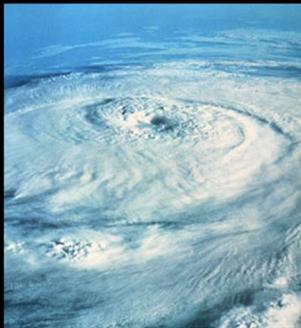


# Office of Emergency Management EMERGENCY MANAGEMENT TEAM STRATEGIC PLAN 2015 - 2017



**SEMINOLE COUNTY**  
FLORIDA'S NATURAL CHOICE



# Mission/Vision Statement

## **Mission**

Provide a resilient emergency management structure dedicated to the safety and welfare of the public through the preservation of life, health, property, and the environment.

## **Vision**

To be recognized nationally as a model emergency management program, providing comprehensive whole community approach to preparedness, prevention, response, recovery and mitigation activities; an organization that is synonymous with the term leadership; an organization that fosters an environment of involvement, trust, coordination and cohesion.

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# Emergency Management Acknowledges Our Partners

## **Cities:**

Altamonte Springs  
Casselberry  
Lake Mary  
Longwood  
Oviedo  
Sanford  
Winter Springs

## **Chambers of Commerce:**

Casselberry Chamber of Commerce  
Oviedo-Winter Springs Regional Chamber  
of Commerce  
Sanford Chamber of Commerce  
Seminole County Regional Chamber of Commerce

## **Educational Institutions:**

Seminole County School Board  
Seminole State College  
University of Central Florida

## **Federal Agencies:**

Army Corps of Engineers  
Army Reserves  
Civil Air Patrol  
Coast Guard Auxiliary  
Environmental Protection Agency  
Federal Aviation Administration  
Federal Drug Administration  
Federal Railway Administration  
National Guard  
U.S. Customs & Border Protection

## **Medical:**

Central Florida Regional Hospital - Oviedo  
Central Florida Regional Hospital - Sanford  
Durable Medical Equipment Companies  
Florida Hospital  
Orlando Health  
Seminole County Medical Health Center, Inc.

## **Other Agencies:**

Amateur Radio Emergency Services (ARES)  
American Red Cross  
Central Florida Hotel and Lodging Association  
Central Florida Zoo  
Christian Sharing Center  
Florida Association of Public Information Officers  
Harvest Time International  
Heart of Florida United Way  
Local Emergency Planning Committees (LEPC)  
Meals on Wheels  
Radio Amateur Civil Emergency Services (RACES)  
Salvation Army  
Seminole County TRIAD  
Seminole H.E.A.R.T. (Home based Emergency  
Assistance Response Team)  
Small Business Development Center

## **Regional Agencies:**

Central Florida Disaster Medical Coalition  
Central Florida Intelligence Exchange  
Regional Domestic Security Task Force (RDSTF)  
Urban Area Security Initiative (UASI)  
Volusia/Seminole County Medical Examiner

## **Seminole County Government**

### **Departments and Divisions:**

Animal Services  
Community Services  
County Manager's Office  
Development Services  
Environmental Services  
Human Resources  
Information Services  
Emergency Communications/E-911 and  
Telecommunications  
Fire Department (EMS/Fire/Rescue)  
Leisure Services  
Public Works  
Resource Management  
Seminole Government Television  
Seminole County Convention  
and Visitors Bureau (Tourism)

University of Florida Agriculture Extension Office

## **Seminole County Constitutional Offices:**

Seminole County Elections  
Seminole County Property Appraisal  
Seminole County Clerk of Courts  
Seminole County Tax Collector  
Seminole County Sheriff's Office

## **State Agencies:**

Florida Department of Agriculture  
& Consumer Services  
Florida Department of Business  
& Professional Regulation  
Florida Department of Children and Families  
Florida Department of Emergency Management  
Florida Department of Environmental Protection  
Florida Department of Health  
Florida Department of Law Enforcement  
Florida Department of Transportation (FDOT)  
Florida Fire Marshall's Office  
Florida Forest Service  
Florida Highway Patrol  
Florida Wildlife Commission  
State Animal Response Team

## **Transportation:**

Lynx Transportation  
Amtrak  
CSX Railroad Company  
I-4 Ultimate  
Orlando Sanford International Airport  
SunRail

## **Utility Companies:**

Ameri Gas  
Duke Energy  
Florida Gas Transmission Company  
Florida Power and Light  
Florida Public Utilities Company  
TECO Gas



# Executive Summary

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The Seminole County Office of Emergency Management is known as a leader in the emergency management discipline throughout the State of Florida. The success of the program is due to teamwork and support from agencies that make up the County's emergency management team. Seminole County has embraced the "Whole Community" concept of emergency management linking public, private, non-profit and faith based organization in coordination of disaster and emergency prevention, protection, response, recovery and mitigation.

Annually, the emergency management team, which includes all partners, analyzes the goals from the previous year to identify strengths and areas of improvement. Those strengths and areas of improvement are used to develop the next multi-year strategic plan. In addition to these measures, the Office of Emergency Management reviews threats, hazards, and vulnerabilities with all partners to ensure measures are taken to protect

the citizens, guests, and property in Seminole County. New objectives and action items are added to the strategic plan based on this analysis. The Office of Emergency Management reviews each goal, objective, and action item quarterly to make certain measures are met and productivity levels are maximized.

This strategic plan will be used as a roadmap for the multifaceted approach to make the community more disaster resilient. This year's plan focuses on the five (5) mission areas of emergency management: prevention, protection, response, recovery, and mitigation. The National Preparedness Goal identifies these five mission areas, in which it groups the 31 core capabilities. The Seminole County emergency management team has established objectives to support these mission areas and build a stronger emergency management program.

Community resiliency and sustainability is a key part of emergency management. Community resilience is the capacity of the community as a whole to prepare for, respond to, and recover from adverse events and unanticipated crises that threaten the community.

