

ORLANDO POLICE DEPARTMENT POLICY AND PROCEDURE
1307.8 EMERGENCY OPERATIONS OPERATIONAL PLAN

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POLICY:

It is the policy of the Orlando Police Department to provide necessary police services to the citizens of Orlando in the event of a hurricane or other event that requires significant resources from not only the Orlando Police Department, but also other departments within the City of Orlando, State of Florida and federal agencies. The Department is committed to working with other providers of emergency services to assist evacuees displaced by storms or other significant events.

This establishes an operational plan and procedures to effectively meet the demands imposed by a hurricane or other events requiring significant resources and coordinates with the Orange County Sheriff's Office, the City of Orlando's Disaster Operations Committee, and other agencies.

PROCEDURES:

1. DEFINITIONS

Emergency Operations Center (EOC): The City of Orlando's Emergency Operations Center is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management. The EOC is located within the Orlando Operations Center at 110 George DeSalvia Way. When fully activated, the EOC will house 20 ESF (Emergency Support Function) positions and numerous supporting agencies.

Disaster Operations Center (DOC): which is located within the Orlando Communications Center at 110 George DeSalvia Way.

ESF: Emergency Support Function. The City of Orlando uses 20 ESFs to align our organization along with the county. Law Enforcement is ESF-16.

City of Orlando Comprehensive Emergency Management Plan (CEMP): A strategic operations oriented plan that addresses coordinating city and inter-city prevention preparedness, mitigation, response, and recovery activities.

Activation of the EOC: The Emergency Operations Center will be activated for all incidents requiring a significant dedication of resources and/or extraordinary inter-agency coordination outside the realm of normal, day to day emergency situations.

Level 1 Activation: Full Activation where the EOC is fully staffed by the City of Orlando Emergency Management Team. The Mayor or Chief Administrative Officer is responsible for activating the EOC to Level 1.

Level 2 Activation: Partial Activation where only the incident-specific members of the City of Orlando Emergency Management Team will staff the EOC. The Mayor or Chief Administrative Officer is responsible for activating the EOC to Level 2.

Level 3 Activation: Monitoring daily events and notifying members of the Emergency Management Team if an emergency and/or disaster require their support or resources.

2. STAFF ACTION GUIDES

As a part of the planning process, all division commanders will ensure that Staff Action Guides are available for all units under their command for each emergency classification level. Staff Action Guides will be reviewed and updated on a yearly basis, no later than June 1. It is the responsibility of the Orlando Police Department's Emergency Operations Managers to review all Staff Action Guides for compliance with the Department's and the City of Orlando's Disaster Operations Plans. The Staff Action Guides will be made available on OPD Online for review.

3. EMERGENCY OPERATIONS MANAGERS

Emergency Operations Managers are appointed by the Chief of Police to serve indefinitely. One manager will be the rank of captain and maintain overall responsibility for duties of the team of managers. The captain will serve as the emergency contact for the Department. He or she will coordinate emergency operations and planning with the City of Orlando's Emergency Coordinating Officer.

The Emergency Operations Managers shall:

- a. Review, update, and maintain the Emergency Operations Operational Plan.
- b. Conduct training with the Department's management team.
- c. During the month of April, disseminate Staff Action Guides to division commanders for review and update prior to the beginning of the hurricane season.
- d. The Emergency Operations Manager will meet with the Support Services manager to ensure that necessary supplies are available for the upcoming hurricane season. Supplies should be available for use by June 1st of each year. These hurricane supplies should be segregated from the supplies utilized for non-hurricane related operations until the end of the hurricane season (November 30th).
- e. Monitor storm progress and advise the Chief of Police and his or her staff, as necessary.

4. HURRICANE PLAN ACTIVATION

The following terminology, based upon a "time from event" format, will be commonly used in determining preparedness levels of the Police Department as well as other City departments responding to a hurricane:

LEVEL 3 MONITORING
Possible danger 36-72 hours out.

The City of Orlando's Emergency Manager shall monitor hurricane advisories and keep the Chief of Police informed of the hurricane's expected track and intensity. The Department's Emergency Operations Managers will ask Division Commanders to review their Staff Action Guides. These guides are found on OPD ONLINE, under the ADMIN tab.

