

# Office of Emergency Management EMERGENCY MANAGEMENT TEAM STRATEGIC PLAN 2016-2018



**SEMINOLE COUNTY**  
FLORIDA'S NATURAL CHOICE

A bald eagle is perched on a branch, looking towards the left. The background is a close-up of the American flag, showing the stars and stripes. The eagle's head is white with a yellow beak, and its feathers are dark brown. The lighting is dramatic, highlighting the eagle's features against the dark background of the flag.

# Mission/Vision Statement

## **Mission**

Provide a highly capable and 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 protection, 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

## **Homeland Security Agencies:**

Central Florida Intelligence Exchange (CFIX)  
Joint Terrorism Task Force (JTTF)  
Regional Domestic Security Task Force (RDSTF)  
Urban Area Security Initiative (UASI)

## **Medical:**

Central Florida Disaster Medical Coalition  
Central Florida Regional Hospital - Oviedo

Central Florida Regional Hospital - Sanford  
Florida Hospital  
Orlando Health  
Seminole County Medical Health Center, Inc.  
Volusia/Seminole County Medical Examiner

## **Other Agencies:**

Amateur Radio Emergency Services (ARES)  
American Red Cross  
Central Florida Hotel and Lodging Association  
Central Florida Zoo  
East Central Florida Planning Council (ECFPC)  
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  
The Sharing Center

## **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

**S**eminole County Office of Emergency Management is committed to developing a coordinated and cooperative program that is a model throughout the State, Region, and Nation. Through this cooperative environment, it is possible to protect, prevent, respond, recover, and mitigate all identified hazards to build a resilient community. Today's decisions will determine the future of the community's readiness and resiliency.



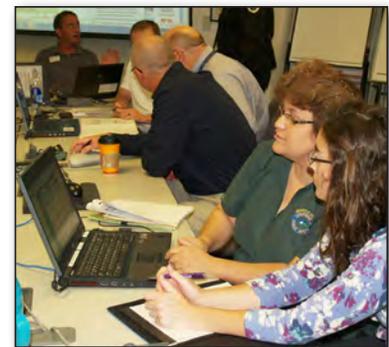
The challenges of providing emergency, infrastructure, and human needs support are growing consistent with population, threats, and rising customer demands. The pressures on budgets, technology, and emergency response systems are mounting. In addition, the institutional knowledge of many agency and department representatives is leaving as individuals leave the industry and retire.

Staff solicited input from a broad range of interested parties including first responders, emergency management staff, regional partners, and external stakeholders. In addition, staff collected data and reviewed performance. Based on this process, the team developed a disciplined long-term approach to strengthen resilience.



The Seminole County Office of Emergency Management is seeking solutions to natural, man-made, and technological threats through pioneering approaches that transcend disciplines, jurisdictions, and demographics. In 2016, emergency management professionals will be working with each partner to "get back to basics". We are working together to produce a robust training and exercise program to ensure an environment of sustainability and growth.

Our strategic plan provides a clear blueprint for the Seminole County Office of Emergency Management's program future. At its core, the plan shows the way toward building on our strengths as a nexus for sustainability, innovation and the hub of resilience. It outlines a focused direction for maximizing our program's effectiveness; and better informing decision-makers, and educating partners and citizens throughout the community.



While ensuring sustainable knowledge and resources, Seminole County is committed to an exciting and expansive stage of development. To guide this next stage of growth, emergency management professionals conducted a major planning process.

Moving forward, emergency managers and partners remain committed to putting ideas into action that will make our community more resilient.



# Summary of Strategic Goals

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- Enhance capabilities necessary to **protect** the community from all hazards.
- Strengthen resources to **prevent** threats to the community.
- Increase **response** capabilities necessary to save lives, protect property, and the environment.
- Implement initiatives to assist the community to effectively **recover**.
- 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.

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.

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.

## Organizational History Continued...

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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.

On July 12 2015, Seminole County Fire/EMS/Rescue and partnering fire agencies were dispatched to the Tivoli Apartment Complex in reference to a three alarm structure fire. Unified Command was established with Seminole County OEM, the University of Central Florida, and the American Red Cross to aid with 75 displaced residents. The coordinating agencies established a Family Assistance Center, where the American Red Cross assisted 49 residents.

University of Central Florida Housing and Resident Life housed 7 individuals at campus housing and the American Red Cross temporarily placed 9 people in local hotels. The remaining residents were able to find assistance with friends/family in the area. Several strengths and areas of improvement were identified as a result of the fire.

