

Office of Emergency Management EMERGENCY MANAGEMENT TEAM STRATEGIC PLAN 2014 - 2016



A bald eagle is perched on a dark branch, looking towards the left. The background features a blurred American flag with its stars and stripes. The eagle's head is white with a yellow beak, and its feathers are dark. The overall scene is lit with a soft, natural light.

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 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
Civil Air Patrol
Coast Guard Auxiliary
Federal Drug Administration
National Guard

Medical:

Central Florida Regional Hospital
Central Florida Regional Hospital - Sanford
Durable Medical Equipment Companies
Florida Hospital
Orlando Hospital
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 Animal Control Association
Florida Association of Public Information Officers
Harvest Time International

Other Agencies: (Continued)

Heart of Florida United Way
Local Funeral Directors' Association
Local Veterinary Associations
Meals on Wheels
Mid- Florida COAD (Community Organizations
Active in Disasters)
Seminole H.E.A.R.T. (Home based Emergency
Assistance Response Team)
Radio Amateur Civil Emergency Services (RACES)
Salvation Army
Seminole County Cattleman's Association
Small Business Development Center

Seminole County Government Departments and Divisions:

Agriculture Extension
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
Resource Management
Public Safety
Public Works
Seminole Government Television
(Tourism) Seminole County Convention
and Visitors Bureau
University of Florida 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:

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

Transportation:

Florida Department of Transportation (FDOT)
Lynx Transportation
Amtrak
Orlando Sanford International Airport -
Fire Department
SunRail

Regional Agencies:

Central Florida Intelligence Exchange
FLTF4 Urban Search and Rescue
Volusia/Seminole County Medical Examiner

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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Seminole County's Office of Emergency Management utilizes strategic planning in an effort to maximize team member's ability to provide measurable projects and programs through preparedness, prevention, response, recovery and mitigation. During the strategic planning process, goals and objectives are determined based on community need and the on-going changes in the field of emergency management. As a result, the Office of Emergency Management developed a comprehensive three- year plan to enhance the way Seminole County manages major events.

In collaboration with public, private, faith-based, and non-profit organizations; goals and objectives were developed that enhance the "whole community" approach to emergency management. The development of goals and objectives derives from strengths, opportunities for improvement, lessons learned, and best practices gathered from disaster events across the world.

The Office of Emergency Management Looks for opportunities to curb the trends of dwindling budgets, staffing shortages, availability of grants, and the overall decreasing volunteerism in order to build a resilient emergency management program. The team members seek new ways to better utilize existing resources and enhance their capability to respond and recover from large scale events. The Office

of Emergency Management focuses on building community partnerships to help leverage the gaps analyzed as a result of the strategic plan. In doing so, organizations engage in exercises, trainings, and community meetings that promote a culture of preparedness. Research has shown that communities that train together, across all disciplines and jurisdictions, will ultimately build the resiliency needed to recover quickly from even the worst disaster to impact the community. These vital partnerships within our community allow Seminole County to maximize the utility of resources available to citizens after a major event.

Strengthening preparedness and prevention efforts has become a key focus in light of the ever changing complexity of emergencies. Mitigation measures that strengthen our critical infrastructure and focus the utilization of interoperability allows the Central Florida region to improve hazard risk reduction.

The 2014-2015 Strategic Plan aims to facilitate accountability of necessary goals and objectives by assigning action items and completion dates to measure achievements for the team throughout the planning process.

The Office of Emergency Management helps to coordinate the response among public, private, non-profit and community organizations in order for Seminole County to remain resilient during major events. By working together, we can fulfill our commitment of safety to the residents of Seminole County, the Metro-Orlando Urban Area, and the State of Florida.



Summary of Strategic Goals

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- Enhance public outreach efforts with new programs to develop “Culture of Preparedness” in Seminole County.
- Assure that Seminole County maintains a comprehensive all hazards training and exercise program to evaluate and test all aspects of the local emergency management systems.
- Strengthen emergency management planning with all Emergency Management functions.
- Enhance capabilities for prevention through intelligence gathering, distribution, notification, and public information.
- Strengthen response capabilities through the use of technology, collaborative partnerships, community support, and resource management.
- Continue to improve recovery capabilities.
- 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 Center, 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.



