov</a>   |  |
| GAL           | Tallahassee, FL - Leon County           | Kevin Peters      | 850-606-3700        | <a href="mailto:petersk@leoncountyfl.gov">petersk@leoncountyfl.gov</a>           |  |

## **Justice Administrative Commission**

### **Statewide Emergency Management Policies and Procedures**

#### **Introduction**

These statewide emergency management policies and procedures are developed and designed to assist the Justice Administrative Commission (JAC) in supporting the entities served by the JAC in the event of an emergency. Should an emergency event impact the JAC directly, the JAC will respond based on emergency management plans designed specifically for JAC operations.

#### **Policy Regarding Emergency Coordinating Officers and Alternates**

Wayne Meyer is currently serving as the emergency coordinating officer at the JAC, and Jerry Eychaner is serving as the alternate emergency coordinating officer at the JAC.

The JAC is recommending each of the entities served by the JAC name an emergency coordinating officer and an alternate emergency coordinating officer for your operations. Until the establishment of a formal group of emergency coordinating officers and alternate emergency coordinating officers within the entities served by the JAC, communication will be forwarded through the use of the executive and administrative directors' contact lists.

Additionally, to help initiate and implement these statewide policies and procedures, the JAC is naming Rip Colvin as the statewide emergency coordinating officer and Greg Cowan as alternate statewide emergency coordinating officer. The primary missions of the statewide emergency coordinating officer and alternate are to:

1. Provide policy and planning assistance to the entities served by the JAC in the areas of emergency preparedness, mitigation, response, and recovery.
2. Coordinate statewide response and recovery efforts should an emergency event with statewide implication occur or be pending in our state or portions of our state.

The establishment of an emergency coordinating officer is one of the recommendations from the Florida Supreme Court Workgroup on Emergency Preparedness and is consistent with the Key Elements of Court Emergency Planning recommended by the National Center for State Courts.

#### **Policy Regarding Connecting the JAC to the Existing Emergency Management Community**

Building and strengthening collaborative relationships is another of the Key Elements of Court Emergency Planning. Toward this end, the JAC emergency coordinating officer, statewide emergency coordinating officer, alternate statewide emergency coordinating officer, and JAC's Intergovernmental Affairs Administrator have initiated efforts to get the JAC better connected to statewide emergency management entities and key stakeholders. These entities and stakeholders include the Office of the State Courts Administrator and the State Emergency Response Team with the Florida Division of Emergency Management. The JAC is now connected to these entities and will utilize the information obtained from these entities to help coordinate statewide response and recovery efforts in the event of an emergency. The JAC will also disseminate information obtained from these entities as necessary to facilitate preparedness, mitigation, response, and recovery efforts.

Last updated: April 7, 2017

## Justice Administrative Commission

### Statewide Emergency Management Policies and Procedures

The JAC is recommending each local emergency coordinating officer also reach out to build and strengthen local collaborative relationships with local emergency management entities and key stakeholders. These entities may vary locally but may include local emergency management directors, county sheriffs or other law enforcement, local courts, local clerks, local fire/rescue, etc.

The goal is to build relationships that could be useful before, during, and after an emergency event. Calling for help or assistance or delivering help and assistance to someone who knows you and you know has proven to be more successful than making cold calls in the immediate aftermath of an event. That is, you want to exchange business cards prior to an emergency, not afterwards. This is one of the Key Elements of Court Emergency Planning and was stressed by the Florida Supreme Court Workgroup on Emergency Preparedness.

#### Procedures for 2017 Hurricane Season or Other Emergency with Statewide Implications

Should an emergency event with statewide implication occur or should such an event be pending in our state or portions of our state, the JAC will initiate the procedures outlined below. The most likely example of such a statewide event is a hurricane or other tropical weather related event. These weather events have a high probability of occurring and have the potential to generate extensive damage and destruction. Therefore, the risk posed by such an event is high. However, these procedures should be considered all-hazard in nature and will be utilized and/or adapted to any unique event impacting our state. Additionally, flexibility in response and recovery is essential for success, and these procedures provide a flexible, not a rigid framework.

##### *Procedures Given an Event with Warning (e.g., tropical storms, hurricanes, etc.)*

An example of an event with warning is the forecasted landfall of a tropical storm or hurricane. These procedures are designed specifically for such a high probability, potentially high impact tropical weather event. However, these procedures can be applied to other events that may occur with warning.

1. JAC staff will monitor available warning systems and information. These include the information available via the National Hurricane Center, the Florida Division of Emergency Management, and other sources.
2. The JAC will respond to any event directly impacting the JAC based on the Occupant Emergency Plan (OEP) and the Continuity of Operations Plan (COOP) developed specifically for the JAC.
3. It is recommended for each entity served by the JAC to develop their own local OEP and COOP.
4. Should an event with significant potential impact to the state or portions of the state be pending, the JAC will:
  - a. Strive to keep the entities served informed by disseminating the situation reports and other available information provided to the JAC from the State Watch Office with the State Emergency Response Team. The JAC currently receives these situation reports each morning.

Last updated: April 7, 2017



## Justice Administrative Commission

### Statewide Emergency Management Policies and Procedures

- b. Activate statewide emergency conference calls to be held every day during activation at 2:00 PM (ET) at 1-888-670-3525 with participant code: 355-180-7029. Such an event may include the pending landfall of a tropical storm or hurricane. Given the predictions from the National Hurricane Center, the activation of the statewide emergency conference calls may begin when the landfall is predicted to occur within 72 hours. After activations, the conference calls will continue for each successive day as needed. The potential agenda items for discussion during the call include, but are not limited to, the following:
  - i. Call to order and roll call;
  - ii. Update on statewide response and recovery efforts;
  - iii. Update from impacted entities (if available);
  - iv. Coordination of any relief efforts for the impacted entities;
  - v. Review the continuation of the statewide emergency calls; and
  - vi. Adjourn.

#### *Procedures Given an Event without Warning*

Given many emergency events will occur without warning, the JAC will adopt the above procedures to the specific event that may occur. The JAC and the entities served by the JAC should ensure their OEP and COOP are capable of activation without warning. Under circumstances where an emergency event with significant potential impact to the state or portions of the state occurs without warning, the JAC will strive to keep the entities served informed by disseminating any available information as expeditiously as possible. The JAC will also consider activating the statewide emergency conference calls as soon as conditions allow and warrant.

#### **Steps and Tips Regarding Human Resource Issues during Emergency Events**

The People First Team at the Department of Management Services has developed specific steps and tips for agency human resource offices to consider during an emergency event. The steps and tips are outlined in [general correspondence document \(GC 268\)](#) issued on May 10, 2016. A copy can also be obtained by contacting JAC staff.

#### **Conclusion**

As stated in the introduction, these statewide emergency management policies and procedures are developed and designed to assist the JAC in supporting the entities served by the JAC in the event of an emergency impacting these supported entities. If you have any suggestions or recommendations to improve upon these policies and procedures, please forward those suggestions or recommendations to Greg Cowan at [greg.cowan@justiceadmin.org](mailto:greg.cowan@justiceadmin.org) or at (850) 488-2415, ext. 229.

Further, JAC staff are available to provide assistance in the area of emergency planning to the entities served. If you have a need for such assistance, please also contact Greg Cowan at the email address or phone number listed above.

Last updated: April 7, 2017