Achieving community resilience means involving the full range of community-based organizations and agencies in preparedness, response, and recovery planning activities, and broadening the understanding of disaster preparedness to include community health and well-being. Agencies must plan, respond, and recover in a coordinated effort. Because resources are limited, it is increasingly recognized that communication, coordination, and mutual assistance is critical to a community's ability to reduce long recovery periods after an emergency. Along with preparedness, response and recovery activities, mitigating hazards is a primary focus of the Strategic Plan.

This plan will help guide the Office of Emergency Management and the County's emergency management team actions to make Seminole County the most resilient community in the State of Florida.



# Summary of Strategic Goals

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- Enhance protection through planning, training, exercises, and outreach to first responders, support agencies, and community members.
- Enhance capabilities for prevention through intelligence gathering, verification, distribution, notification, and interdiction.
- Strengthen response capabilities through enhanced technology, advanced resource management, and enriched coordination with partners.
- Advance recovery initiatives through short-term and long-term planning with allied agencies.
- Build a more resilient community through innovative mitigation strategies.



# Organizational History

The modern concept of Emergency Management in the United States has developed circuitously from its infancy during the World War II era when President Franklin D. Roosevelt advised each city to organize its own "Civil Defense" system to plan and prepare for dangers looming on the horizon.

Seminole County first established a Civil Defense Division in 1975 by Resolution. During that time, the emphasis of emergency management was on nuclear civil protection. In 1979, President Jimmy Carter brought the incessant turmoil and fragmentation of Civil Defense services at the national level to an end by creating the Federal Emergency Management Agency (FEMA). Local emergency management agencies were then formed.

As disaster preparedness efforts evolved through the years, the Seminole County Board of County Commissioners adopted another Resolution in 1993. This resolution established the Division of Emergency Management to act in accordance with, and in support of the State Emergency Operations Plan and Program. It was further resolved that this Division would be headed by the Director of Public Safety, as appointed by the Board of County Commissioners.

The terrorist attacks in September 2001 caused a major shift in the role and focus of Emergency Management programs throughout the United States, including Seminole County. The Department of Homeland Security was formed at the national level, while locally new roles and partnerships were established to prepare the community and responders for the threat of all hazards, including those brought on by terrorist attacks.

In 2004, Seminole County experienced the most costly series of disasters in local history. The wrath of three hurricanes caused millions of dollars in damages. Due to much preparation planning, Seminole County responded and recovered from the event.

In 2008, Seminole County experienced Tropical Storm Fay which was the worst flood event in recorded history. The flooding occurred in various locations throughout the County and along the St. Johns River. Two years later many residents are still dealing with the after effects of this storm and the County is still working on mitigation efforts to assist those residents.

On January 13, 2010 the State of Florida Emergency Operations Center activated Operation Haiti Relief. Seminole County activated certain Emergency Support Functions (ESFs) on January 14, 2010. A joint, Seminole County and Orlando Sanford International Airport Emergency Operations Cent, was activated in the Vigilante Room on January 16, 2010; to coordinate repatriation of United States citizens through Seminole County, Florida.

During the course of the event, 126 flights arrived at the Orlando Sanford International Airport carrying evacuees from Haiti to the United States. There were 112 military flights and 14 contracted Department of Defense commercial flights. The United States Customs and Border Protection processed 9,508 persons through the airport, 7,399 were United States citizens and 2,109 foreign nationals. Over 250 orphans arrived at the airport and were matched with prospective adoptive parents during the course of the operation. A total of 71 patients were transported to area hospitals with various levels of injuries and illnesses. After this event, another plan was developed and became the Repatriation Plan.

December, 2010 proved to be a colder than usual month. In order to assist our citizens who were without power and those individuals who had no other place to get out from the cold, Emergency Management activated the cold weather shelter plan. This effort was a collaborative one with the Outreach Rescue Mission, the American Red Cross and our faith based and private partners.



# FEMA



## Organizational History Continued...

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The year 2011 provided an opportunity for the Office of Emergency Management to review plans, exercise improvement items from previous events and prepare for future disasters. While no Emergency Operations Center activations were required, the year was not void of emergencies including a drought for two months causing an SBA disaster declaration, brush fires throughout the community, and minor flooding from two passing tropical systems. All of these emergencies were handled out of the normal office environment.

In 2012, Seminole County was the scene of civil unrest and protests in reaction to the fatal shooting of Trayvon Martin by George Zimmerman. Martin was an unarmed 17-year-old African American. George Zimmerman, a 28-year-old multi-racial Hispanic American was the appointed neighborhood watch coordinator for the gated community where Martin was temporarily staying and where the shooting took place. The shooting, investigation by the Sanford Police Department, and no charges by the local district attorney caused many media outlets and social media to erupt with anger and confusion.

The Seminole County Emergency Operations Center was activated to provide intelligence information, coordination of security, and public information for the numerous protests, rallies and public gatherings in response to this case. The events around the outrage caused the Office of Emergency Management to reevaluate the need to monitor and provide information thru social media. State of Florida vs. George Zimmerman trial started deliberations on June 20th, 2013.

Seminole County Office of Emergency Management (OEM) activated its Emergency Operations Center (EOC) from June 5th to July 19th. Security measures were implemented by Seminole County Sheriff's Office, City of Sanford Police Department and other area law enforcement agencies, all working in conjunction with OEM. Intelligence gathering, sequestering of jury members, safe transportation, and public information processes were all organized during the course of the trial. Fast and professional response, by EOC staff's coordinated efforts during the trial, eliminated any major clashes.

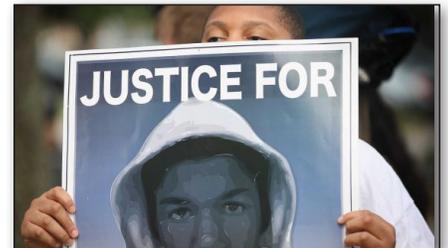
State of Florida vs. George Zimmerman Trial was expected to cause social uprising by a few extremist groups. However, in part due to the coordinated efforts of OEM with security organizations and agencies, the County experienced a peaceful trial process.