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.



Seminole County Statistics/Population

On July 21, 1821, there were two counties that formed Florida: Escambia to the west and St. Johns to the east. In 1824, the area to the south of St. Johns County became Mosquito County, and Enterprise was named the County Seat. This large county was renamed Orange County in 1845 when Florida became a state. For the next 70 years, Orange County would split into numerous other counties. Seminole County was one of the last counties to emerge from Orange County.

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 by the Florida Legislature, Seminole County is home to some of Florida's best natural attractions. It is the third smallest County in the State of Florida. It was named for the Seminole tribe of Indians. 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 hosting many national headquarters for banks, travel institutions, restaurants, and electronic companies. 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, It is known as an urban community hosting many national headquarters for banks, travel institutions, restaurants, and electronic companies.

Geography

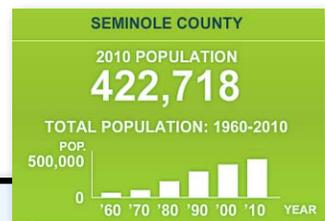
According to the U.S. Census Bureau, Seminole County has a total area of 345 square miles. 308 square miles of Seminole County is land and 37 square miles of it is water. Seminole County's convenient location between Volusia and Orange County has made it one of the fastest growing counties in Florida. The Greater Orlando Metropolitan District which includes Seminole, Osceola, and the surrounding counties of Lake and Orange counties, together with neighboring Volusia and Brevard counties create a viable, progressive and diverse setting for economic growth and residential development.

Demographics

Population:

As of the US 2012 population estimates, there were 428,104 people. Seminole County'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 2.2% of Florida's population.

Because of the massive urban sprawl in the area, added transit infrastructure, rail and airport traffic increases, traffic congestion continues to be a growing concern. However, Seminole County welcomes the SunRail transit rail project to help with traffic congestion during rush hour. SunRail stations will be located in the following cities in Seminole County: Sanford, Lake Mary, Longwood, and Altamonte Springs.



Accomplishments of 2013

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Central Florida Regional Mass Casualty Exercise was conducted on March 14th 2013 and involved a plane crash, mass casualty incident, medical surge, and biological outbreak event. Called "Operation Crash and Surge", this exercise was sponsored by the Urban Area Security Initiative (UASI). The exercise involved over 650 volunteers and over 50 agencies, making it the largest exercise in the State of Florida. Operation Crash and Surge tested the emergency capabilities and response activities of hospitals, Orlando International Airport and Emergency Operations Center.

Seminole County celebrated its century mark of incorporation on April 20th, 2013 by providing a community-wide festival at the county's Five-Point Complex. Festivities included cooking demonstrations, tours, trek adventures, biking, walking, gardening productions, and a children choir presentation. Local folk artists participated in the event which included dulcimer, square dancing, gospels and blues. The festival focused on highlighting Seminole County's five points of pride: agriculture, education, transportation, quality of life, and historic preservation. OEM coordinated safety planning efforts for the festivities.

Business continuity workshops were conducted in May and October of 2013. The workshops provided Seminole County business leaders with valuable information on disaster response plans and the best practices after an emergency situation. Most importantly, business continuity workshops provided business leaders comprehensive continuity of operations plan to be used during and after a disaster. Continuity of operations plan tools and concepts is important for the community because they help to develop a faster economic recovery

after a disaster. The 2013 Hurricane Exercise was performed on May 22nd and it included participation from state agencies representatives, municipal governments, and non-profit/faith-based agencies. The exercise was a functional simulation of a category-3 hurricane approaching Florida designed to evaluate emergency response plans, policies, and procedures. The IMT Exercise was also another functional exercise designed by OEM and held at UCF's EOC office on May 31st. The IMT Exercise included a civil unrest scenario to evaluate the team's incident command capabilities and operational communications. OEM served as command staff during the exercise and also as support staff to section chiefs.