LEVEL 2 SPECIFIC ESF-16 (Law Enforcement) ACTIVATION
Probable danger 24-36 hours out.

When a hurricane is considered likely to pose a serious threat to Orlando, the Mayor or his or her designee will determine that "civil emergency conditions" exist. The Chief of Police shall then direct the Department to be placed on hurricane alert. Also, when a hurricane alert is established, each bureau commander shall initiate a notification to personnel within his or her bureau. Notification shall normally be conducted through the chain of command. Each supervisor notified shall be responsible for notifying his or her subordinates and reporting back to his or her chain of command as soon as possible with a personnel status report. When notified, all personnel shall be advised that:

- a. Hurricane operations are expected to be implemented within 24 hours.
- b. All vacations and regular days off are cancelled with exceptions requiring the approval of a division commander.
- c. The beginning of standby time shall commence at a specific time.

LEVEL 1 FULL ACTIVATION
Probable danger 12-24 hours out.

LEVEL 1 IMPACT
Imminent danger 0-12 hours out.
All personnel should seek safety.

LEVEL 1 RECOVERY
Post-storm impact.
Damage assessment begins.

4.1 STAFFING DURING THE STORM

Due to the nature of hurricanes, the uncertainty of their course, and resulting uncertainty of their impact on the City of Orlando, each storm may require a different response. The Chief of Police and his or her staff, with input from the Emergency Operations Managers, will determine the Department's response to the storm. A plan for staffing will be determined that is appropriate for the situation. Restricted duty personnel will be used to augment staffing in areas deemed appropriate for their given status.

When the Chief of Police or his or her designee deems it to be appropriate, most sworn personnel may be given relief from duty to "ride out" the storm at home. Relieved personnel will be given a specific time to return to duty once danger to their family members and personal residence has passed. Personnel who are on active assignments must continuously monitor storm conditions to determine whether they can continue their current assignment. When conditions demand, generally determined to be 40 mph sustained winds, as reported by the EOC, the officers shall withdraw to safety. However, there may be instances when 40 mph winds are not sustained throughout the entire City. In those circumstances, with the approval of the watch commander and the knowledge of the EOC, officers may be dispatched to answer emergency calls for service to specific areas where winds are determined to be below 40 mph sustained winds.

4.2 OTHER ESSENTIAL PERSONNEL

Other essential personnel not specifically mentioned in this policy, i.e., CSI and the Quartermaster Unit, shall be identified by the respective bureau commanders on an incident-by-incident basis.

5. HURRICANE OPERATIONS

Hurricane operations will be implemented for those situations in which the City of Orlando anticipates serious impact from a hurricane.

Under hurricane operations, OPD will employ the Incident Command System (ICS) – an alternative organization structure. The Department will operate under the ICS command structure until the conclusion of hurricane operations (see Appendix A). Assignments within the ICS will be made by the Chief of Police and his or her staff at commencement of hurricane operations based on availability of personnel.

The following delineates the implementation, procedures, and assignments for hurricane operations.

5.1 IMPLEMENTATION

The decision to implement hurricane operations shall be made by the Chief of Police, normally at least 12 hours before the storm's arrival in order to provide personnel with sufficient advance notice of specific shift assignments. A general management staff meeting will be held for all on-duty sworn and civilian managers to ensure that information is disseminated in a timely manner.

Once the decision has been made to either implement hurricane operations or, in the event that the danger has ceased, cancel the hurricane alert, the bureau commanders shall again initiate the notification to all affected personnel within their bureaus. Division commanders shall formulate personnel assignments for hurricane operations following the guidelines set forth in this plan. If the plan does not address a particular division, the commander should equally divide all sworn personnel in that division into day and night shifts. Rosters should be routed to the Department's Emergency Operations Managers. Officers should be told to report to the Orlando Police Headquarters' Community Room for assignment when they report for their shift. They will be instructed to come in full uniform. All unassigned personnel will be directed to the OPH Community Room, where they will receive their assignments from the EOC.

For hurricane operations, most personnel shall be assigned to one of two 12-hour shifts, designated days and nights. The shifts shall change at a time determined by the Emergency Operations Manager, after consultation with the Chief of Police. Patrol squads, however, should stagger their reporting times.