Training, exercising, and cooperation during "blue skies" allowed for strong coordination during the incident. Overall, the Tivoli Apartment Fire resulted in the response of 27 local and state agencies, which included the India Consulate, to ensure 75 Seminole County residents' needs were met.

On August 26, 2015, Seminole County was forecasted to be effected by Tropical Storm Erika. Seminole County activated sandbag operations, and approximately 4,117 sandbags were distributed to Seminole County residents that weekend in preparation for the storm and expected flooding throughout the State of Florida. The Seminole County EOC returned to Level 3 on Saturday, August 29th when TS Erika dissipated just north of the eastern coast of Cuba. Although TS Erika did not have a direct impact on Seminole County, it provided an excellent learning and training opportunity for staff, and it Seminole County to test many of our emergency management plans. All of Seminole County's partners were willing and ready to respond had it been necessary.



# 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

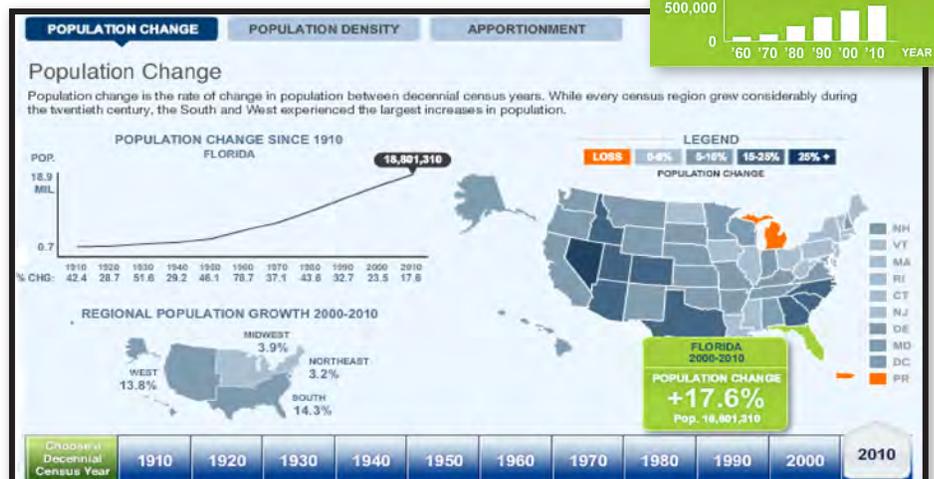
As of US 2014 population estimates, Seminole County had an estimated population of 442,516 people. Seminole County's population makes it the third most densely populated County in the State of Florida. Seminole County is Florida's

13th most populous county with 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 which is currently a standalone Emergency Room. There are a total of 61 public schools in Seminole County which include 9 high schools, 12 middle schools, 36 elementary schools, and 4 charter schools. As of March 2014, there were approximately 64,831 students enrolled in the Seminole County public school system. MONEY Magazine identified Seminole County schools as one of the top 100 school districts in the nation in terms of offering high quality education in a moderately priced community.

The school district has been recognized every year since 1992 for being in the top 10% of the nation's 15,600 school districts as meeting the needs of families choosing schools. Seminole County is also home to the Orlando-Sanford International Airport (OSIA). OSIA serviced over 2.1 million passengers in 2014 alone.

## Economic Profile

The median household income in Seminole County is \$58,577, one of the highest in the State and a per capita income of \$29,364. According to the U.S. Bureau of Labor and Statistics, the unemployment rate in Seminole County is 4.6% as of April 2015 which is lower than the national average.



Data provided by the U.S. Census Bureau.

# Accomplishments of 2015

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## Boat Ramp Project

The 2014 Fall Flooding event in Seminole County left many residents with the inability to access natural areas along the St. John's River. During the 2014 Fall Flooding Event, the river gauge located at St. Johns River above Lake Harney indicated water levels near Minor Flooding Stage which was 8.5 feet. At this level, many of the County boat ramps and water access areas were required to close due to the safety hazards posed by high water. Immediately after this flooding event, Seminole County Leisure Services proposed an improvement project that would hopefully eliminate the need to close these boat ramps during minor flooding events. On November 7th, 2014, Seminole County awarded a contract to improve Cameron Wright Park, Mullet Lake Park, and C.S. Lee Park Boat Ramps. Improvements included elevating the boat ramps on a floating system, widening the ramps, and adding rock beds to reduce erosion caused by the river. Seminole County residents were able to reap the benefits of this project, as high water was experienced on the St. John's River above Lake Harney in the beginning of September 2015 with the remnants of Tropical Storm Erika. Thanks to these mitigation efforts, Seminole County OEM has begun discussions with the National Weather Service in Melbourne to increase the Action Stage for the St. Johns River above Lake Harney to 7.25 feet.