To assist the community in preparing for the start of hurricane season, OEM and CBS Radio hosted the 2013 Hurricane Expo at the Seminole Towne Center Mall on June 1st, 2013. Local businesses, volunteer organizations, and experts in hurricane preparedness gathered to provide the public with hurricane preparedness information. There were over 2,000 citizens that attended the event. Preparedness guides and educational materials containing helpful hurricane safety information were distributed.

The State of Florida vs. George Zimmerman Trial in July of 2013 called for the activation of the Emergency Operations Center (EOC). The Seminole County Sheriff's Office was responsible for all law enforcement activities surrounding the trial. Seminole County's EOC was staffed from June 5th to July 19th. Months of planning and preparation leading up to the trial helped create a successful coordination of over 25 agencies. Daily intelligence and situational briefs were released to ensure the dissemination of accurate information. Seminole County

experienced peaceful demonstrations with no acts of violence during the trial, due in part to the preplanning efforts.

On August 6th 2013, staff conducted "Home Health Care Agencies Workshop", on healthcare emergency operations plans. Preparing clients for disasters, special needs registration programs, and business continuity plans were all discussed at the workshop. Representatives of over 80 home health care agencies in Seminole County attended and participated in workshop activities. The workshop provided instructions on how these vital care agencies can prepare for an emergency.

In October 2013, Seminole County's Comprehensive Emergency Management Plan (CEMP) was adopted by The Seminole County Board of County Commissioners. OEM was responsible for the preparation and coordination of the CEMP. Seminole County uses this document to prepare, respond, recover, and mitigate from various disasters. OEM works closely with all county departments, municipalities, and support agencies to develop an effective and efficient emergency plan.

On October 24th, 2013 OEM responded to a SunRail train derailment accident. In coordination with Sanford Fire/Rescue, Sanford Police Department, Florida Highway Patrol, and Florida Department of Transportation, OEM responded to an accident involving 4 cars from cargo train carrying gravel which derailed from the train track.

Accomplishments of 2013 Continued...

OEM set up a Joint Information Center (JIC) at SunRail station on State Road 46 to coordinate multi-agency and multi-jurisdictional efforts. OEM worked closely with SunRail to develop emergency management planning and test capabilities for its operations in Central Florida.

In 2013, Seminole 311, Seminole County's smart phone app was launched as a tool to provide residents of Seminole County with access to public services by reporting problems to county infrastructure. The app directly reports any damage to roads, street signs, damaged homes, sinkholes, and other public infrastructure problems. Seminole 311 app is free of charge and can be downloaded from iTunes app store, Google Play app store, and all other app store websites. This useful application also gives users access to instructions on how to make an emergency plan and a calendar of Seminole County events.

Seminole County hosted the 2013 Elite Clubs National League (ECNL - Winter Showcase) from December 28th to December 30th. The soccer matches were played at Sylvan Lake Park, Seminole Soccer Complex, and Central Winds Park. OEM developed a comprehensive incident action plan (IAP) in conjunction with Seminole County Sheriff's Office, Fire Department, and Travel/Tourism Division. Planning meetings were held months in advance and provided ample opportunity for a collaborative planning effort that ensured the safety of over 70 soccer teams, their families, and spectators visiting Seminole County.

Technical improvements for Emergency Operations Center (EOC): OEM added several innovative technologies to the EOC for the purpose of improving emergency management response, recovery, risk-reduction, and

preparedness. Road cameras monitoring access was added to EOC providing OEM with remote view to many traffic cameras in the County. Also, Mutual Link, an interoperable communication system that bridges video, text, radio, and audio through interagency partners, was purchased for use at the EOC. Bush Loop complex cameras (includes public safety building, juvenile justice, public works) were installed and given video feed to EOC for monitoring nearby area traffic during any emergency. EOC added VueToo to access to all its monitors. VueToo is a situational awareness dash board that links other websites to display their information on any screen. Websites accessed in EOC thru VueToo are Florida's weather information, Weather Sanford RSS Feed, hospitals in Seminole County emergency room status, State of Florida counties map of current precipitation ranges, and Seminole County's Computer Aided Dispatch.