Many lessons were learned by these events and have been incorporated into operating and strategic plans. Partnerships between government, private, non-profit and faith-based organizations during a disaster is critical to the success of the operation. These relationships must be built on trust, coordination, and cooperation. Seminole County's emergency management team strives to improve response to all hazards by continuing the vital role of planning, training and exercising together.

In the fall of 2014, there were several heavy rain events which caused flooding along the St. Johns River and the Little Wekiva River along with other areas of the County. Sandbag operations were put in place by the Office of Emergency Management in order to provide residents assistance

in mitigating the effects of water intrusion on their property. There were several park and boat ramp closures due to high waters. Thankfully, no structures were damaged during this event.

On Tuesday, September 30, 2014 the Center for Disease Control (CDC) reported the first laboratory-confirmed case of Ebola. Subsequently, several other cases of Ebola emerged throughout the United States. The Florida Department of Health – Seminole County and Office of Emergency Management saw the immediate need for a plan and began the process in order to be prepared if an instance were to occur locally. An Incident Action Plan was put into place, updated and improved as guidance was distributed from the CDC and the World Health Organization.



# Seminole County Statistics/Population

Seminole County was created on April 25, 1913 and celebrated its centennial in 2013. Formed out of part of the northern portion of Orange County (formerly Mosquito County) by the Florida Legislature, Seminole County is home to some of Florida's best natural attractions including springs, rivers, trails, and conservation lands. It is the third smallest County in the State of Florida. It was named for the Seminole tribe of Indians. It is known as an urban community on the western side hosting many national headquarters for banks, travel institutions, restaurants, and electronic companies; and it is known for rural and conservation on the eastern side of the County. The County seat is in Sanford, which is also the County's largest city. The County has a total of seven cities including Altamonte Springs, Casselberry, Lake Mary, Longwood, Oviedo, Sanford, and Winter Springs.

## Geography

According to the United States Census Bureau, Seminole County has a total area of 345 square miles. It has a land area of approximately 309 square miles and approximately 36 square miles of water. A large portion of the water areas include freshwater lakes, rivers and marshlands.

The St. Johns River connects and feeds Seminole County's three largest lakes which include Lake Harney, Lake Jessup, and Lake Monroe. Seminole County is located in the Orlando-Kissimmee-Sanford Metropolitan Statistical Area.

## Demographics

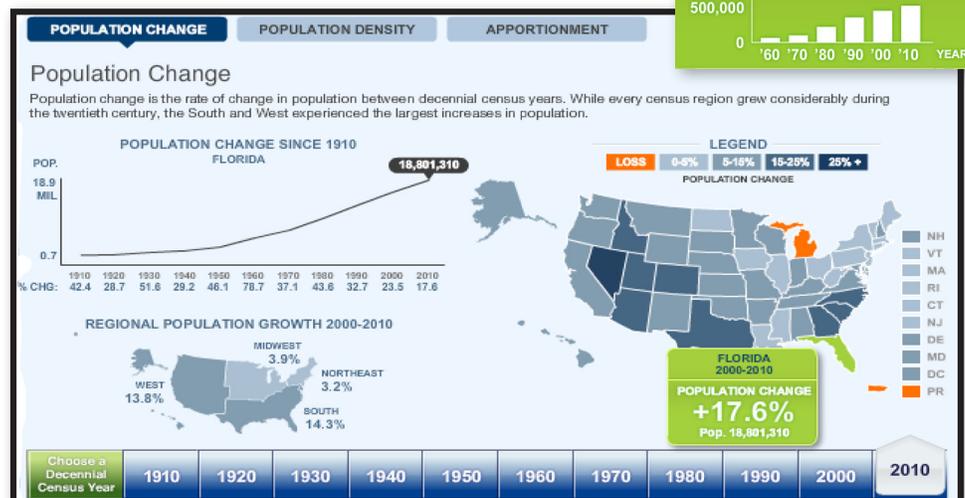
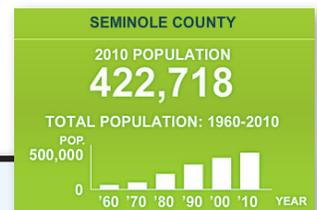
As of the US 2013 population estimates, there were 436,041 people in Seminole County. It's population makes it the third most densely populated County in the State of Florida. Seminole County is Florida's 13th most populous county with about 2.2% of Florida's population. Seminole County is projected to reach a population of over half a million by the year 2030. (That's about 20 people per day!) The Office of Emergency Management recognizes the growing population and develops coordinated goals and objectives to enhance safety of its residents.

Seminole County has three hospitals: Central Florida Regional Hospital-Sanford, Florida Hospital Altamonte and South Seminole Hospital. Over the next few years, Seminole County will add a new hospital, Central Florida Regional Hospital – Oviedo. There are a total of 67 public schools

in Seminole County which include 15 high schools, 11 middle schools, and 41 elementary schools. As of March 2014, there were approximately 64,831 students enrolled in the Seminole County public school system. According to the Metro Orlando Economic Development Commission, Seminole County's Public School system is the best in the State of Florida and is among the top 100 nationally. Seminole County is also home to the Orlando-Sanford International Airport (OSIA). OSIA serviced over 1.8 million passengers in 2012 alone.

## Economic Profile

The median household income in Seminole County is \$58,175, one of the highest in the State and a per capita income of \$28,675. According to the U.S. Bureau of Labor and Statistics, the unemployment rate in Seminole County is 4.5% as of December 2014 which is lower than the national average.



Data provided by the U.S. Census Bureau.