## Demobilization Plan

In 2015, Seminole County developed a Demobilization Plan to be used during large scale emergencies. The plan was an after action report improvement plan project from the State of Florida vs. George Zimmerman trial. The demobilization of resources during the trial event was conducted efficiently, but staff saw a need for

a more organized and documented demobilization of resources. The plan will be activated during any Emergency Operations Center activation in which multiple resources from surrounding communities are deployed to Seminole County for assistance. The Demobilization Plan includes safety protocols and resource checklists for individual, team, and equipment deployments.

## Local Mitigation Strategy Plan

On April 28, 2015 Seminole County's Board of County Commissioners approved the new Local Mitigation Strategy (LMS) Plan for Seminole County. The plan will be in effect until 2020. The primary purpose of this plan is to establish a process that encourages hazard mitigation as part of a daily routine for Seminole County. The LMS outlines Seminole County's vulnerabilities to all types of hazards. It identifies a list of goals, objectives, plans, programs and projects in order to decrease or eliminate the effects of the identified vulnerabilities. It also prioritizes the implementations of the selected initiatives. The LMS has also been adopted by each of the municipalities in Seminole County.

## Floodplain Management Plan

On October 14, 2015 Seminole County's Board of County Commissioners approved the new Floodplain Management Plan for Seminole County. The plan will also be in effect until 2020. As a result of this plan adoption, each municipality along with Seminole County will be eligible for a number of points under the Community Rating System (CRS). The CRS provides homeowners a flood insurance discount for policyholders.

## Online Special Needs Application

In 2015, Seminole County OEM created an online application for the Special Needs Program. Special Needs individuals are those with health or medical conditions that meet the program criteria or require transportation assistance during an evacuation. It is a voluntary program that should be considered by individuals with special needs who have no alternative than a public shelter or need transportation to a shelter. The application can now be uploaded and submitted electronically through [www.prepareseminole.org](http://www.prepareseminole.org).

## Healthcare Facility Portal

According to Florida Statute and the Florida Administrative Code all Assisted Living Facilities, Adult Day Care Facilities, Ambulatory Surgical Centers, Hospitals, Intermediate Care Facilities, Nursing Homes, and Residential Treatment Centers in Seminole County are required to submit a Comprehensive Emergency Management Plan (CEMP). These plans are required to be reviewed and approved through the Seminole County Office of Emergency Management. As of 2015, Seminole County allows all of those facilities to submit their CEMP electronically in order to simplify the submission process.

## Accomplishments of 2015 Continued...

### Active Shooter Plan

Active shooter situations are unpredictable and evolve quickly. In August 2015, Seminole County OEM developed an Active Shooter Plan to provide guidance on how Seminole County will provide resources, support, and security in the event of an active shooter incident. Seminole County has been able to test this plan through training and exercises which included the following:

- Active Shooter Virtual Tabletop Exercise
- Altamonte Mall Full Scale Active Shooter Exercise
- Central Florida Zoo Full Scale Active Shooter Exercise
- Seminole Towne Center Mall Full Scale Active Shooter Exercise
- SunRail Active Shooter Tabletop Exercise & Drill

### Emergency Management Exercises

The year 2015 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 2015 along with the Active Shooter Exercises listed above:

- 2015 Statewide Hurricane Exercise
- Annual Debris Management Workshop
- BioShield Functional Exercise
- Citizens Information Hotline "Rumor Control" Functional Exercise
- City of Sanford Hurricane Nelson Exercise
- E-Role Functional Exercise

- Flash Flood Virtual Tabletop Exercise
- Healthcare Facility Tabletop Exercise
- Orlando Sanford International Airport Exercise
- Persons with Special Needs and Pet Friendly Shelter Functional Exercise
- Public Information Exercise
- Region 5 Tabletop Exercise  
Seminole County Sheriff's Office  
Youth Academy Exercise
- Special Needs Full Scale Exercise
- University of Central Florida Mass Care Full Scale Exercise
- University of Central Florida Spring Student Exercise
- Volunteer Reception Center Exercise
- Whole Community Exercise



2015 Hurricane Expo

# 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 capabilities necessary to protect the community from all hazards.