5.1.1 REQUESTS FOR ASSISTANCE

Interdepartmental requests for assistance shall be routed through the chain of command in existence under the ICS. Requests for outside assistance (i.e., additional law enforcement personnel, significant resources from other City departments, National Guard, etc.) will be routed to the EOC. Requests for outside assistance will be routed through the Emergency Operations Center (EOC).

When reporting for duty, all personnel shall have available three days of nonperishable rations and an extra change of uniform.

5.2 DISASTER/POLICE/ EMERGENCY OPERATIONS CENTERS

The City of Orlando's Disaster Operations Center (DOC), and the Emergency Operations Center (EOC) will be opened upon the request of the City's Emergency Coordinating Officer. The DOC and EOC are located at the Orlando Operations Center. (Appendix B is a staffing chart for the Emergency Operations Centers.)

5.2.1 EMERGENCY OPERATIONS CENTER (EOC)

The Emergency Operations Center will be staffed as follows:

Day Shift: 1 Emergency Operations Manager (Captain) or (Lieutenant)
1 Community Service Officer

Night Shift: 1 Emergency Operations Manager (Lieutenant)
1 Community Service Officer

5.3 PATROL OPERATIONS

All patrol divisions will maintain their current shift configuration with regards to reporting times and locations. All

vacations and regular days off will be cancelled, with exceptions requiring the approval of a division commander. The CSO units shall be assigned to one of two shifts, 0700 to 1900 hours or 1100 to 2300 hours. Shift assignments will be determined by the four division commanders, ensuring that available personnel are evenly distributed between the day, evening, and midnight shifts.

5.3.1 OPH SECURITY

Staffing for this function shall initially consist of a lieutenant and one police officer. The Central Patrol Lieutenants/Watch Commanders will be responsible for OPH security. If the workload increases, personnel from contingency staffing may be assigned by the EOC or Support Services Division manager.

5.4 COMMUNITY SERVICE OPERATIONS

Command and staffing for Community Service Operations is defined below.

5.4.1 OPD FAMILY LIAISON/OPD SHELTER

In order to help alleviate family concerns of members assigned to duty for the duration of the hurricane, a designated area will be utilized as shelter for the family members of OPD personnel only. This area can also be utilized to assist with childcare needs. Other requests for assistance, or to check on the well-being of family members, should be directed to the EOC for assignment. Initial staffing for OPD Family Liaison/OPD Shelter will be coordinated by the In-Service Training Unit supervisor. Additional personnel will be designated by the EOC based upon occupancy or usage of the shelter.

5.4.2 CITY OF ORLANDO EMPLOYEE EMERGENCY SHELTER SECURITY

The City of Orlando may establish one or more shelters for use by City employees and their families. The number and location of these shelters will be determined and announced prior to the implementation of hurricane operations. City of Orlando Employee Emergency shelter security will be staffed as follows:

Day Shift:	Community Involvement Section Commander
Night Shift:	Crime Prevention Unit Supervisor

5.4.3 PUBLIC EMERGENCY SHELTERS LOCATED WITHIN THE CITY

Public Emergency Shelters in the City of Orlando are designated by Orange County Director of Emergency Management and are based due to the needs of both local and coastal area evacuations. The Orange County Director of Emergency Services has designated public schools, some of which are in the City, to be used as public emergency shelters. Two police sergeants assigned to the School Resource Section will supervise each shift for public shelter security. As each school/shelter is opened, a minimum two OPD officers assigned to the School Resource Section shall be assigned to each, for both shifts. The shift and area assignments of Supervisors and the Officers assigned to the School Resource Section will be under the direction of the School Resource Section Commander.

*These sergeants/officers are to be divided equally and assigned to either the day or night shift by School Resource Lieutenant to provide for 24-hour coverage. Officers who are not used for shelters shall be used for contingency staffing in specific problem areas as they develop.

5.4.4 HOMELESS SHELTER OPERATIONS

The Special Enforcement Division shall be responsible for staffing and security of the designated Homeless Emergency/Hurricane Shelter during day shift, and the Gang Unit shall cover the midnight shift.

5.4.5 FOOD SERVICES

When hurricane operations are in existence for an extended period of time, it may be necessary to obtain food and beverage for on-duty personnel. Community Service Operations shall work with the City of Orlando's Purchasing Department to obtain necessary supplies. Requests for food services shall be routed to Community Service Operations.