Finally, exercises conducted by OEM during 2013 were the following: OSIA (Orlando/Sanford International Airport) tabletop exercise, Seminole State College Active Shooter functional exercise, Pandemic "Zombie" exercise, and UCF Football tabletop exercise. Finally, the following exercises and training were conducted by OEM in 2013: Liaison Officer Training Course, G-300, Skywarn, Disaster Housing, Disaster Debris Management course, National Incident Management Systems (NIMS), Basic EOC SharePoint, and Active Shooter Training Course for businesses and non-profit/faith-based organizations. These trainings and exercises allow participants to become better prepared to respond to the emergency needs of the county and prepare the community of Seminole County for future disasters and emergency situations.



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 public outreach efforts with new programs to develop "Culture of Preparedness" in Seminole County.

1.1 Develop, coordinate and produce printed materials to encourage preparedness.

Objectives	Responsible	Completion Date
Publish a minimum of four preparedness articles in local magazines.	Emergency Manager	Dec-14
Quarterly publish OEM Newsletter.	Specialist	Dec-14
Annual update of the Prepare Seminole guide	Specialist	May-14
Annual update of Special Needs Planning Guide.	Senior Planner	May-14
Annual update of Alert Seminole, R-911, Mobile Phone App brochures	Senior Planner	May-14

1.2 Enhance preparedness through multi-modal forms of electronic media.

Objectives	Responsible	Completion Date
Develop a minimum of 3 PSA's on SGTV	Emergency Manager	Dec-14
Annual review and update of the Seminole County OEM website.	IT Intern	May-14
Post a minimum of one message on the Prepare Seminole website per week.	IT Intern	Dec-14
Post a minimum of one message on social media per week.	IT Intern	Dec-14
Annually update the mobile phone app.	IT Intern	Dec-14
Quarterly update B.E.A.S. program	Senior Planner	Dec-14

1.3 Participate and coordinate in public outreach activities

Objectives	Responsible	Completion Date
Annual management and coordination of Hurricane Expo.	Preparedness intern	Jun-14
Quarterly host Emergency Management Planning/Active Shooter workshop.	Coordinator	Dec-14
Annual contact with HOA's and neighborhood watch groups - participation in meetings.	Emergency Manager	Dec-14
Annually host a health care facility workshop.	Senior Planner	Jun-14
Annually promote special needs and well check programs.	Senior Planner	Feb-14
Host annual Disaster Equipment Showcase for Severe Weather Awareness Week.	Preparedness Intern	Mar-14

Goals/Objectives Continued...

GOAL 2 Assure that Seminole County maintains a comprehensive all hazards training and exercise program to evaluate and test all aspects of the local emergency management systems.

2.1 Develop multi-year training and exercise plan with public and private partners, in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) guidelines.

Objectives	Responsible	Completion Date
Annually conduct Readiness Training Identification Preparedness Planning (RTIPP) workshop.	Emergency Manager	Mar-14
Produce Multi Year Training and Exercise Plan (MYTEP).	Emergency Manager	Mar-14
Quarterly verify exercises placed in NEXS.	Coordinator	Dec-14
Annually conduct Damage Assessment Workshop.	Coordinator	Jun-14
Monthly verify trainings are in SERT TRAC.	Emergency Manager	Dec-14
Annually conduct debris management workshop.	Coordinator	Jun-14
Annual review of Shelter Manager Training.	Senior Planner	Jun-14
Annually provide citizens information hotline workshop.	Emergency Manager	Jun-14
Annually conduct Storm Spotter/Skywarn course.	SO Coordinator	Jun-14
Schedule a minimum of four exercises per year to test emergency management systems.	Emergency Manager	Dec-14

2.2 Ensure National Incident Management Systems (NIMS) and Incident Command System (ICS) compliance.

Objectives	Responsible	Completion Date
Quarterly provide basic NIMS/ICS courses.	Coordinator	Dec-14
Provide G-300 and G-400 courses twice a year.	Coordinator	Dec-14
Provide a minimum of two position-specific training courses each year.	Emergency Manager	Dec-14



Goals/Objectives Continued...