# Accomplishments of 2014

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## Shelter Wind Retrofit Project

Working closely with the Seminole County Public Schools, all building numbers, openings, and available shelter space were recorded and compiled. The information was used to determine what shelters were in need of retrofit and increased protection. A site survey was completed of each school with photos taken of all the existing shutters, screens and doors fitted to protect against debris during a heavy storm or tropical event. All of this information was used to secure a mitigation grant to provide shutters and screen protection on current and schools which will now serve as emergency shelters.

The newly retrofitted shelters will assist Seminole County in meeting the need for increased populations, seniors, and medical need patients. The project has created a safer haven for evacuees during hurricanes, tropical storms, and similar events.

## SunRail

SunRail is an active member of the emergency management team. Team members have been working together to expedite and enhance emergency communications between the rail, first response agencies, and emergency communications centers. Unfortunately, a few rail incidents have taken place in Seminole County since the start.

During the first quarter of 2014, the Office Emergency Management developed, wrote, and facilitated a multi-county SunRail exercise to test the emergency management plans developed by the Central Florida Rail Corridor. The exercise was a simulated domestic security event on a moving train and at multiple platforms / stations throughout the corridor. This required the coordination of response by multiple agencies and all three counties.

The exercise helped to point out areas of strength including multi-jurisdictional / multi-discipline partnerships that have been formed after the events of September 11, 2001. The exercise also presented areas of improvement including interoperable communications, camera system hardening, and strengthening of response.

## Active Shooter Program

The Active Shooter / Emergency Management Plan program has been a great success. Over 500 business leaders, school administrators, and faith-based leaders have gone through the training program. The program teaches leaders how to develop emergency management plans for all emergencies – specifically active shooter scenarios. The partnership between Economic Development, School Board, Sheriff's Office, and the Office Emergency Management has enhanced the program's curriculum and delivery. As of 2014, the program is now offered in the EOC once a quarter and taken "on the road" for any large business, faith, or social organization requesting the information.

## Animal Services Adopt-a-Thon

On Saturday, March 22, 2014 the Seminole County Office of Emergency Management was proud to be a participant in the annual Animal Services Adopt-a-thon. During this event, staff encouraged pet owners to not only think about their home and immediate family during a disaster, but also consider the four-legged members. Pet Disaster Kits were on display along with safety information on pet disaster survival. History has shown that individuals will respond quicker to emergency when they know their pets will be taken care of. Seminole County provides two (2)



emergency pet shelters for residents.

## Peer Support / CISM

As of 2014, the Comprehensive Emergency Management Plan (CEMP) has a new annex - Critical Incident Stress Management (CISM) / Peer Support. In an effort to identify and support these individuals, the new annex was created to support our first responders, 911 operators and anyone working in the EOC during a disaster. The purpose of the Peer Support / Critical Incident Stress Management Team (CISM) is to assist employees in coping with a critical event. This comprehensive, systematic program is designed to provide assessment and timely intervention for emotional, psychological, and spiritual support for personnel after a significant event in order to minimize the stress related to the event. Training on CISM / Peer Support took place in the month of July. The program is 40 hours and will support CISM teams in Seminole County. To date, there are only two (2) active teams in the County. The plan and training will help to strengthen those teams and help to get another created.

## IPAWS

Seminole County has received the Integrated Public Alert & Warning System Open Platform for Emergency Networks (IPAWS-OPEN) certifications. After a lengthy process with the State of Florida and FEMA, IPAWS was approved and certification given. IPAWS is an IP based network that has integrated the different emergency alert systems of the United States. The IPAWS system allows local emergency managers to send emergency message to cellular phones and broadcast media directly through the Emergency Broadcast System. Messages can be targeted to certain cellular phone towers for specific areas of alerting.

## Accomplishments of 2014 Continued...

### Adopt-a-Shelter

As Seminole County's population continues to grow, the need for shelter volunteers also increases. To keep up with the growing demand, the Seminole County Adopt-A-Shelter Program was created. This program encourages non-profit, faith-based, or private organization to provide a volunteer staff for a shelter and in return, the organization will receive recognition in the community with a sign by the adopted shelter. The requirements to be involved with this program are a one year renewable contract that must be signed prior to hurricane season and must provide a volunteer staff that undergoes free training once a year provided by the American Red Cross and Seminole County Office Emergency Management.

### EMAP Accreditation

The Seminole County Office of Emergency Management completed the Emergency Management Accreditation Program (EMAP) on-site assessment on July 15. The assessment team found the emergency management office to be in compliance with all 64 EMAP standards. On October 13, representatives from Seminole County met with the EMAP Program Review Committee (PRC) in Atlanta, Georgia to receive the accreditation award.

### Community Wildfire Protection Plan

The Community Wildfire Protection Plan (CWPP) is a cooperative effort to improve wildfire protection and response. The CWPP has been approved as of October 2014 and is currently being implemented. The plan establishes goals, objectives, and actionable items for team members. The plan is being used to encourage wildfire safety; conduct prescribed burns; implement mitigation tactics; and obtain response assets.

### Mobile Command Vehicle

In 2014, the Seminole County Office of Emergency Management took over management and operations of the Regional Mobile Joint Information Center (JIC). The JIC was housed at the Florida Department of Law Enforcement office in downtown Orlando until warehouse space and maintenance of

the truck became impossible for the organization. The Office of Emergency Management took ownership in early 2014 and has used the bus for public activities, command at special events, and responded to multiple emergency response calls. The command unit allows space for emergency managers to meet with incident commanders in a safe and secure environment with technology to support operations.

### Severe Weather Awareness Week

The Office of Emergency Management developed a pilot "Disaster Equipment Showcase" program as a capstone event to Severe Weather Awareness Week. Similar to "Public Safety Day" and "Touch a Truck" events, the Office of Emergency Management requested organizations that respond to severe weather events participate in the program by bringing out vehicles and public awareness information. The Disaster Equipment Showcase was held on a Saturday morning at the Sanford River Walk. Approximately 1,000 individual and families showed up to the events. Due to the success of the first program, the Severe Weather Awareness Week event will be held in future years.



### Ebola Planning

The Florida Department of Health – Seminole County and Office of Emergency Management coordinated the development of an Incident Action Plan to be activated if an Ebola patient was identified in Seminole County. As part of the planning, first response agencies, hospitals, environmental services, and animal services were all tasked with various sections of the plan. Lessons learned from patients in Atlanta and Dallas were used in the development of the plan. Epidemiology surveillance, training and exercises were all aspects of the plan. While the plan did not have to be activated for Ebola, the plan is prepared to be activated for any communicable disease.

### Flooding Response

In late 2014, Central Florida was saturated with rains from multiple storms. The storms caused the St. Johns River to swell endangering homes and submerging docks, County parks, and parking lots. The Emergency Operations Center was activated with public works, emergency management, and parks and leisure services staff to assess and activate protective measures. These measures included the closing of parks, some streets, and the activation of the County's sand bag operations. No homes were damaged during this event.

### Emergency Management Exercises

The year 2014 was very busy with emergency response exercises and trainings. Seminole County's Office of Emergency Management participated in, sponsored, or conducted the following exercises throughout 2014:

- Continuity of Operations (COOP) Tabletop Exercise
- Cyber Security Virtual Tabletop Exercise
- Interoperable Radio Communications Exercise
- Mass Casualty Full Scale Exercise
- Orlando-Sanford International Airport Tabletop Exercise
- Tornado Virtual Tabletop Exercise
- Pandemic Tabletop Exercise
- Regional Domestic Security Task Force (RDSTF) Incident Management Team (IMT) Tabletop Exercise
- School Hostage Virtual Tabletop Exercise
- Seminole State College Full Scale Exercise - Altamonte Springs Campus
- Statewide Hurricane Exercise
- Summer Youth Program - Hurricane Amber Exercise
- SunRail Tabletop Exercise
- University of Central Florida (UCF) Exercise
- Whole Community Tabletop Exercise
- Wildfire Virtual Tabletop Exercise

# Goals/Objectives

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For each goal statement, a set of objectives and implementation strategies were identified and prioritized. Implementation strategies are defined as those that can be completed within the next two years. Although this strategic plan does not specifically outline goals and objectives beyond two years, some goals will continue to be enhanced and changed during the life-cycle of this plan. Performance measures will be identified for each goal statement.

## **GOAL 1** Enhance protection through planning, training, exercises, and outreach to first responders, support agencies, and community members.

a. Enhance outreach initiatives to create a “culture of preparedness” in Seminole County.

Objectives	Responsible Party	Expected Completion Date
Publish a minimum of four preparedness articles in local magazines.	Emergency Manager	Dec-15
Annual update of Alert Seminole, R-911, Mobile Phone App brochures	Senior Planner	May-15
Annual review and update of the Seminole County Office Emergency Management and Prepare Seminole website.	IT Intern	May-15
Post a minimum of one announcement on the Prepare Seminole website per week.	Emergency Manager	Dec-15
Annual update of the Prepare Seminole guide	Specialist	May-15
Annual management and coordination of Hurricane Expo.	Intern Coordinator	Jun-15
Annual contact with community organizations - to present preparedness information at meetings.	Emergency Manager	Dec-15
Annually promote special needs and well check programs through our Valentine's Day Program.	Senior Planner	Feb-15
Host annual Touch-A-Truck Disaster Equipment Showcase for Severe Weather Awareness Week.	Intern Coordinator	Mar-15

b. Improve levels of preparedness through advanced training and exercise opportunities.

Objectives	Responsible Party	Expected Completion Date
Annually conduct Readiness Training Identification Preparedness Planning (RTIPP) workshop and produce the County's Multi-Year Training and Exercise Plan (MYTEP).	Emergency Manager	Mar-15
Annually host a health care facility workshop/exercise.	Senior Planner	Jun-15
Annual update of Special Needs Planning guide.	Senior Planner	May-15
Quarterly update the Multi Year Training and Exercise Plan (MYTEP) to ensure all training and exercises are conducted.	Emergency Manager	Mar-15
Monthly verify trainings are in SERT TRAC.	Specialist	Dec-15
Annually train and exercise the volunteer and donation management plan	Coordinator	Aug-15
Schedule a minimum of six exercises per year to test emergency management systems.	Emergency Manager	Dec-15

Goals/Objectives Continued...

c. Strengthen emergency management planning through cooperative coordination with partners.

Objectives	Responsible Party	Expected Completion Date
Quarterly publish Office Emergency Management Newsletter.	Specialist	Dec-15
Bi Annually promote and train partners for the Adopt-A-Shelter Program.	Coordinator	Dec-15
Quarterly update B.E.A.S. program	Senior Planner	Dec-15
Conduct an annual review of emergency management plans for intermediate care facilities for the developmentally disabled, assisted living facilities, nursing homes, adult day cares, and hospitals	Senior Planner	Dec-15
Annual review and update of the Strategic National Stockpile Plan	Senior Planner	Dec-15
Annual review of the Regional and Inland Evacuation Plans	Senior Planner	Jun-15
Monthly support the development and distribution of Incident Action Plans (IAP) for special events	Emergency Manager	Dec-15
Annual visit, tour and meet with the National Weather Service (StormReady Certification)	Specialist	Jun-15
Annually track proposed State/Federal legislation	Emergency Manager	Dec-15
Annually review local ordinances for necessary changes	Emergency Manager	Dec-15
Annually review and update mutual aid agreements and memorandums of understanding.	Specialist	Jul-15
Monthly hold Emergency Mgmt. Team Meeting with community partners.	Emergency Manager	Dec-15
Annual review of operations annex	Senior Planner	Aug-15
Annual review and update of CEMP	Senior Planner	Dec-15
Development of Seminole County's Demobilization Plan.	Emergency Manager	Dec-15
Verify that State mutual aid agreements are update yearly and forwarded to FDEM.	Specialist	Jul-15
Two year review of Mass Fatality Plan	Senior Planner	Aug-15

**GOAL 2 Enhance capabilities for prevention through intelligence gathering, verification, distribution, notification, and interdiction.**

a. Advance intelligence gathering capabilities through enhanced situational awareness activities in coordination with intelligence community.