5.4.6 PRICE GOUGING

During hurricane operations, any complaints of price gouging should be referred to the Orange County Consumer Fraud Unit, 415 N. Orange Avenue, P. O. Box 1673, Orlando, Florida 32802, 407.836.2490.

The investigative sergeant will facilitate the collection and documentation of all information related to costs associated to hurricane operations, i.e., FEMA and/or GOAA forms, City overtime tracking forms, etc. The investigative sergeant will also provide investigative services as needed.

During hurricane operations, the two Airport Division investigators will be reassigned to staff the Airport EOC, with one investigator during each shift.

The Airport Division Commander will have overall authority over airport police operations throughout the disaster. The Airport Deputy Division Commander, or designee, will maintain communications with the EOC to update airport operations.

The airport will work closely with GOAA officials to maintain safety and meet stranded travelers' needs.

The Airport EOC will work closely with the School Resource Section Commander to coordinate and update shelter information. The designated area shelter for the airport is determined by GOAA staff and Orange County Emergency Operations prior to the disaster. The closest shelter to the airport is generally used for airport evacuation.

Emergency hurricane operations will end at the direction of the Airport Division Commander and EOC.

6. SATELLITE PATROL STATIONS

Severe weather conditions associated with a hurricane may possibly disrupt radio communications with operational units. In that event, sectors will report to the following locations to receive calls by telephone in order to provide emergency service to citizens. The Fire Stations have auxiliary power.

East I	SODO; if non-operational, report to Fire Station #5 1818 S. Orange Avenue
East K	SECPO; if non-operational report to Fire Station #8, 6651 Shoalcreek Drive
North B	NWCPO, 2324 N Orange Blossom Trail; if non-operational, report to Fire Station #9 3856 Center Loop
North C	NECPO (Primrose site), 501 North Primrose Avenue; if non-operational, report to Fire Station #4 900 North Ferncreek Avenue
West G	SWCPO, 6440 Raleigh Street; if non-operational, report to Fire Station #7 601 South Goldwyn Avenue
West E	SWCPO, 6440 Raleigh Street; if non-operational, report to Fire Station #12, 1588 Park Center Drive

At the beginning of each calendar year, each patrol division commander shall identify additional satellite patrol locations to house patrol officers.

7. COMMUNICATIONS

The following delineates the procedure whereby communications can be maintained in the event of a hurricane.

7.1 STAFFING ASSIGNMENT

When a hurricane alert is established, the Communications Division shall also implement a two-shift configuration. The afternoon shift will be split among the day and evening shifts. Normal staffing plus 50 percent shall be on duty at all times. Shift supervisors shall provide for additional staffing on the desk prior to implementation of hurricane operations.

Motorola and City telephone repair personnel shall be put on standby to respond to communications emergencies.

7.2 RADIO COMMUNICATIONS

Radio Communications will be maintained as outlined in the current issue of Department Policy and Procedure 1122, Police Radio Communications, Section 2.

In the event of a hurricane, Event 1 Talkgroup is designated as the OPD Management Talkgroup that will facilitate communications between the EOC, Communications, and Patrol Watch Commanders.

7.3 ALTERNATIVE METHODS OF COMMUNICATIONS

- a. When the radio system fails, the failsoft mode is activated and all portable 800 MHz radios convert to a conventional-type radio. Only the following talkgroups will be in operation:

PAT E
PAT W
PAT N
PAT D
INVEST – EOC COMMAND TALK GROUP

NOTE: NO TRUNKING FEATURES WILL BE AVAILABLE IN THIS MODE (I.E., EMERGENCY BUTTON, CALL ALERT, ETC.).

- b. When there is a complete system failure, no communication is possible via the radio. Should this occur, the Radio Operator shall:
1. Notify the Communications supervisor.
 2. Notify Motorola.
 3. Notify the radio manager.
 4. Notify the Communications Manager
 5. Notify the Emergency Operations Manager and watch commander.
- c. When all radio talkgroups are inoperable, patrol units shall proceed to their designated satellite patrol stations to receive calls via telephone. The sector sergeant or his or her designee shall coordinate the assignment of calls received at the satellite patrol stations to patrol units. When a patrol unit completes a call, the officer shall telephone the sector sergeant at the satellite patrol station for further instructions. If the satellite patrol station cannot be reached by telephone, the officer shall return to his or her designated patrol station for additional assignments.
- d. If all communication capabilities are inoperable (radio and telephone), Communications will contact Orange County Emergency Management and request amateur radio operators respond to the Communications Division and satellite patrol stations.