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GOAL 3 Strengthen emergency management planning with all Emergency Management functions.

3.1 Update County's Comprehensive Emergency Management Plan (CEMP) through annual review.

Objectives	Responsible	Completion Date
Bi-annual review of Emergency Role (E-Role) program with Human Resources	Coordinator	Oct-14
Annual review of operations annex	Senior Planner	Aug-14
Annual review of Mass Fatality Plan	Senior Planner	Aug-14
Annual meeting with new school administrators to review and update shelter plans	Coordinator	Jun-14
Annual meeting with each Emergency Support Function (ESF)	Emergency Manager	July-14
Annual review and update of basic plan	Senior Planner	Dec-14
Annual review and update of ESF chapters	Senior Planner	Dec-14

3.2 Assist agencies with emergency management plans.

Objectives	Responsible	Completion Date
Conduct an annual review of emergency management plans for intermediate facilities for the developmentally disabled, assisted living facilities, nursing homes, and hospitals	Senior Planner	Dec-14
Annual review and update of the Strategic National Stockpile Plan	Senior Planner	Dec-14
Annual review of the Evacuation Plan, Regional and Inland	Emergency Manager	Jun-14
Monthly support the development and distribution of Incident Action Plans (IAP) for special events	Emergency Manager	Dec-14

3.3 Maintain certification and accreditation programs.

Objectives	Responsible	Completion Date
Annual review of Emergency Management Accreditation Program	SO Coordinator	Dec-14
Annual visit, tour and meet with the National Weather Service	Specialist	Jun-14

3.4 Review and track proposed bills and changes to Federal, State and local legislation affecting emergency management.

Objectives	Responsible	Completion Date
Annually track proposed legislation	Emergency Manager	Dec-14
Post declared disaster review any changes to Federal law	Emergency Manager	Dec-14
Annually review local legislation for necessary changes	Emergency Manager	Dec-14

Goals/Objectives Continued...

GOAL 4 Enhance capabilities for prevention through intelligence gathering, distribution, notification, and public information.

4.1 Expand Seminole County Electronic Emergency Notification Systems.

Objectives	Responsible	Completion Date
Monthly check of the Self Registration Portal (Reverse 911)	IT Intern	Dec-14
Monthly test for Reverse 911 and Alert Seminole	IT Intern	Dec-14

4.2 Identify and assess threats and hazards to Seminole County.

Objectives	Responsible	Completion Date
Annual review of the Threat Hazard Identification and Risk Assessment (THIRA)	Coordinator	Dec-14
Annual reviews to ensure critical infrastructures are on IPGateway	SO Coordinator	Dec-14

4.3 Enhance situational awareness in coordination with intelligence community.

Objectives	Responsible	Completion Date
Ensure all emergency management staff has attended Intelligence Liason Officer Course	Specialist	Dec-14
Ensure monthly domestic security updates are provided to our partners	Emergency Manager	Dec-14
Establish Intelligence Section Chief for EOC operations	Senior Planner	Jun-14
Weekly review of the intelligence bulletins and active information exchange with CFIX	Emergency Manager	Dec-14



Goals/Objectives Continued...

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GOAL 5 Strengthen responsive capabilities through the use of technology, collaborative partnerships, community support, and resource management.

5.1 Enhance interoperable communications.

Objectives	Responsible	Completion Date
Quarterly test and maintenance of the Video Teleconference System	IT Intern	Dec-14
Monthly test of EM Net System/Emergency Alert System	IT Intern	Dec-14
Bi-annual testing of the portable satellite system	Emergency Manager	Dec-14
Weekly test of the NAWAS Phone	Preparedness Intern	Dec-14
Daily test of the EOC/911 Satellite Phone	Specialist	Dec-14
Weekly test of the 800 MHz radio system	Specialist	Dec-14
Monthly test of Mutual Link/Edge interoperable communications	IT Intern	Dec-14
Yearly test of the ARES/RACES technology in emergency shelters prior to hurricane season	Coordinator	Jun-14

5.2 Maintain high readiness level of Emergency Operations Center through technology and operational innovation.

Objectives	Responsible	Completion Date
Annually update EOC guidebook.	Planning Intern	Jun-14
Quarterly test and enhance EM Resource/SharePoint.	IT Intern	Dec-14
Bi-annually test the GeoCove Damage Assessment Software.	Coordinator	Dec-14
Annually test and train personnel on the following: StormPulse, Hurrevac, WeatherTap, WeatherBug, E-Plan, Vuetoo, EM System, ThreatComm, and HSIN.	IT Intern	Jul-14
Annually review and update mutual aid agreements and memorandums of understanding.	Specialist	Jul-14
Annual review and update of specialized equipment and response teams.	SO Coordinator	Jul-14
Verify that State mutual aid agreements are update yearly and forwarded to FDEM.	Specialist	Jun-14

Goals/Objectives Continued...

5.3 Strengthen public, private, non-profit, and faith-based partnerships.

Objectives	Responsible	Completion Date
Annually participate in Chamber of Commerce meetings to discuss preparedness	Emergency Manager	Dec-14
Annually meet with community service organizations	Emergency Manager	Jul-14
Conduct annual "whole community" workshop to engage non-profit and faith-based organizations	Coordinator	Jul-14
Conduct every other month meeting with inter-faith partners	Coordinator	Dec-14
Annual maintenance of Seminole HEART website	IT Intern	Dec-14
Annually review volunteer management database	Specialist	Aug-14
Monthly participate in TRIAD	Senior Planner	Dec-14
Annually train and exercise the volunteer and donation management plan	Specialist	Aug-14
Participate in quarterly meetings with RDSTF (Regional Domestic Security Task Force)	Emergency Manager	Dec-14
Participate in UASI (Urban Area Security Initiative)	Emergency Manager	Dec-14
Tri Annually review and promotion of internship program with higher education facilities	Emergency Manager	Dec-14
Annual participation in FFCA (Florida Fire Chiefs Association), FEPA (Florida Emergency Preparedness Association), FAPIO (Florida Association of Public Information Officers), ACP (Association of Contingency Planners), IAEM (International Association of Emergency Managers), and SERT (State Emergency Response Team).	Emergency Manager	Dec-14



Goals/Objectives Continued...

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GOAL 6 Continue to improve recovery capabilities.

6.1 Improve county wide continuity of operations planning.

Objectives	Responsible	Completion Date
Annual meetings with each department	Senior Planner	Jul-14
Annual review of organizational structure and staffing to verify COOP	Senior Planner	Jul-14

6.2 Develop a robust alternate Emergency Operations Center

Objectives	Responsible	Completion Date
Train and exercise the capabilities of the Wellness Center and the City of Sanford's EOC	Emergency Manager	Jul-14
Provide site security at alternate EOC	Emergency Manager	Jul-14

6.3 Annual review and enhancement of disaster response and recovery plan

Objectives	Responsible	Completion Date
Annual review and update of the debris management plan	Coordinator	Jul-14
Annual review and update of the disaster housing plan, including contacts and locations	Coordinator	Jul-14
Annual review and update of the Post Disaster Recovery Plan	Coordinator	Aug-14

Goals/Objectives Continued...

GOAL 7 Build a more resilient community through innovative mitigation strategies.

7.1 Promote mitigation planning with improvements to the local mitigation strategy.

Objectives	Responsible	Completion Date
Annually Promote NFIP (National Flood Insurance Program) in flood prone areas and repetitive loss communities	Planning Intern	Jul-14
Annual review of the best practices for mitigation	Coordinator	Jul-14
Quarterly meet with municipalities, County departments, and allied agencies to discuss mitigation activities and Community Rating System (CRS) initiatives	Coordinator	Dec-14
Quarterly update LMS (Local Mitigation Strategies) project list	Coordinator	Dec-14
Annual review of the Community Wildfire Protection Plan	Coordinator	Aug-14
Annual review of the Floodplain Management Plan	Coordinator	Nov-14
Annual review of repetitive loss properties and applications for flood mitigation assistance	Planning Intern	Apr-14

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

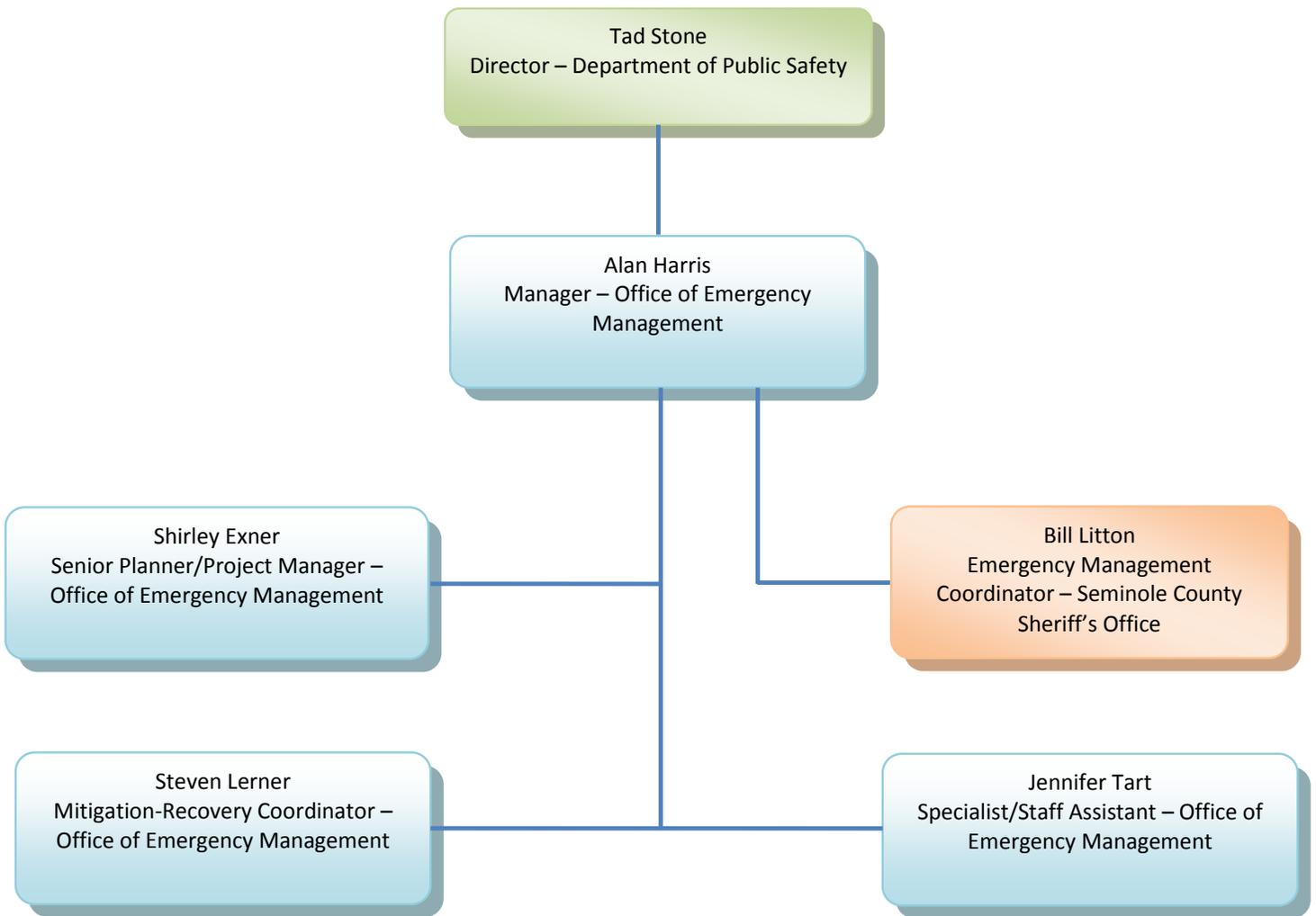
Objectives	Responsible	Completion Date
Submit annually one application for pre-disaster/wind tie down mitigation grant program	Coordinator	Dec-14
Annually research outside funding for mitigation through cross sector organizations	Coordinator	Aug-14
Submit a minimum of one project through the Hazard Mitigation Grant Program (HMGP) for any declared disaster in the State of Florida	Coordinator	Dec-14