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

Objectives	Responsible Party	Expected Completion Date
Annually promote special needs and well check programs through our Valentine's Day Program.	Specialist	Feb-16
Host annual Touch-A-Truck Disaster Equipment Showcase for Severe Weather Awareness Week.	Special Projects Associate	Feb-16
Annual review and update of the Seminole County OEM and Prepare Seminole website.	Technology Associate	May-16
Annual update of Alert Seminole, R-911, Mobile Phone App brochures	Senior Planner	May-16
Annual update of the Prepare Seminole guide	Specialist	May-16
Annual management and coordination of Hurricane Expo.	Special Projects Associate	Jun-16
Post a minimum of one announcement on the Prepare Seminole website per week.	Technology Associate	Dec-16
Publish a minimum of four preparedness articles in local magazines.	Emergency Manager	Dec-16

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).	Training & Exercise Associate	Mar-16
Annual exercise of Emergency Role (E-Role) program with Human Resources	Coordinator	Jun-16
Annually train and exercise the volunteer and donation management plan	Coordinator	Jun-16
Monthly verify trainings are in SERT TRAC.	Training & Exercise Associate	Dec-16
Quarterly Review AAR Improvement Plans from previous exercises	Training & Exercise Associate	Dec-16
Schedule a minimum of six exercises per year to test emergency management systems.	Emergency Manager	Dec-16

Goals/Objectives Continued...

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

Objectives	Responsible Party	Expected Completion Date
Annually update EOC guidebook.	Special Projects Associate	Apr-16
Annually update B.E.A.S. program	Special Projects Associate	May-16
Annual update of Special Needs Planning guide.	Specialist	May-16
Annual meeting with new school administrators and American Red Cross to review and update shelter plans	Coordinator	Jun-16
Annual review of the Regional and Inland Evacuation Plans	Senior Planner	Jun-16
Annual visit, tour and meet with the National Weather Service (StormReady Certification)	Specialist	Jun-16
Annually host a health care facility workshop/exercise.	Senior Planner	Aug-16
Annual review of operations annex	Senior Planner	Aug-16
Two year review of Mass Fatality Plan	Senior Planner	Aug-16
Annually review local ordinances for necessary changes	Emergency Manager	Dec-16
Annually track proposed State/Federal legislation	Emergency Manager	Dec-16
Annual review and update of CEMP	Senior Planner	Dec-16
Annual review and update of the Strategic National Stockpile Plan	Senior Planner	Dec-16
Annual contact with community organizations - to present preparedness information at meetings.	Emergency Manager	Dec-16
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-16
Monthly hold Emergency Mgmt. Team Meeting with community partners.	Emergency Manager	Dec-16
Quarterly publish OEM Newsletter.	Specialist	Dec-16

## Goals/Objectives Continued...

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### **GOAL 2** Strengthen resources to prevent threats to the community.

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

Objectives	Responsible Party	Expected Completion Date
Monthly review of Homeland Security Intelligence Network (HSIN) for situational awareness.	Coordinator	Dec-16
Participate in quarterly meetings with RDSTF (Regional Domestic Security Task Force) and UASI (Urban Area Security Initiative)	Emergency Manager	Dec-16
Weekly intelligence gathering of keywords through Social Media.	Specialist	Dec-16
Weekly review of the intelligence bulletins and active information exchange. (Fusion Center, UASI, RDSTF, HSIN)	Emergency Manager	Dec-16

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-16

c. Implement interdiction measures to protect critical infrastructures.

Objectives	Responsible Party	Expected Completion Date
Annual reviews to ensure critical infrastructure list	Coordinator	Dec-16
Monthly identify all special events with an expected attendance of 5,000 or more	Senior Planner	Dec-16
Monthly support the development and distribution of Incident Action Plans (IAP) for special events	Senior Planner	Dec-16

Goals/Objectives Continued...

**GOAL 3** Increase response capabilities necessary to save lives, protect property, and the environment.

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

Objectives	Responsible Party	Expected Completion Date
Yearly test of the ARES/RACES technology in emergency shelters prior to hurricane season	Coordinator	Jun-16
Annually test and train personnel on the following: StormPulse, HurrEvac, WeatherTap, WeatherBug, E-Plan, Vuetoo, EM System, ThreatComm, and HSIN.	Technology Associate	Jul-16
Annual maintenance of Seminole HEART website	Coordinator	Dec-16
Annual review and update of Emergency Management Accreditation Program	Coordinator	Dec-16
Annually test and exercise GeoCove Damage Assessment Software.	Training & Exercise Associate	Dec-16
Bi-annual testing of the portable satellite system	Emergency Manager	Dec-16
Daily monitoring of Hospital Surge through EM Systems	Technology Associate	Dec-16
Monthly check of the Self Registration Portal (Reverse 911)	Emergency Manager	Dec-16
Monthly test of EM Net System/Emergency Alert System	Emergency Manager	Dec-16
Monthly test of Mutual Link/Edge interoperable communications	Emergency Manager	Dec-16
Quarterly test and enhance EM Tracker/SharePoint.	Technology Associate	Dec-16
Quarterly test and maintenance of the Video Teleconference System	Technology Associate	Dec-16
Weekly test for Reverse 911 and Alert Seminole	Technology Associate	Dec-16
Weekly test of the 800 MHz radio system	Specialist	Dec-16
Weekly test of the EOC/911 Satellite Phone	Technology Associate	Dec-16
Weekly test of the NAWAS Phone	Technology Associate	Dec-16

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

Objectives	Responsible Party	Expected Completion Date
Annually promote and train partners for the Adopt-A-Shelter Program.	Coordinator	Jun-16
Conduct annual "whole community" workshop to engage non-profit and faith-based organizations	Coordinator	Jul-16
Annually review volunteer management database	Coordinator	Aug-16
Conduct quarterly workshops with inter-faith partners	Coordinator	Dec-16

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

Objectives	Responsible Party	Expected Completion Date
Annual review and update of specialized equipment and response teams.	Special Projects Associate	Jul-16
Annually review and update local and State mutual aid agreements and memorandums of understanding.	Emergency Manager	Jul-16
Annually submit projects for State Homeland Security Grant Program (SHSGP) and Urban Area Security Initiative (UASI)	Emergency Manager	Dec-16
Each semester review and promote internship program with higher education facilities	Emergency Manager	Dec-16
Quarterly assess Emergency Mgmt. Performance Assistance (EMPA) and Emergency Mgmt. Performance Grant (EMPG)	Specialist	Dec-16

## **GOAL 4** Implement initiatives to assist the community to effectively recover.

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

Objectives	Responsible Party	Expected Completion Date
Annual review and update COOP	Senior Planner	Dec-16
Annual review and update of the debris management plan	Emergency Manager	Jul-16
Train and exercise the capabilities of the two alternate operations centers.	Emergency Manager	Jul-16

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-16
Annual review and update of the Post Disaster Recovery Plan	Coordinator	Oct-16

**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
Annual review of repetitive loss properties and applications for flood mitigation assistance	Coordinator	Apr-16
Annually review Hazard Analysis	Coordinator	Dec-16
Annual review of the Threat Hazard Identification	Emergency Manager	Dec-16

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

Objectives	Responsible Party	Expected Completion Date
Annually review and determine eligibility of Residential Construction Mitigation Program	Coordinator	Dec-16
Submit a minimum of one project through the Hazard Mitigation Grant Program (HMGP) for any declared disaster in the State of Florida	Coordinator	Dec-16

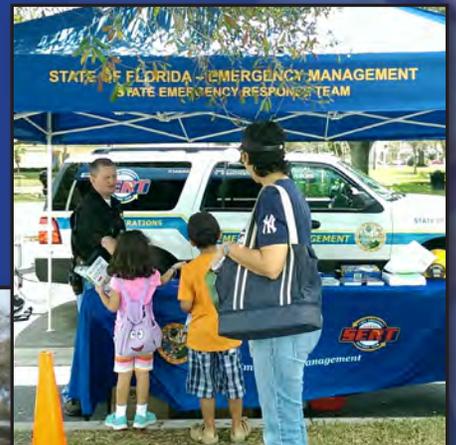
c. Broaden measures of mitigation planning and implementation.

Objectives	Responsible Party	Expected Completion Date
Annual review of the best practices for mitigation	Coordinator	Jul-16
Annually Promote NFIP (National Flood Insurance Program) in flood prone areas and repetitive loss communities	Coordinator	Jul-16
Annual review of the Community Wildfire Protection Plan	Coordinator	Aug-16
Annual update of the LMS (Local Mitigation Strategy)	Coordinator	Aug-16
Annually research outside funding for mitigation through cross sector organizations	Coordinator	Aug-16
Annual review of the Floodplain Management Plan	Coordinator	Nov-16
Quarterly meet with municipalities, County departments, and allied agencies to discuss mitigation activities and Community Rating System (CRS) initiatives	Coordinator	Dec-16
Quarterly update LMS (Local Mitigation Strategy) project list	Coordinator	Dec-16

# Accomplishments



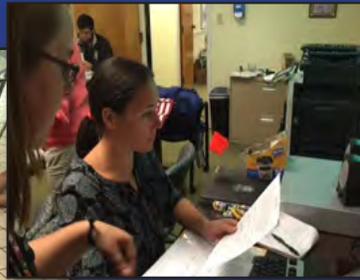
2015 Touch-a Truck Event



# At A Glance



Seminole Towne Center Mall  
Full Scale Active Shooter  
Exercise



Volunteer  
Reception Center  
Exercise



Fall UCF Exercise



Persons with Special Needs  
and Pet Friendly Shelter  
Functional Exercise



Tivoli Apartment Fire



Active Shooter Exercise at Zoo

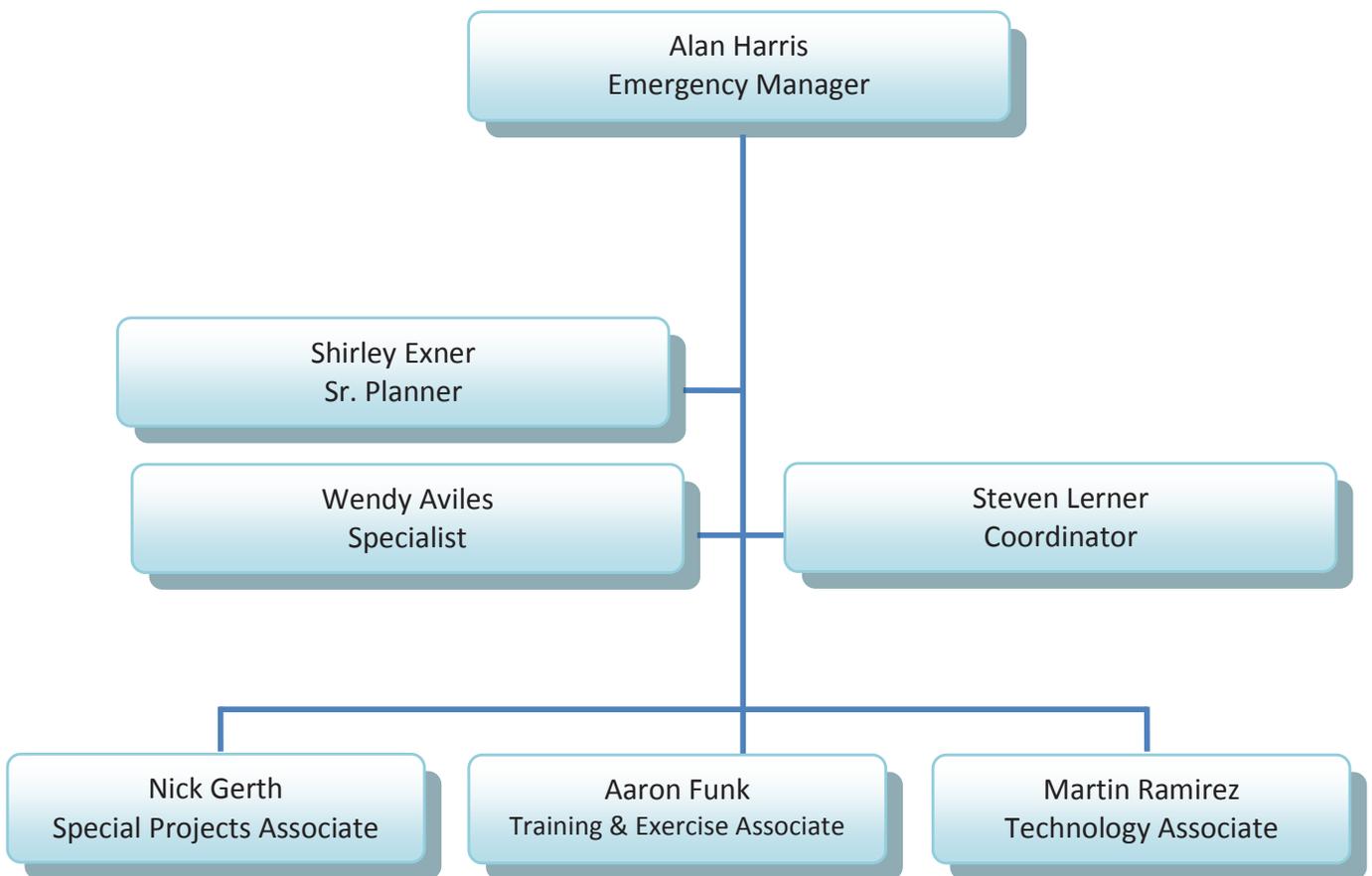


Orlando Sanford International  
Airport Full Scale Exercise

# Organizational Chart

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## Seminole County Office of Emergency Management Organizational Chart



# Planning for the Future

Seminole County's Office of Emergency Management provides top level planning and training services to ensure the overall safety of the community and first responders. The Office of Emergency Management interacts with community members and agencies to establish the five mission areas of emergency management of prevention, protection, response, recovery and mitigation to enhance the readiness of the community at large. Each year the Office of Emergency Management conducts research and measures technology innovations to maximize efficiency and effectiveness.

Over the next few years the Office of Emergency Management aims to enhance the overall technology in the Emergency Operations Center to allow for a more modern approach to responding and coordinating large scale emergencies throughout the county. Technology enhancements include the upgrade of transmission feeds to digital projection from analog signals to ensure a better common operating picture for all Emergency Operations Center Staff. The placement of a functional video wall to allow more status screens to be displayed to provide situational awareness to coordinating partners.

Communication enhancements are underway with the continued build out of the interoperable communications network of critical infrastructure systems across the county to include; hospitals, schools, and major transportation methods.

The importance of providing information to our citizens at the right time in order for them to make life saving decisions is integral to the Office of Emergency Management's operations. How the county delivers important messaging through text notification, social media, and other electronic forms are of greatest importance to our residents during emergencies. The Office of Emergency Management will be working to upgrade our Reverse 9-1-1 system to ensure critical messaging is delivered to our residents and vulnerable populations. The Reverse 9-1-1 system upgrade will lay the foundation for future enhancements to our crisis messaging strategy and allow our residents to receive timely notification of impending emergencies.

As our nation evolves, threats and emergencies become more complex. It is integral to the overall well being of the residents of Seminole County to prepare for major attacks and be aware of threats to our community.

The Office of Emergency Management will continue to offer trainings to local community, faith-based, non-profit and business organizations to ensure their readiness through proper emergency management planning to ensure the safety of our residents, employees, and visitors to the county.

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. The continuation of the shelter retrofit program will allow for expanded capacities at existing emergency shelters to compliment the growing population in Seminole County.

Seminole County's Office of Emergency Management aims to be the premier emergency management office in the country through the implementation of successful programs and technology enhancements to achieve our overall mission; protecting the citizens of Seminole County.



# Conclusion

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Dwight D. Eisenhower said “plans are nothing; planning is everything.” By creating a strategic plan, the Office of Emergency Management has shown its commitment to planning as a key to future success. Continuing this commitment through annual review and revision of strategic planning documents, including the mission, vision, and goals, is a vital component of an effective strategic planning process.

This strategic plan is intended 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 can be extensive.

The strength of Seminole County's Emergency Management Program comes from our partnerships and collaboration 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 coordinated emergency response efforts. The Office of 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 updates. Monthly meetings are conducted with program partners to provide clear communication on planning initiatives, active training programs, upcoming exercises, and current threats or hazards.

Seminole County has seen an increase in vulnerabilities with the widening of the I-4 Interstate, increased aviation traffic at the Orlando Sanford International Airport (OSIA), the commuter rail system, a shift in freight train activity, increases in sporting and special events, and the continued presence of threats to homeland security.

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 realization of the goals and objectives listed in this document. As new threats and challenges are identified, the Office of Emergency Management brings together program partners 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 for 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.







*SEMINOLE COUNTY*

FLORIDA'S NATURAL CHOICE

**OFFICE OF EMERGENCY MANAGEMENT**

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