8. PLANNING AND PUBLIC INFORMATION

Any analysis of problems or resources, projections, and status reports will be the responsibility of the Professional Standards Division. Requests of this nature may be directed from the Disaster Operations Committee, Chief of Police, or the EOC.

Staffing for this function will be from the Professional Standards Division. Extra personnel will be assigned from contingency staffing as needed.

The Training/Accreditation and Inspections Section commander will contact the Administrative Services Bureau commander to initiate Information Technology support for the entire length of hurricane operations.

Additionally, Media Relations and an associate Media Relations will be assigned to day and night shifts respectively, for the duration of the disaster.

9. MILITARY SUPPORT/DIRECT ACTION RESPONSE TEAM (DART) ANTI-LOOTING TEAM

In the event the National Guard responds to Orlando to assist with storm recovery, one lieutenant (day shift) and one sergeant (midnight shift) from the Special Enforcement Division (SED) will serve as liaisons. Additional staffing (e.g., MBI and FIU) will be obtained from contingency staffing as needed.

The Direct Action Response Team will be staffed by the Special Enforcement Division. Any SED assignment will be determined by the EOC. SED members will augment patrol when not operating in a DART Team function.

10. PERSONNEL COORDINATOR

Contingency, unassigned, and volunteer staffing will be coordinated by the EOC commanders.

Assignment of these personnel will be made with the approval of the EOC.

11. LOGISTICS

Logistics shall be defined as Quartermaster, Fiscal, and Transportation. The Quartermaster Unit supervisor will be the manager in charge of logistics for day shift. A Quartermaster Unit worker will be in charge of logistics for night shift. Any fiscal requirements will be handled by the Police Fiscal Manager.

The following delineates procedures and responsibilities related to logistical support.

11.1 VEHICLE ASSIGNMENTS/KEYS

A hurricane and its aftermath place a high demand on the Department's vehicle fleet. To facilitate the efficient use of vehicles, managers assigned to hurricane operations shall make their vehicle requirements known to the Fleet Coordinator.

Section commanders shall ensure that spare vehicles (marked and unmarked) assigned to them are filled with gas prior to any potential impact. Spare keys are maintained in each Division. Fleet Maintenance shall augment their capabilities to provide repairs and fuel. In the event public gas stations are crowded, please report to any of the following locations for fuel:

Waste Water, 5100 LB McLeod Road, pumps all the way to the back of the complex. There will be a gate attendant (X-2213 or X-2664) that can let you into the complex if your City ID badge does not work at the gate.

Conserv 1, 11401 Boggy Creek Road, pumps all the way to the back of the complex at maintenance. There will be a gate attendant that can buzz you into the complex or there is a phone number posted to call the Waste Water dispatcher who can buzz you in remotely.

Iron Bridge, 601 Iron Bridge Circle (by UCF), pumps are behind the maintenance building. There will be a gate attendant that can buzz you onto the complex, or contact the Communications Center for a code.

The following passenger vans will be available for hurricane operations:

- a. SED
- b. Explorers
- c. Central/Downtown

One passenger van will be staged at the Orlando Operations Center and the others will be staged at OPH.

11.2 SUPPLIES

The Quartermaster Unit shall ensure that ample supplies of the following items are available prior to the arrival of a hurricane:

- a. Flashlight batteries
- b. Drinking water and cups
- c. Raincoats
- d. Flares
- e. Extension cords
- f. Blankets
- g. Rope
- h. Fans
- i. Plastic bags
- j. Rolls of plastic sheeting
- k. Rolls of duct tape

11.3 BUILDING KEYS

The manager of any area or office that cannot be accessed with the master building key must submit to the Quartermaster Unit a key to that area in a marked, sealed envelope. The key will only be used with a request by the EOC with regard to security of the building.