Organizational Chart

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Seminole County Office of Emergency Management Organizational Chart



Planning for the Future

Seminole County's emergency management program is comprised of a team of professionals with experience, innovation and solidarity. The emergency management program for Seminole County is constantly engaged with members of the community. By building a solid relationship with the public, Seminole County's emergency management program provides planning, innovation and training on aspects of emergency. OEM will always interact with the community to optimize Seminole County's emergency services to its residents. The OEM team is dedicated to prevention, preparedness, 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 (OEM) practices a community readiness 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 is how OEM plans for emergency situations. OEM works on natural disasters, social disturbances, and many other types of crisis affecting the County. Our community approach is achieved by developing relationships with stakeholders such as community organizers, public officials, business leaders, and key administrators. OEM 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 via special events with the community. Special events in the community help develop relationships and create partnerships throughout the year.

Our staff develops rigorous practical trainings and exercise programs. Programs that use an interdisciplinary approach. Emphasis on multi-agency participation is practiced 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 abound Seminole County. Public information procedures are developed and practiced with the latest advances in technology. Social networking sites (Facebook, Twitter, HootSuite) provide the public with information during an emergency or an urgent situation in the County. Social networking sites provide citizens with information and engage the public in emergency situations and/or hazards. 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. Due to economic downturns and lack of resources, our staff has become highly flexible. OEM utilizes volunteer 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. This will improve resident's future homeowners flood insurance discounts and save citizens thousands of dollars. Reinforcing critical infrastructure such as water towers, roads, bridges, power plants, hospitals, and public transportation, is a big priority of the mitigation strategy. 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 OEM staff will ensure success for the County for many years to come. With our multi-jurisdictional, multi-agency and interdisciplinary core beliefs, the program will continue to grow, foster relationships, support our communities, and provide safety to our citizens.



Conclusion

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Seminole County's emergency management program has never been stronger because of the partnerships with all County departments, constitutional agencies, municipalities, non-profit, faith-based, and private organizations. These partnerships forged over the last decade have enabled the program to plan, train, exercise, and respond to emergencies in a coordinated effort. At the heart of this program, is an increasingly pro-active and innovative team made up by the Office of Emergency Management (OEM). OEM staff continues to strengthen the emergency management program by including and working closely with new members and agencies.

Seminole County's emergency management plan and mitigation strategy both 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. The Office of Emergency Management develops the Multi-Year Training and Exercise Plan, a strategic plan for these activities supporting the goals and objectives are listed in this document.

As new threats and challenges are identified, OEM staff bring together program members to enhance planning, training, and exercising.

A gap analysis and threat hazard review is conducted each year to ensure the County's emergency management program is on the cutting edge of identifying potential new hazards, reviewing response tactics, and updating current resources. 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 emergencies with the widening of Interstate-4, increase airline traffic at the Orlando Sanford International Airport, addition of a commuter rail system, shift in freight train activity, increase in sporting and special events, and the national increase of homeland security events.

Community engagement is key to the success of the emergency management program. The Office of Emergency Management regularly conducts preparedness programs, emergency management planning workshops, education to children and families, community programs for vulnerable and special needs

populations, and continuity planning educational events. Seminole County's emergency management program encourages volunteerism in a coordinated effort with affiliated non-profit and faith-based organizations. Trainings for these groups is essential as we plan and respond together to future disasters.

Seminole County's Office of Emergency Management is dedicated to the development and enhancement of the emergency management program for Seminole County. It is through these partnerships that success can occur even in a major disaster. While there will never be enough resources and support during a catastrophic disaster, the program and community can be resilient through a coordinated response. OEM staff continues to strive to be the best emergency management office in the State of Florida and the Nation. This is possible through a continually evolving and innovative emergency management program.



2014

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SEMINOLE COUNTY

FLORIDA'S NATURAL CHOICE

DEPARTMENT OF PUBLIC SAFETY

OFFICE OF EMERGENCY MANAGEMENT

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