Objectives	Responsible Party	Expected Completion Date
Weekly review of the intelligence bulletins and active information exchange. (Fusion Center, UASI, RDSTF, HSIN)	Emergency Manager	Dec-15
Participate in quarterly meetings with RDSTF (Regional Domestic Security Task Force) and UASI (Urban Area Security Initiative)	Emergency Manager	Dec-15
Weekly intelligence gathering of keywords through Social Media.	Specialist	Dec-15
Monthly review of Homeland Security Intelligence Network (HSIN) for situational awareness.	Coordinator	Dec-15

b. Enhance distribution and notification of threats to allied agencies.

Objectives	Responsible Party	Expected Completion Date
Ensure monthly domestic security updates are provided to our partners.	Emergency Manager	Dec-15

c. Implement interdiction measures to protect critical infrastructures.

Objectives	Responsible Party	Expected Completion Date
Annual reviews to ensure critical infrastructures are on IP Gateway	SO Coordinator	Dec-15

## Goals/Objectives Continued...

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### **GOAL 3** Strengthen response capabilities through enhanced technology, advanced resource management, and enriched coordination with partners.

a. Maintain a high readiness level through technology and operational innovation.

Objectives	Responsible Party	Expected Completion Date
Monthly check of the Self Registration Portal (Reverse 911)	Emergency Manager	Dec-15
Monthly test for Reverse 911 and Alert Seminole	Specialist	Dec-15
Daily monitoring of Hospital Surge through EM Systems	IT Intern	Dec-15
Quarterly test and maintenance of the Video Teleconference System	Senior Planner	Dec-15
Monthly test of EM Net System/Emergency Alert System	Emergency Manager	Dec-15
Bi-annual testing of the portable satellite system	Emergency Manager	Dec-15
Weekly test of the NAWAS Phone	Specialist	Dec-15
Weekly test of the EOC/911 Satellite Phone	Specialist	Dec-15
Weekly test of the 800 MHz radio system	Specialist	Dec-15
Monthly test of Mutual Link/Edge interoperable communications	Emergency Manager	Dec-15
Yearly test of the ARES/RACES technology in emergency shelters prior to hurricane season	Coordinator	Jun-15
Quarterly test and enhance EM Tracker/SharePoint.	IT Intern	Dec-15
Bi-annually test the GeoCove Damage Assessment Software.	Coordinator	Dec-15
Annual maintenance of Seminole HEART website	IT Intern	Dec-15
Annually test and train personnel on the following: StormPulse, HurrEvac, WeatherTap, WeatherBug, E-Plan, Vuetoo, EM System, ThreatComm, and HSIN.	IT Intern	Jul-15

b. Expand public, private, non-profit and faith-based partnerships to create a "whole community" approach to response.

Objectives	Responsible Party	Expected Completion Date
Annual review and update of Emergency Management Accreditation Program	SO Coordinator	Dec-15
Conduct annual "whole community" workshop to engage non-profit and faith-based organizations	Coordinator	Jul-15
Conduct every other month meeting with inter-faith partners	Coordinator	Dec-15
Each semester review and promote internship program with higher education facilities	Emergency Manager	Dec-15

c. Assess, identify, maintain and enhance resources for emergency response.

Objectives	Responsible Party	Expected Completion Date
Annually review volunteer management database	IT Intern	Aug-15
Annual review and update of specialized equipment and response teams.	SO Coordinator	Jul-15
Annual meeting with new school administrators and American Red Cross to review and update shelter plans	Coordinator	Jun-15
Bi-annual review of Emergency Role (E-Role) program with Human Resources	Coordinator	Oct-15
Annually update EOC guidebook.	Intern Coordinator	Jun-15
Annually submit projects for State Homeland Security Grant Program (SHSGP) and Urban Area Security Initiative (UASI)	Emergency Manager	Dec-15
Quarterly assess Emergency Mgmt. Performance Assistance (EMPA) and Emergency Mgmt. Performance Grant (EMPG)	Specialist	Dec-15

Goals/Objectives Continued...

**GOAL 4** Advance recovery initiatives through short-term and long-term planning with allied agencies.

a. Review and enhance short-term recovery planning mechanisms.

Objectives	Responsible Party	Expected Completion Date
Train and exercise the capabilities of the two alternate operations centers.	Emergency Manager	Jul-15
Annual review and update COOP	Senior Planner	Dec-15
Annual review and update of the debris management plan	Emergency Manager	Jul-15

b. Continue to foster a robust framework for long-term recovery.

Objectives	Responsible Party	Expected Completion Date
Annual review and update of the disaster housing plan, including contacts and locations	Coordinator	Jul-15
Annual review and update of the Post Disaster Recovery Plan	Coordinator	Aug-15

**GOAL 5** Build a more resilient community through innovative mitigation strategies.

a. Enhance measures for risk assessment through advanced research.

Objectives	Responsible Party	Expected Completion Date
Annually review Hazard Analysis	Coordinator	Dec-15
Annual review of the Threat Hazard Identification and Risk Assessment (THIRA)	Emergency Manager	Dec-15

b. Identify and apply for various funding sources to complete mitigation projects.

Objectives	Responsible Party	Expected Completion Date
Annual review of repetitive loss properties and applications for flood mitigation assistance	Coordinator	Apr-15
Submit annually one application for pre-disaster/wind tie down mitigation grant program	Coordinator	Dec-15
Submit a minimum of one project through the Hazard Mitigation Grant Program (HMGP) for any declared disaster in the State of Florida	Coordinator	Dec-15
Annually research outside funding for mitigation through cross sector organizations	Coordinator	Aug-15

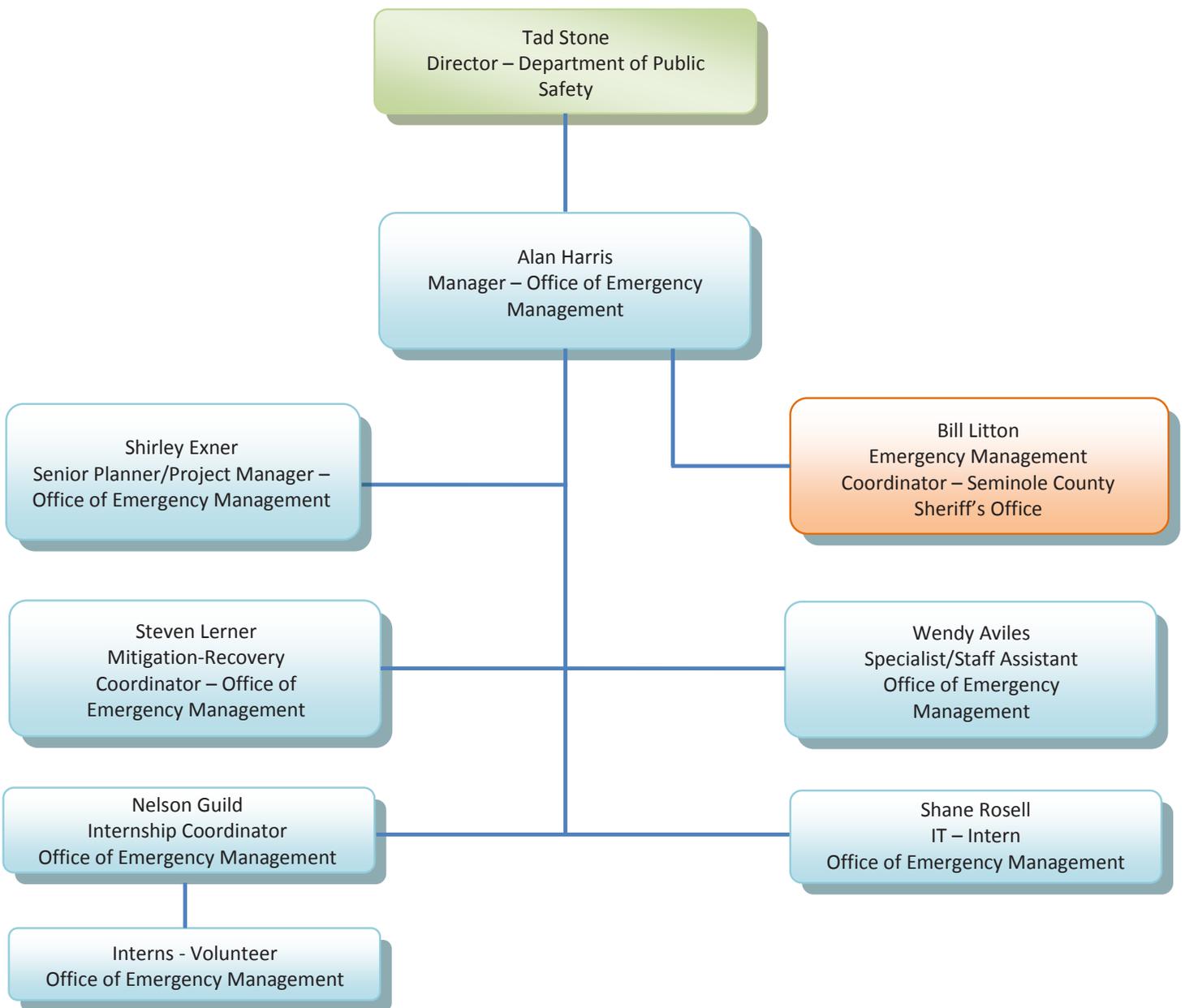
c. Broaden measures of mitigation planning and implementation.

Objectives	Responsible Party	Expected Completion Date
Annually Promote NFIP (National Flood Insurance Program) in flood prone areas and repetitive loss communities	Coordinator	Jul-15
Annual review of the best practices for mitigation	Coordinator	Jul-15
Quarterly meet with municipalities, County departments, and allied agencies to discuss mitigation activities and Community Rating System (CRS) initiatives	Coordinator	Dec-15
Quarterly update LMS (Local Mitigation Strategy) project list	Coordinator	Dec-15
Annual review of the Community Wildfire Protection Plan	Coordinator	Aug-15
Annual review of the Floodplain Management Plan	Coordinator	Nov-15
Annual update of the LMS (Local Mitigation Strategy)	Coordinator	Aug-15

# Organizational Chart

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## Seminole County Office of Emergency Management Organizational Chart



# Planning for the Future

By building a solid relationship with public and community partners, Seminole County's Office of Emergency Management provides planning, innovation and training on all aspects of emergency management. The Office of Emergency Management will continue to encourage interaction with the community to optimize Seminole County's services to its residents. The team is dedicated to prevention, protection, response, recovery, and mitigation measures that protect the lives of the citizens of Seminole County and the community at large.

Planning is a vital aspect of emergency management. The Office of Emergency Management utilizes a whole community approach for critical situations. Planning is achieved using best practices known in the field of emergency management along with new and innovative techniques used to maximize efficiency and effectiveness. Engaging community residents, local businesses, faith based, and non-profit organizations are integral to the overall response and recovery of a local emergency.

Emergency management works on natural disasters, social disturbances, and many other types of crisis affecting the County. Emergency management creates collaborative partnerships with State and Federal agencies, private organizations, social clubs, residential associations, and many other entities. Developing relationships and creating collaborative partnerships is achieved through cooperative planning, coordinated special events, trainings, exercises, and public outreach with the community. Special events in the community help develop relationships, encourage input, and strengthen partnerships.

The Office of Seminole County Emergency Management develops rigorous trainings and exercise programs. Training and exercises use an interdisciplinary approach. Emphasis on multi-agency participation is practiced during trainings and exercises to involve a vast array of players who bring different skill sets and resources to the table. By continuously drilling scenarios and testing procedures, our emergency management program can easily identify gaps. These gaps enable our team to adjust procedures and plans in accordance to practical lessons discovered in the process.

Future innovations in the field of emergency management are investigated and researched by all partners in the emergency management program. Public information procedures are developed and practiced with the latest advances in technology. Social networking sites (Facebook, Twitter, and HootSuite) provide citizens with information and engage the public in emergency situations and/or hazards. The use of interoperable communication systems with both voice and video capability enhance the overall situational awareness for responders and allow for quick decision making. Intelligence gathering is another important aspect of emergency management. Innovative ideas and technological advances continue to improve the collection, analysis, distribution, and dissemination of intelligence.

The utilization of social media crowd sourcing has allowed intelligence to be gathered from all over the world to ensure the safety of the community at large. Due to economic downturns and lack of resources, our staff has become highly flexible. Emergency management utilizes volunteers and

interns from across Central Florida's universities and colleges in order to provide the community with innovative ideas and develop the necessary experience in the field for our future generations.

Mitigation is an ever-increasing important aspect in emergency management. Measures to enhance the Community Rating Systems (CRS) are currently underway. The CRS strengthens floodplain management and will improve resident's future homeowners flood insurance discounts thereby saving citizens thousands of dollars. Reinforcing critical infrastructure such as water towers, roads, bridges, power plants, hospitals, and public transportation, is a priority of the mitigation strategy.

The continuation of the shelter retrofit program will allow for expanded capacities at existing emergency shelters to compliment the growing population in Seminole County. The importance of future mitigation plans and practices is highly significant and Seminole County always strives to lead the State of Florida.

Seminole County's Office of Emergency Management has a bright and challenging future. The flexibility, professionalism, training, mitigating, innovating, and planning capabilities of emergency management staff will ensure success for the County for many years to come. With a multi-jurisdictional, multi-agency and interdisciplinary core belief, the program will continue to grow, foster relationships, support our communities, and provide safety to our citizens.

# Conclusion

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Dwight D. Eisenhower said “Plans are nothing; planning is everything”. By creating a strategic plan, the County has shown planning to be a key to its future success. The challenge will be to keep the momentum going to ensure continuous improvement. Continual review and revision of strategic planning documents, including the mission and vision statements, is a vital component of the strategic planning process.

The primary purpose of the Seminole County Office of Emergency Management strategic plan is to be a comprehensive document that addresses both practical needs at the local department level, and planning needs at a county-wide level. As a result, the list of goals and objectives are extensive.

The County’s emergency management program strength is from our partnerships with other county departments, constitutional agencies, municipalities, non-profits, faith-based, and private organizations. These partnerships, forged over the last decade, have enabled the program to grow through planning, training, exercises, and responding to emergencies in a coordinated effort. The Office Emergency Management will continue to strengthen the program by including and working closely with new members and agencies.

Seminole County’s Comprehensive Emergency Management Plan (CEMP) and Local Mitigation Strategy Plan (LMS) identify twenty-five hazards and potential threats to our community. These threats stress the importance of an emergency management program with strong emergency plans, well trained staff, and a regularly exercised team.

A gap analysis and threat hazard review is conducted annually to ensure the County’s emergency

management program is on the cutting edge of hazard identification, response tactics review, and current resource management. Monthly meetings are conducted with program partners to provide clear communication on planning initiatives, active training programs, and upcoming exercises.

Over the next two years, Seminole County will see an increase in the potential for major emergencies with the widening of the I-4 Interstate, increased aviation traffic at the Orlando Sanford International Airport (OSIA), the commuter rail system operating through the County, a shift in freight train activity, increases in sporting and special events, and the increase of homeland security threats.

The Office of Emergency Management annually reviews and updates the Multi-Year Training and Exercise Plan (MYTEP), which is a strategic plan for activities supporting the goals and objectives listed in this document. As new threats and challenges are identified, the Office of Emergency Management brings together program members to strategize responsive planning, training, and exercises.

Community engagement is one of the keys to the success of the emergency management program. The Office of Emergency Management regularly conducts preparedness programs, emergency management planning workshops, education of children and families, and community programs for vulnerable and special needs populations. The Office of Emergency Management also encourages volunteerism in a coordinated effort with affiliated nonprofit and faith-based organizations. Training for these groups is essential, as we plan and respond together for future disaster situations.

Our office operates from the organizational core principles listed below:

Comprehensive Risk-Driven Collaborative Flexible	Progressive Integrated Coordinated Professional
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Utilizing these core organizational values, staff strives to be one of the most progressive emergency management offices in the State of Florida.

Because the planning process must be adaptable, this strategic plan does not represent the entirety of what the Office of Emergency Management hopes to accomplish over the coming years. It does however serve as a framework to make difficult decisions, focus on our resources, and advance the emergency management program. Our office is dedicated to the development and enhancement of the emergency management program for Seminole County. It is through strong partnerships that success will be achieved, even in the face of a major disaster. While there will never be enough resources and support during a catastrophic disaster, the program and community can remain resilient through a cooperative and coordinated response.







*SEMINOLE COUNTY*

FLORIDA'S NATURAL CHOICE

**DEPARTMENT OF PUBLIC SAFETY**

**OFFICE OF EMERGENCY MANAGEMENT**

**150 Bush Boulevard • Sanford, FL 32773**

**(407) 665-5102**