11.4 EMERGENCY SERVICES UNIT

The Emergency Services Unit (ESU) will be assigned as a utility squad to assist in OPD pre/post storm operations. The ESU will be directed for assignments such as the transportation and installation of the Department's portable generators and light stands, damage assessment for police facilities outside of OPH, minor street clearing, and temporary home repairs for OPD employees suffering storm damage. All requests for assistance from the Emergency Services Unit shall be directed to the EOC. The EOC will direct the requests to the ESU commander for evaluation and assignment. All Department trucks, excluding those in the Special Operations Division, should be reassigned to the ESU members for use in post-storm operations. The initial staffing for the Emergency Services Unit will be one commander, one sergeant, and six officers. Additional staffing will be designated through the EOC at the request of the ESU commander. The ESU commander and his assigned backup will be responsible for the above-listed responsibilities. Any remaining ESU members will be available to augment Patrol Services until called upon.

12. DAMAGE CONTROL

With the exception of the Emergency Operations Center's complex, there are no effective means of boarding windows of the Orlando Police Headquarters building due to the exterior design of the structure. Although the building is constructed to withstand 120 mph winds, each division within the Department shall assess the possibility of damage to workstations due to windblown debris and/or water damage. Particular attention should be given to securing records, computer equipment, electronic equipment, or any other equipment vulnerable to severe weather conditions associated with a hurricane.

13. POST-HURRICANE CRITIQUE

After hurricane operations cease and Department routine is established, a date, time, and location for a post-hurricane critique shall be announced. The purpose of the critique is to identify problems experienced by those assigned to hurricane duty. Prior to the post-hurricane critique, a written Hurricane After Action Report (Attachment A) will be completed by each commander identified in the ICS chart (Appendix A) and submitted to the Emergency Operations

Manager.

14. EMERGENCY COSTS/REIMBURSEMENT

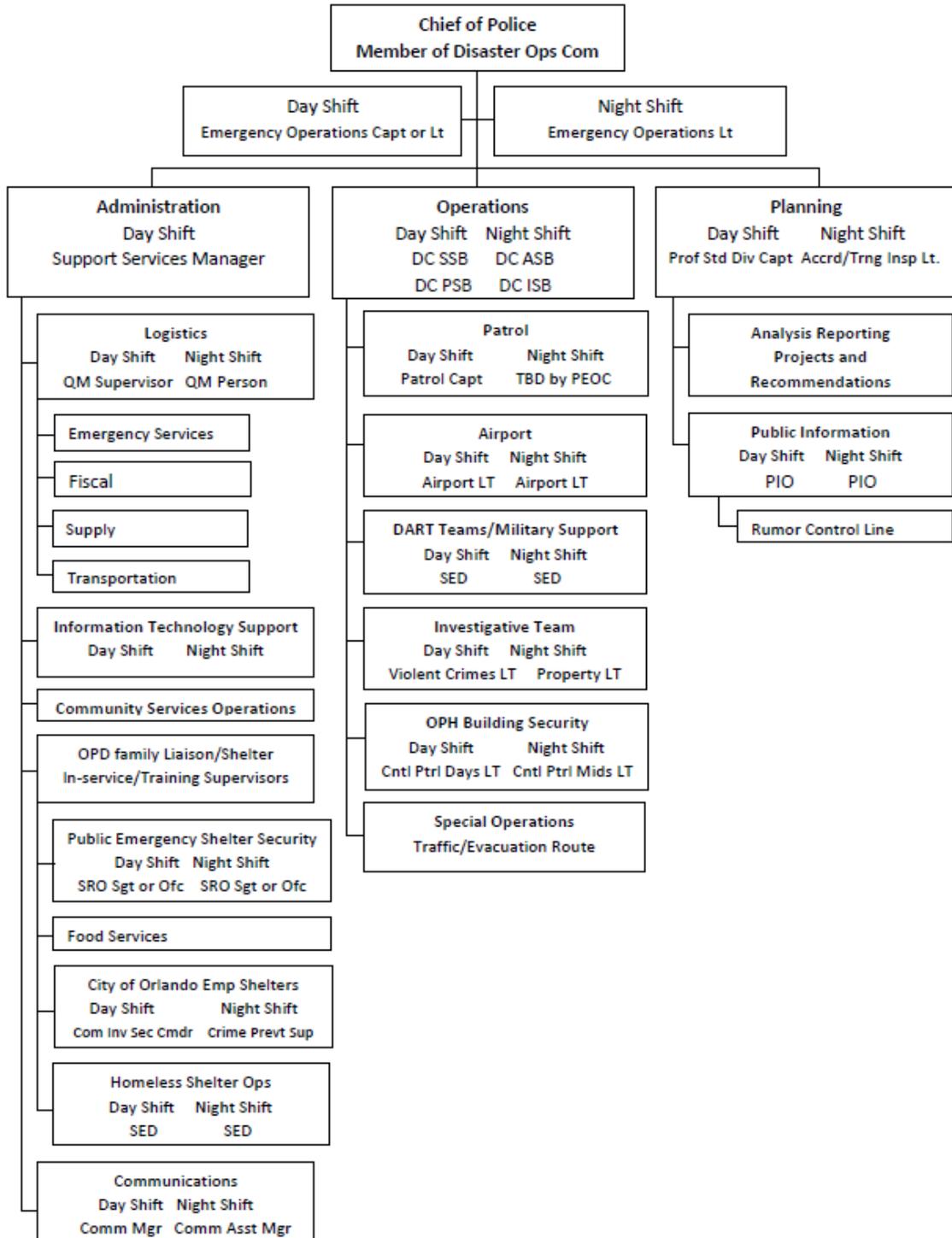
In order for the City of Orlando to be reimbursed for expenditures relating to hurricane operations, it will be extremely important for Event Cost Reports to be completed in a timely manner per the current written directive. Division commanders will maintain records of hurricane-related costs and submit an Event Cost Report to the Emergency Operations managers upon request. The Federal Emergency Management Agency (FEMA) will only reimburse the Department for certain "storm-related" expenditures. The areas considered for reimbursement are as follows:

- a. HOURS - FEMA guidelines are by design open to interpretation. Generally, time that is subject to reimbursement is overtime or hours worked away from normal duties. These hours should be "storm-related" to be reimbursable. Storm-related hours (including overtime) should be listed in Kronos as Hours Worked on a separate line from other hours worked. This line should also include the appropriate Project Code in the Transfer Column. Those storm-related hours will need to be documented on the Event Cost Report. Pay Code "UW-REG-NE" for non exempt employees and "UW-REG-EX" for exempt employees should be used for all hours that were paid but not worked. These hours must be pre-approved by the Chief of Police. For purposes of reimbursement, managers and exempt personnel should also reflect hours worked outside normal scheduled work hours in response to the storm.
- b. MATERIALS - Only materials consumed in response to the storm should be included in the Event Cost Report for possible reimbursement.
- c. EQUIPMENT - The hours equipment is used may be reimbursable along with the mileage a vehicle has been operated. During a Level 3 Advisory, information will be disseminated on the need for documentation of vehicle mileage expended for hurricane operations. Any equipment requiring replacement as a result of hurricane operations is subject to reimbursement.

The reimbursable hours will be retrieved from the Event Cost Report along with materials and equipment costs. The cost for those hours granted for "emergency pay" will be retrieved from attendance sheets by Fiscal Management.

Appendix A

Incident Command System Structure



Appendix B

**EMERGENCY OPERATIONS CENTERS
STAFFING CHART**

EMERGENCY OPERATIONS CENTER (EOC)	DISASTER OPERATIONS CENTER (DOC)
EMERGENCY OPERATIONS MGR. (CAPT) (DAY) EMERGENCY OPERATIONS MGR (NIGHT) Community Service Officers (2) (One day, one night shift)	MAYOR CHIEF ADMIN. OFFICER OPD CHIEF OFD CHIEF PUBLIC WORKS DIRECTOR PURCHASING AGENT FINANCE DIRECTOR PARKS DEPARTMENT CITY ATTORNEY EXECUTIVE ASSISTANT

The media will be directed to the Orlando Operations Center, where they will be briefed by Media Relations.

ATTACHMENT A

ORLANDO POLICE DEPARTMENT
HURRICANE AFTER ACTION REPORT

HURRICANE: _____ ASSIGNMENT: _____

SHIFT: _____

STAFFING ISSUES:

EQUIPMENT/SUPPLY ISSUES:

COMMUNICATIONS ISSUES:

FISCAL CONSIDERATIONS:

UNANTICIPATED PUBLIC SAFETY ISSUES:

MISCELLANEOUS:

