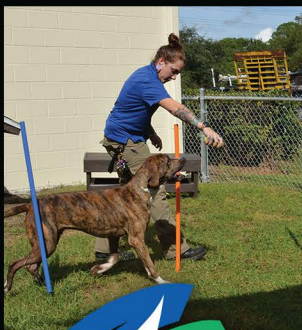


# Office of Emergency Management EMERGENCY MANAGEMENT TEAM STRATEGIC PLAN 2022-2024



**SEMINOLE COUNTY**  
FLORIDA'S NATURAL CHOICE



# Vision/Mission Statements

## **Vision**

To be recognized internationally as a premier emergency management program dedicated to the safety and welfare of the public through the preservation of life, health, property, and the environment.

### **Mission:**

We are a caring and qualified team of staff and volunteers, committed to providing responsible, reliable and efficient services. We strive to enrich, preserve, and respect the lives of all animals.

**- Animal Services  
Division**

### **Mission:**

To maintain a reliable and robust 911 system, support our Public Safety Answering Centers, and ensure all citizen's calls for help are answered.

**- E-911/Addressing  
Division**

### **Mission:**

The mission of the Seminole County Office of Emergency Management is to promote a culture of preparedness and resilience through planning, exercising, and coordinating resources to ensure Seminole County is a safe place to work, live, and play.

**- Emergency Management  
Division**

### **Mission:**

We improve the quality of life of First Responders and our Seminole County community by providing an interoperable, reliable, and resilient Radio System and Telecommunication framework.

**- Radio Telecommunications  
Division**

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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 Health and Human Services  
Federal Railway Administration  
FEMA  
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:**

AdventHealth  
Allied Health  
American Ambulance  
American Muslim Clinic  
Central Florida Disaster Medical Coalition

## **Curative**

Hospital Corporation of America  
Nemours  
Orlando Health  
True Health  
District 5 and 24 Medical Examiner

## **Other Agencies:**

Amateur Radio Emergency Services (ARES)  
American Red Cross  
Central Florida Cares  
Central Florida Hotel and Lodging Association  
Central Florida Zoo  
Community Emergency Response Teams  
East Central Florida Planning Council (ECFPC)  
Harvest Time International  
Heart of Florida United Way  
Hispanic Family Counseling  
Interpretek  
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  
Zen Dogs Therapy Network

## **Seminole County Government Departments and Divisions:**

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

## **Seminole County Tourism**

University of Florida Agriculture Extension Office

## **Seminole County Constitutional Offices:**

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

## **State Agencies:**

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

## **Transportation:**

Amtrak  
CSX Railroad Company  
I 4 Ultimate  
Lynx Transportation  
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  
Utilities, Inc.





# Executive Summary

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The Seminole County Office of Emergency Management Strategic Plan is the product of a shared vision from a broad range of emergency management stakeholders. The foundation of our achievements is through input and partnerships with public, private, non-profit, community-centric, and faith-based organizations.

Seminole County emergency management stakeholders identified twenty-two hazards which encompass natural, man-made, and technological events. These hazards are identified in the Seminole County Local Mitigation Strategy, and guides the development of our response activities through the Comprehensive Emergency Management Plan. The Seminole County Strategic Plan identifies how we will update the Seminole County Local Mitigation Strategy and how this document will guide our goal of developing a more resilient community.

The Strategic Plan identifies our five primary missions which are to protect, prevent, respond, mitigate, and recover effectively from all hazards. The primary mission areas are illustrated in the Strategic Plan's goals and objectives.

The emergency management program delivery is team based, evidence driven, and coordinated with stakeholders to continually improve and adapt. Utilizing after action reports and improvement items from previous disasters and emergency management exercises, we annually assess and improve our road map for preparedness identified in our Integrated Preparedness Plan. This plan helps guide our training, exercise, and plan revision schedule. While the COVID-19 pandemic created new challenges for the program, the Seminole County Office of Emergency Management has been able to adjust and overcome these obstacles through support and partnership with our stakeholders and continues to provide a robust educational and exercise program for our community.

This year, Seminole County Office of Emergency Management will focus on recovery, or 'planning with the end in mind'. To accomplish this, the emergency management program will work with partnering stakeholders to develop a Post Disaster Recovery Plan including all aspects of recovery: disaster housing, economic stabilization, infrastructure, community planning, health and social services, and natural and cultural resources.

Achieving the goals set forth in this Strategic Plan requires the involvement of empowered and informed residents and partners who take an active role in the continuous pursuit of a better prepared and resilient community. Using this document, we hope to reach our vision: 'to be an internationally recognized program dedicated to the safety and welfare of the public through the preservation of life, health, property, and the environment.'



# Organizational History

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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 were 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. 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 incident, and the investigation process resulting in no charges resulted in having feelings and demonstration of anger or 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 through 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

## Organizational History Continued...

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 allowed 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.

The tragedy that occurred at Pulse Nightclub in Orlando, Florida on Sunday, June 12th, was considered to be the deadliest mass shooting in United States history. Seminole County Emergency Management assisted the City of Orlando Emergency Operations Center (EOC) during its activation, staffing the Planning Section in the EOC. The Orlando EOC worked day and night to provide support to on-scene command, provide public information, and coordinate support services for victim families and next of kin. The City of Orlando opened Family Reunification and Family Assistance Centers to assist families

and friends of victims from the Pulse Night-club. The EOC ran a 24-hour Family Emergency Hotline for those affected by the tragedy to provide information and resources available to them. The Florida Virtual Business Operations Center was also activated to provide assistance to local businesses impacted by the event. Lessons learned from this event will be used to continue to enhance knowledge and training amongst emergency response teams nationwide.

On Friday, September 30, 2016, the Seminole County Office of Emergency Management started active tracking of a tropical system well below Jamaica and Haiti in the Southern Caribbean. This system rapidly intensified, becoming Hurricane Matthew.

Seminole County's Emergency Operations Center (EOC) was activated to a Level 3 "Enhanced" activation status on Monday, October 3rd to begin preparations for possible landfall.

On Tuesday October 4th, the EOC ramped up to a level two "Partial" activation as the National Hurricane Center's track prediction showed more certainty of impact to Central Florida. On Wednesday, October 5th the EOC was activated to a level 1 "Full Activation", bringing in all Emergency Support Function (ESF) partners to staff their positions throughout the event.

During the late evening on Thursday into the early morning hours of Friday, October 7th, Seminole County experienced sustained high tropical storm force winds with a brief period of hurricane force winds above 74 mph. The Seminole County EOC provided regular internal and external communications throughout the event, and worked to coordinate response and recovery efforts among County departments, agencies, municipalities, and non-profit/faith-based organizations. Although Matthew's last minute shift to the East from its projected path lessened its direct impact on Central Florida, because of the damages caused by Matthews's heavy rains and winds, Seminole County received a Presidential Disaster Declaration for Individual Assistance on October 25, 2016.



## Organizational History Continued...

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A few days later, on October 28, Seminole County received a Presidential Disaster Declaration for Public Assistance. In the weeks following Matthew, Emergency Management coordinated the opening of a FEMA operated Mobile Disaster Recovery Center (MDRC) to assisted affected residents with disaster aid registration, as well as worked with interfaith, non-profit, and community based partners to help residents with unmet-needs from Matthew.

On March 27, 2017, the Seminole County Office of Emergency Management (OEM) activated the EOC at Level 3 for the Geneva Brush Fire to assist with coordinating efforts with the Seminole County Fire Department, Seminole County Sheriff's Office and Seminole County Public Works. OEM staff assisted with having a secondary shelter opened at the First Baptist Church Geneva for residents that had to evacuate their homes. In addition to shelter operations, OEM provided variable message boards to alert drivers in the area to smoke conditions and provided emergency notifications to the residents of the area via the reverse calling systems, "Alert Seminole". At 1900, the Seminole County Fire Department achieved containment of the brush fire and the EOC was deactivated.

On April 8th at 2100, the Seminole County Office of Emergency Management (OEM) activated at level 3 for the Live Oak Reserve Brush Fire to assist with coordinating efforts with multiple fire rescue and law enforcement agencies. OEM staff assisted with opening a shelter for residents who had a mandatory evacuation at 300 Lake Mills Avenue, at the VFW Chuluota. The shelter housed 50 residents and 100 Girl Scout campers.

On Friday, September 1, the Seminole County Office of Emergency Management started active tracking of a tropical system in the Atlantic Ocean forecasted to make landfall on the eastern seaboard of the United States in the area of the State of Florida. The State of Florida and National Hurricane Center began conference calls

with the county emergency management offices on Sunday, September 3, 2017.

Hurricane Irma was an extremely powerful and catastrophic Cape Verde type hurricane, the most intense observed in the Atlantic. It was also the most intense Atlantic hurricane to strike the United States since Katrina in 2005, and the first major hurricane to make landfall in the State of Florida since Wilma in 2005. Irma caused widespread and catastrophic damage throughout its long lifetime, particularly in parts of the northeastern Caribbean and the Florida Keys. On September 4, Irma intensified to a Category 5 hurricane. On September 6, Irma reached its peak intensity with 185 mph winds and a minimum pressure of 914. Seminole County EOC provided regular internal and external communications throughout the event. Response and recovery efforts were coordinated among County departments, agencies, municipalities, and non-profit/faith-based organizations.

Hurricane Irma produced a unique paradigm of response and recovery considerations and requirements. The shifting forecast tracks continued to show a threat to Seminole County, but changed widely from the western side of the State, to the east side of the State, and then finally back to the west side of the State. Hurricane Irma made landfall in the keys and then finally in Marco Island.

At 8:45 p.m., on Sunday, September 10, the National Weather Service had an emergency call with all local emergency management offices in Central Florida to notify them of a shift directly north for the storm. Because of the storm's devastating rains and damaging winds Seminole County received a Presidential Disaster Declaration for Public Assistance on September 10, 2017.

A few days later, on September 13, Seminole County received a Presidential Disaster Declaration for Individual Assistance due to the high amount of flooded homes and damage assessment numbers. Hurricane Irma engaged a large number of agencies, organizations, and individuals from all levels of government, non-profit, faith-based, and the private sector.

As a result of Hurricane Maria's devastating impacts on the Virgin Islands and Puerto Rico, many citizens arrived into ports in

Florida including Miami, Orlando, and Sanford. During the month of October, 2017, the Seminole County Office of Emergency Management in partnership with the Florida Department of Health and Seminole County Public Schools provided a assistance center at the Orlando Sanford International Airport for each arriving flight from San Juan into the Orlando Sanford International Airport. The center provided Hurricane Maria evacuees with information on FEMA assistance, employment opportunities, housing assistance, school enrollment, community services, and health assistance.

Following the impact of Hurricane Florence to the Carolinas in September of 2018, numerous individuals and volunteer groups in Seminole County stepped forward to provide assistance. Recognizing the need to coordinate these efforts, the Office of Emergency Management acted as a conduit for information and guidance, providing public outreach on how to effectively volunteer and donate to those impacted as well as providing contact support to groups deploying to the area. The large response again showed how important our volunteer groups in Seminole County are, and how willing they are to help those in need.

Hurricane Michael made landfall in the Florida Panhandle as a category 5 storm on October 10th, 2018. It was the first category 5 storm to impact the Panhandle in recorded history, and the only category 5 to make landfall in the contiguous United States since Hurricane Andrew in 1992. Seminole County deployed multiple individuals and resources to assist prior to the storm and in the weeks following impact, coming from Emergency Management, Resource Management, Public Works, Fire Department, and the Seminole County Sheriff's Office. These individuals provided assistance in areas of Emergency Operations Center staffing, logistical support, shelter transition coordination, search and rescue and EMS operations, law enforcement, debris cleanup and utilities repair.

2019 Sanford EF-0 Tornado  
On January 24th, an EF-0 tornado touched



## Organizational History Continued...

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down in Sanford, reaching estimated peak wind speeds of 85 mph over a path of .48 miles. While zero (0) fatalities or injuries resulted from the incident, \$1.5 million worth of damages were estimated. Damage reports were collected from Builder's First Choice, Sunrail, CSX, and Central Florida Zoo.

### Hurricane Dorian Threat

All Seminole County government, private, and non-profit entities prepared for a potentially catastrophic hurricane event. Hurricane Dorian was the largest hurricane threat to Central Florida in decades. This event would have caused wide spread power outages, large amounts of debris, loss of life, and property damage based on information provided by the Bahama government and review of the Hurricane Michael (2018) damage assessment reports.

Catastrophic Category 5 Hurricane Dorian made landfall in Elbow Cay in the Bahamas at 12:40 p.m. Sunday, September 1, with 185 mph winds, gusting to 220 mph, making it the strongest land-falling Atlantic hurricane on record. In the 8-hour period ending at 12:45 p.m. EDT Sunday, Dorian rapidly intensified to winds of 185 mph with 220 mph gusts, and the central pressure to 911 mb.

The Office of Emergency Management began tracking the storm on August 19 and started to mobilize logistics on August 26. The County Emergency Operations Center was activated on Thursday, August 29 to Monday, September 2 from 0700-1900. Monday, September 2, to Wednesday, September 4, the EOC was activated 24 hours a day. The EOC remained operational on Thursday, September 5, and Friday, September 6, to complete financial costs reporting.

During the event, one hundred and seven (107) individuals evacuated to four (4) general population shelters and one hundred and thirty-seven (137) persons with special needs evacuated to three (3) medical shelters. County and municipal staff provided 208,770 sandbags to prepare the community for possible flooding. The Citizens Information Line

answered 6,343 calls from residents over 6 days. Emergency Operations Center Logistics coordinated deployment of 1,050 pieces of equipment and specialized resources. More than 21,000 residents registered for "Dorian" text alerts, the largest local alerting participation in Florida; more than 2,000 residents registered for Alert Seminole. Three hundred and ninety-nine (399) residents were newly registered for the Special Needs program. Solid Waste landfill staff processed 1,900 tons of waste, nearly double normal collection amounts.

### COVID-19

The first case of COVID-19 within Seminole County was reported on March 13, 2020. As of December 31, 2020, there had been 17,799 Seminole County residents infected with COVID-19. The County was under a Local State of Emergency since March 2, 2020 and the EOC was activated in response to the pandemic since March 13, 2020. The COVID-19 activation has been the longest EOC activation in Seminole County history.

Seminole County was the only county in Florida to support residents under isolation or quarantine by providing supplemental food and PPE. The EOC created a Well Check/Intelligence Unit which contacted each resident under quarantine or isolation to ensure their needs were met, answer any questions, and collect information for the Department of Health.

The EOC coordinated with non-profit healthcare organizations to offer free COVID-19 testing at pop-up test sites located throughout the county and inside of long-term care facilities. When vaccines were authorized by the FDA, Seminole County was ready by establishing dispensing plans, procuring necessary resources, and activating temporary staffing plans. Shortly after the first Emergency Use Authorization was issued, the fixed Point of Dispensing (POD) site opened at the Oviedo Mall. Teams and resources were also mobilized to bring vaccines to the residents through mobile PODs established at long-term care facilities, senior living communities,

and transportation-disadvantaged communities.

### Hurricane Isaias

On July 25, 2020, the Office of Emergency Management began to monitor a tropical disturbance, Invest 92 L. A Local State of Emergency was declared for Potential Tropical Cyclone 9, which soon became Hurricane Isaias, on July 29, 2020. The Emergency Operations Center then activated in anticipation of Hurricane Isaias on August 1, 2020. The Emergency Operations Center quickly adapted existing plans to include pandemic considerations, including developing a pandemic sheltering plan. Resources were mobilized to support the seven shelters that were placed on standby. The EOC also contacted all COVID-19 positive individuals in the county to determine if they would need sheltering in preparation of meeting their needs. 24,135 sandbags were distributed at eight sites throughout the county. At the conclusion of the event, there was no damage reported and only 390 customers were reported to be without power. The activation ended on August 3, 2020.

### St. John's River Flooding

From September 21, 2020 to November 13, 2020 the St. John's River experienced localized flooding as a result of heavy rainfall. Several boat ramps and natural areas had to be closed as a result of the flooding. The Office of Emergency Management coordinated with the Florida Department of Transportation for pumps to be placed to reduce water levels. The county opened a self-service sandbag site at Sylvan Lake Park for residents in the surrounding flooded areas.

### COVID-19 2021

Seminole County continued to operate the fixed Point of Dispensing (POD) at the Oviedo Mall for vaccines and bringing vaccines to residents through mobile PODs throughout the community. While providing vaccine opportunities, the EOC continued conducting Well Check calls to residents under quarantine and isolation. Seminole County partnered with Curative, True Health, and the Florida Department of Health – Seminole to provide fixed testing

## Organizational History Continued...

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sites at the FDOH Seminole Headquarters, Museum of Seminole County History, Red Bug Lake Park, Altamonte Springs SunRail, Sanford SunRail, and Seminole State College Oviedo Campus.

As the positivity rate continued to decline along with the demand for vaccines, the EOC began demobilizing and returned to a Level 3 activation on June 18, 2021 with the fixed and mobile vaccine PODs closing on June 19, 2021. In July 2021, the Delta variant caused an increase in cases and the Florida Department of Health Epidemiology team reported high weekly positivity rates. The EOC reopened to a Level 2 activation on July 13, 2021 to respond to the Delta variant and returned to a Level 3 activation on October 29, 2021. During this time, well check calls were conducted, mobile vaccine sites were provided, and community based testing sites were established.

In Mid-November, the Office of Emergency Management received at home COVID-19 test kits from the Florida Department of Health. Drive-thru test kit giveaways were scheduled at the Oviedo Mall, Winter Springs High School, Seminole State College, Crystal Lake Elementary, and Northland Church. Thousands of at home test kits were provided to the community, including to persons with special needs, healthcare workers, and faith-based and non-profit organizations.

The EOC began monitoring the Omicron variant at the end of November 2021 and

reactivated to a Level 2 on December 28, 2021 to respond to the increasing positivity rate in the County. The Office of Emergency Management will continue to monitor and respond to the COVID-19 pandemic in 2022. Six (6) community based testing sites were mobilized to help with the large numbers of sick and rising demand for testing.

### **Tropical Storm Elsa**

On July 1, 2021, the Office of Emergency Management began monitoring and preparing for potential impacts from Tropical Storm Elsa. On July 2, Elsa upgraded to a Category 1 Hurricane. The EOC began preparations for an activation which included creating a WebEOC incident, notifying all Emergency Support Functions and partner agencies, and staging equipment for emergency shelters. On July 3, Elsa downgraded back to a Tropical Storm. The Emergency Management Staff conducted additional preparedness activities on July 4 in preparation for Elsa. On July 5, Seminole County was no longer in the path of Tropical Storm Elsa therefore the activation ended.

# Seminole County Statistics/Population

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Seminole County was formed out of the northern portion of Orange County (then Mosquito County) on April 25th 1913, making it older than only 17 of the 67 counties in Florida. Seminole County was named after the Seminole Native Tribe who lived throughout the area. The term "Seminole" is thought to come from the Spanish word *cimarrón* meaning "wild" or "runaway". Seminole County has urban, rural, and conservation areas throughout the county. Most of the population resides in the urbanized western portion of the county, while rural and conservation areas dominate the eastern portion. Seminole County sits between the counties of Orange County (South and West), Volusia County (North and East), and Lake County (West). The county seat resides in its largest municipality, Sanford. The prominent cities of Seminole County include Altamonte Springs, Casselberry, Lake Mary, Longwood, Oviedo, Sanford and Winter Springs.

## Geography

Seminole County has a total area of 345 square miles, of which 309 square miles is land and 36 square miles is water. It is Florida's 4th smallest county by land area, but 3rd smallest in Florida by total area. 10% of Seminole County area is occupied by bodies of water, these bodies of water include large fresh water lakes which includes Lake Jesup (25 sq. miles), Lake Harney (9 sq. miles) and Lake Monroe which serves as the port for Sanford along

the St. Johns River. Other features that make up the water Area Rivers and marshlands. Seminole County is also a part of the Orlando-Kissimmee-Sanford Metropolitan Statistical Area which ranks 22nd in the United States at 2.6 million (2020) and is the 9th fastest growing metropolitan area since 2010.

## Demographics

Seminole County may be one of the smallest counties in Florida in terms of land area, when you look at population, Seminole is not small at all. In 2022, Seminole County is estimated to have 482,938 residents, with a steady 0.77% growth rate. If the growth rate remains relatively the same, the population will reach half a million by 2025! Seminole County is the 3rd most densely populated county in Florida with 1380 persons per square mile. This large population density also translates to Seminole County being the 13th largest county in Florida in terms of population. Seminole County is not only young in terms of established date, but is also the 12th youngest county in Florida by median age at 39.2 years.

The Seminole County Public Schools rates near the top of the state, by Niche.com standards it ranks #5 in Florida. The Public Schools system in Seminole County teaches 68,096 students and their students receive their high school diploma at a 95.5% rate, which is above the national average. Throughout the county, there

are 65 k-12 educational institutions teaching our students at a 19:1 ratio.

Seminole County has 4 hospitals serving our community, Central Florida Regional, Orlando Health South Seminole, AdventHealth Altamonte Springs, and the Oviedo Medical Center.

## Economic Profile

Seminole County has a GDP of 20.5 billion dollars as of 2020, which ranks 12th in the state by county, and greater than the GDPs of 78 countries! The median household income in Seminole County is \$66,768 and ranks near the top of the state in terms of household income by county. Seminole County is also home to headquarters for some large corporations such as Verizon, Mitsubishi Power Americas, and Deloitte. We are also home to the newly revamped Orlando-Sanford International Airport, which is coupled with Florida's largest trade zone designation, this has helped SFB become the 3rd most active airport in Florida and 12th most active in the United States according to the Orlando Economic Partnership. The Orlando-Sanford International Airport serviced a peak of 3.2 million people before the impact of COVID-19, to destinations across the United States and Canada. The unemployment rate in Seminole County hovers just under the state average at 3.4%, coming off the record highs of 13.4% in 2020 caused by COVID-19.





# Accomplishments

COVID-19 Vaccine Site and Mobile POD



COVID-19 Testing sites



Trunk-or-Treat



Toys for Tots



COVID-19 Test kit Giveaways

At A Glance

# Accomplishments of 2021

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## **COVID-19 Vaccine Operations:**

As COVID-19 response continued in 2021, the Office of Emergency Management in partnership the Florida Department of Health – Seminole County, led the way in development and implementation of a countywide vaccination strategy. Seminole County was the first county in Florida to distribute vaccines to the public following FDA and CDC authorization. On December 28th, 2020 a public vaccine Point of Dispense (POD) was established at the Oviedo Mall. Shortly after, on January 5th 2021 Seminole County conducted its first Mobile Vaccine Clinic. These mobile clinics allowed targeted delivery of vaccine to the widest range of the population who were currently eligible. In total, the Oviedo Mall POD delivered 187,620 vaccines and the Mobile Vaccine team delivered 47,120 vaccines. Finally, coordination with the Seminole County Fire Department enabled the delivery of vaccines at home to disabled and bed-bound individuals.

## **Central Florida Space and Air Show:**

The Seminole County Office of Emergency Management partnered with the Orlando-Sanford International Airport to support the 2021 Airshow at SFB. Over the course of three months, Seminole County Office of Emergency Management supported the event by compiling an Incident Action Plan for all public safety entities. An after action item from the 2020 Airshow indicated a need for a streamlined Incident Action Plan that included all event information for a more coordinated response. Seminole County expects to remain a key participant in the plan development for this special event in the future.

## **Virtual Hurricane Expo**

The Office of Emergency Management continued to support a culture of preparedness by transitioning their annual Hurricane Expo into virtual format. The Expo was available to residents by visiting PrepareSeminole.org and consisted of an interactive map and videos on topics including Mitigation, Preparedness, Response, and Recovery measures. The Hurricane Expo was publicized for one week through a Lunch and Learn series where members of the Emergency Management team would answer questions from residents through Facebook Live regarding a particular related topic each day.

## **WebEOC Enhancements and Developments:**

Emergency Management utilized funding from the FY-20 State Homeland Security Grant Program to conduct system assessments, identifying areas for enhancement, as well as

conducted training to expand Administrator capability.

Additionally, Urban Area Security Initiative (UASI) funding was used to purchase the Design Studio Pro add on for WebEOC. This addition allows for increased board development features, as well as a component allowing for direct input to WebEOC from outside sources through Forms. Forms has been used to great effect in allowing Departments / Divisions and outside agencies to request PPE and other COVID items without a direct login to WebEOC. It has also been successfully used to as a registration methods for the 2022 Touch-a-Truck event. This addition will greatly increase the capabilities of the WebEOC platform moving forward.

## **New Logistics Resources - Update:**

The Office of Emergency Management has expanded its inventory of available resources to support the county during disaster response. New resources include:

- Logistics Trailer
- 60KW Generator
- Non-perishable disaster meals
- Addition of OEM Transit Van
- Portable satellite phones
- Expansion of warehouse space

## **Added new position within OEM**

In 2021 a new full time staff position was added within the Office of Emergency Management. The Recovery Coordinator position will be responsible for developing disaster recovery plans, and guiding the overall recovery process for Seminole County post-disaster.

## **Emergency Management Exercises:**

- Cyber Security Virtual Tabletop Exercise
- Damage Assessment Exercise
- Hurricane Functional Exercise
- Orlando Sanford International Airport Exercise
- Oviedo Mall Active Shooter Tabletop Exercise
- Seminole State College Active Shooter Exercise





# Goals/Objectives

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

## ANIMAL SERVICES DIVISION

### **GOAL 1: Increase adoptions through enhanced advertising, adoptions off site, and creative foster programs.**

- Objective 1.1: Host two seasonal extravaganzas
- Objective 1.2: Participate in 3 off site adoption events with adoption trailer
- Objective 1.3: Provide kiosk in the lobby to provide a preview of animals before entering the kennels
- Objective 1.4: Coordinate with Community Information to enhance social media presence such as Instagram and TikTok
- Objective 1.5: Continue and enhance Bright Futures Foster 100 hour Program (BFF100).
- Objective 1.6: Implement Seminole County Sheriff's Office Inmate Dog Training Program.
- Objective 1.7: Monthly print ads (adoption specials)
- Objective 1.8: Two times a month participate in "Pet of the Week" on local news stations and SGTV
- Objective 1.9: Weekly adoption showcase with adoption coordinator in the Sanford Herald
- Objective 1.10: Increase adoption viewing areas to include an additional shaded meet and greet yard.

### **GOAL 2: Increase public education/awareness through participation in community events, school programs, recruitment of volunteers, and television/radio/print.**

- Objective 2.1: Write two articles a year for local magazines
- Objective 2.2: Annually participate in Leadership Seminole
- Objective 2.3: Tailor outreach activities to the current environment
- Objective 2.4: Participate in annual teach-in program
- Objective 2.5: Identify 10 social media "live" activities
- Objective 2.6: Produce 4 public service announcements
- Objective 2.7: Promote national "weeks"/"days"

### **GOAL 3: Enhance code compliance through investigations, licensing, education, and field service.**

- Objective 3.1: Make monthly contact with all veterinarian clinics within Seminole County to assure rabies reporting is continued and we address any of their needs
- Objective 3.2: Monthly print ads advertising licensing
- Objective 3.3: Utilize Social Media (weekly reminders on licensing)
- Objective 3.4: Renovate outdoor adoption cat area to be a bigger and appealing to potential adopters

## Goals/Objectives Continued...

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### **GOAL 4: Increase the professional development and safety of our entire team through focused training, equipment and safe transitional housing for livestock.**

- Objective 4.1: Implement a professional development program for staff
- Objective 4.2: Start phasing out the current dog run guillotine doors with a safer metal guillotine doors
- Objective 4.3: Install a ADA compliant front door for our visitors
- Objective 4.4: Work with the Sheriff's Office to provide self-defense classes for employees.
- Objective 4.5: Have employees from each area of the shelter (Road, Kennel, Front Desk, Volunteers) visit surrounding shelters to look for ideas for improvement for our shelter
- Objective 4.6: Implement schedule for installation of non-slip floors and paint for kennels in the adoption building- Phase 2
- Objective 4.7: Install Automatic Vehicle Locators in all vehicles for the safety of our staff

### **GOAL 5: Enhance and utilize volunteers more efficiently providing a more enriching relationship and improve retention.**

- Objective 5.1: Implement volunteer appreciation program
- Objective 5.2: Enhance volunteer training program
- Objective 5.3: Implement volunteer/staff mentorship program
- Objective 5.4: Provide three professional volunteer trainings per year
- Objective 5.5: Conduct 6 volunteer orientations per year
- Objective 5.6: Annually conduct survey among volunteers to gauge satisfaction

### **GOAL 6: Expand veterinary services through in-house pre-adopt spay/neuter program, increase vaccine clinics, expand hours for public services, provide enhanced treatment for animals in our care, early identification of disease processes to reduce outbreak.**

- Objective 6.1: No dog or cat will be in the adoption area unless sterilized
- Objective 6.2: To have Rabies clinics from 4 to 6 a year
- Objective 6.3: Develop a veterinarian protocol for foster health care
- Objective 6.4: Conduct weekly rounds with senior staff to assess population health and shelter occupancy

### **GOAL 7: Enhance customer service experience through technology and streamlining processes.**

- Objective 7.1: Post adoption follow-up counseling by a senior volunteer to reduce return rates within 1 week
- Objective 7.2: Renovate the front desk area to make more accessible/inviting.
- Objective 7.3: Reduce wait times using a volunteer greeter when available
- Objective 7.4: Evaluate processes for the ability of paperless actions
- Objective 7.5: Assess ability for stray kiosk

## Goals/Objectives Continued...

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**E-911/ADDRESSING DIVISION**

**GOAL 1: Improve internal processes, where applicable, so as to increase efficiency as it relates to providing addressing services and resolution of addressing problems.**

- Objective 1.1: Develop training opportunities for enhancing the GIS skills of Addressing staff.
- Objective 1.2: Organize no less than three meetings per year with county-wide addressing authorities.
- Objective 1.3: Update and enhance our field check process.

**GOAL 2: To ensure the 911 Administration's business processes, tools and competencies support the effective delivery of high quality, socially responsible services.**

- Objective 2.1: Identify opportunities for automation in Addressing processes, determine which toolsets meet organizational needs for automation, and provide training related to adopted toolsets.
- Objective 2.2: Review methods and products to enhance the current 911 system.
- Objective 2.3: Organize no less than four meetings per year with 911 PSAP Managers to discuss 911 related issues.



## Goals/Objectives Continued...

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### EMERGENCY MANAGEMENT DIVISION

**GOAL 1: Enhance capabilities necessary to protect the community from all identified hazards.**

Objective 1.1 Expand outreach initiatives to create a “culture of preparedness” in Seminole County.

Action Item	Responsible Party	Expected Completion Date
Research and identify innovative outreach initiatives through surveys, community partnerships and best practices internationally.	Senior Planner	May 2022
Annually Conduct the Great Tornado Drill With Public to Include Medical Facilities	Senior Planner	February 2022
Host annual Touch-A-Truck Disaster Equipment Showcase or pandemic-safe event for Severe Weather Awareness Week	Operations Manager	February 2022
Annually promote special needs and well check programs through our Valentine's Day Program	Recovery Coordinator	February 2022
Promote National Flood Safety Awareness Week	Mitigation Coordinator	April 2022
Annual review and update of the Seminole County OEM and Prepare Seminole website	Chief Administrator	May 2022
Partner with USPS to include preparedness information in new resident / new address package	Operations Manager	May 2022
Update of Alert Seminole brochure (even years)	Operations Manager	May 2022
Update of the Prepare Seminole guide (even years)	Operations Manager	May 2022
Conduct Community Preparedness Day	Operations Manager	June 2022
Promote National Preparedness Month (Sept)	Senior Planner	September 2022
Promote National Cyber Security Awareness Month (Oct)	Mitigation Coordinator	October 2022
Participate in National Night Out	Operations Manager	October 2022
School Based Preparedness Program with Bert the Turtle	Senior Planner	December 2022
Publish a minimum of two (2) preparedness articles in local magazines	Chief Administrator	December 2022
Conduct preparedness talks for service organizations	Chief Administrator	December 2022
Participate in Christmas Parades	Operations Manager	December 2022
Create Preparedness placemat and partner with local restaurants for distribution.	Senior Planner	June 2022

## Goals/Objectives Continued...

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Objective 1.2 Advance the level of preparedness through training and exercise opportunities.

Action Item	Responsible Party	Expected Completion Date
Annually conduct Integrated Preparedness Plan	Operations Manager	May 2022
Annual review and update of Emergency Management Accreditation Program	Senior Planner	December 2022
Conduct a minimum of ten (10) exercises specific to hazards identified in the LMS	Operations Manager	December 2022
Annually host at least one Virtual Tabletop Exercise	Operations Manager	December 2022
Annually host Intermediate and Advanced Incident Command System trainings	EM Officer	December 2022
Conduct a minimum of four (4) targeted training for places of worship and non-profit organizations	Recovery Coordinator	December 2022
Quarterly Review AAR Improvement Plans from previous exercises	Operations Manager	December 2022
Schedule and conduct training and exercise identified in the IPP	Operations Manager	December 2022

Objective 1.3 Strengthen community planning through collaboration with public, private, and non-profit partners.

Action Item	Responsible Party	Expected Completion Date
Annual update of priority restoration of power for critical infrastructure	Chief Administrator	May 2022
Participate in the State Emergency Management Legislative Day in the capitol	Chief Administrator	February 2022
Participate in Federal Legislative Day in Washington, D.C.	Chief Administrator	March 2022
Continually update Billboard Emergency Alert System program	EM Officer	May 2022
Conduct a minimum of one (1) business continuity class annually	Senior Planner	May 2022
Annually host a health care facility summit	Senior Planner	May 2022
Annual review and update of Comprehensive Emergency Management Plan	Senior Planner	May 2022
Establish or enhance existing service level agreements with support agencies	Chief Administrator	June 2022
Annually review operations annex with support agencies	Senior Planner	June 2022
Annually review local ordinances for necessary changes	Chief Administrator	June 2022
Annually track proposed State/Federal legislation	Chief Administrator	June 2022
Conduct monthly Emergency Management Team Meetings	Chief Administrator	December 2022
Host monthly ARES/RACES meeting	Operations Manager	December 2022
Review and promote internship program with higher education facilities	Operations Manager	December 2022
Conduct site surveys for ten (10)% of healthcare facilities in Seminole County as part of the emergency management plan and review process	Senior Planner	December 2021
Annual visit, tour, and meet with the National Weather Service (StormReady Certification) (odd year)	Chief Administrator	May 2023
Review and update of Mass Fatality Plan (odd years)	Senior Planner	September 2023
Review and update Pandemic Response Plan	Senior Planner	May 2023

## Goals/Objectives Continued...

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### EMERGENCY MANAGEMENT DIVISION CONTINUED...

#### GOAL 2: Strengthen resources to anticipate, prevent, or disrupt all identified hazards.

Objective 2.1 Advance intelligence gathering and dissemination through coordination with partnering agencies.

Action Item	Responsible Party	Expected Completion Date
Participate in quarterly meetings with RDSTF (Regional Domestic Security Task Force) and UASI (Urban Area Security Initiative)	Chief Administrator	December 2022
Monthly support the development and distribution of Incident Action Plans (IAP) for special events	Senior Planner	December 2022
Monthly identify and track special events and request threat analysis from law enforcement when appropriate	Operations Manager	December 2022
Monthly obtain and disseminate information on emerging health threats/concerns	Chief Administrator	December 2022
Participate in state homeland security focus groups	Chief Administrator	December 2022
Monthly review and dissemination of the intelligence bulletins and active information exchange	Chief Administrator	December 2022

Objective 2.2 Strategize and implement interdiction and disruption activities to protect critical infrastructures and improve cyber security measures.

Action Item	Responsible Party	Expected Completion Date
Annually conduct cybersecurity workshop / exercise to be included in IPP	Operations Manager	December 2022
Annually coordinate cybersecurity threat assessment of critical infrastructure networks	Senior Planner	December 2022
Ensure monthly domestic security updates are provided to our partners	Chief Administrator	December 2022
Annually review and update critical infrastructure list	Senior Planner	December 2022
Provide cyber security threat information to Information Technology partners	Operations Manager	December 2022
Enhance radio coverage and network capabilities in critical infrastructures	Chief Administrator	December 2022
Annually change passwords for all emergency management systems and ensure security updates are applied regularly	Operations Manager	December 2022

#### GOAL 3: Increase response capacity to protect lives, property, and the environment.

Objective 3.1 Improve efficacy of response through existing and emerging technologies.

Action Item	Responsible Party	Expected Completion Date
Annually test and train personnel on the following: HurrEvac, HurrEvac, WeatherTap, E-Plan, EM System, HSIN, Everbridge, WebEOC, Satellite Phones, Eventbrite, Datawrapper, Healthcare Portal, and video teleconference systems.	Operations Manager	May 2022
Annually test and exercise Damage Assessment Software and Procedures	Recover Coordinator	May 2022
Annually test ARES/RACES technology in emergency shelters prior to hurricane season	EM Associate	June 2022
Update and develop on-line training programs (Shelter, POD, VRC, WebEOC, Active Shooter, CIL, Crisis Counseling)	Operations Manager	June 2022



## Goals/Objectives Continued...

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## Objective 3.1 Continued...

Annual testing of the portable satellite system	Chief Administrator	June 2022
Purchase and implement automated vehicle locators	Chief Administrator	September 2022
Monthly review training calendar for Prepare Seminole website	Operations Manager	December 2022
Enhance Seminole HEART website	Recovery Coordinator	December 2022
Monthly systems review and training for EM Staff	Operations Manager	December 2021
Daily monitoring of Hospital Surge through EM Systems / Emergency Status System	Senior Planner	December 2022
Monthly test of EM Net System / Emergency Alert System / IPAWS / 800 MHz / Alert Seminole	Operations Manager	December 2022
Quarterly test and enhance EM Tracker / SharePoint / WebEOC	Operations Manager	December 2022

## Objective 3.2 Expand and maintain public, private, non-profit, and faith-based partnerships to strengthen response capabilities.

Action Item	Responsible Party	Expected Completion Date
Increase recovery shelters capability in targeted areas with limited or no shelter assets based on review/update of shelter list	Recovery Coordinator	May 2022
Enhance ESF 18 Business and Industry by developing partnerships with the local Chambers of commerce and economic development	Chief Administrator	June 2022
Expand our faith and non-profit partners through direct meetings in the community	Recovery Coordinator	December 2022
Develop partnership with organizations responsible for cyber security and response	Senior Planner	December 2022
Annually review current and develop new MOUs with non-profit and faith based partners	Senior Planner	May 2022
Annually promote and train partners for the Adopt-A-Shelter Program	Mitigation Coordinator	December 2022

## Objective 3.3 Assess, identify, maintain, and enhance resources for emergency response.

Action Item	Responsible Party	Expected Completion Date
Annually update EOC guidebook.	EM Associate	May 2022
Maintain resource capability through quarterly gap analysis, upkeep, and inventory of warehouse / staging facility and OEM equipment.	Operations Manager	December 2022
Implement community lifeline program to better coordinate response effort and guide recovery activities.	Senior Planner	June 2022
Conduct preventative maintenance on all OEM equipment in accordance with Fleet Maintenance schedule or included in Resource Management Operational Plan.	Operations Manager	December 2022
Monthly review inventory of EOC and office supplies and uniforms	EM Officer	December 2022
Quarterly track grant funding sources, allotments, grant period, deliverables.	EM Officer	December 2022
Annually review and update local and State mutual aid agreements and memorandums of understanding.	Chief Administrator	July 2022
Annually submit projects for State Homeland Security Grant Program (SHSGP) and Urban Area Security Initiative (UASI)	Chief Administrator	December 2022

## Goals/Objectives Continued...

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### EMERGENCY MANAGEMENT DIVISION CONTINUED...

#### GOAL 4: Implement and guide initiatives to engage the whole community to effectively **recover** from disasters

Objective 4.1 Enhance community partnerships to identify and resolve unmet needs.

Action Item	Responsible Party	Expected Completion Date
Annually update and track disaster response teams through county's volunteer management database	Recovery Coordinator	December 2022
Conduct case management on individuals that have been denied assistance from FEMA following a declared disaster and / or are identified in case management databases such as WebEOC, CAN, Crisis Track, Crisis Cleanup	Recovery Coordinator	December 2022
Support LTRC through coordination of quarterly meetings and serving on the board of directors for Seminole HEART.	Recovery Coordinator	December 2022
Identify resources for unmet needs post-disaster through Community Services Department, private, non-profit and faith-based organizations.	Recovery Coordinator	December 2022

Objective 4.2 Review and enhance short- and long-term recovery methods.

Action Item	Responsible Party	Expected Completion Date
Annually review / update CEMP Recovery annex	Recovery Coordinator	May 2022
Review financial best practices with county and partner agencies	Recovery Coordinator	May 2022
Annually review and update of the debris management plan	Recovery Coordinator	July 2022
Review / update and exercise of the disaster housing chapter of the Post Disaster Recovery Plan, including contacts and locations (even years)	Recovery Coordinator	July 2022
Review and update COOP (even years)	Senior Planner	December 2022
Review / update and exercise of the Post Disaster Recovery Plan (odd years)	Recovery Coordinator	December 2023

Objective 4.3 Guide the recovery process through a coordinated recovery model.

Action Item	Responsible Party	Expected Completion Date
Establish Recovery Working Group to guide recovery activities post disaster.	Recovery Coordinator	December 2022
Integrate and exercise Recovery Support Functions (RSFs) model into EOC operations	Recovery Coordinator	July 2022

## Goals/Objectives Continued...

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**GOAL 5: Build a resilient community through identification and application of hazard mitigation strategies.**

Objective 5.1 Utilize resiliency methods to develop a comprehensive threat and risk assessment for the community.

Action Item	Responsible Party	Expected Completion Date
Conduct and produce an annual report of the Local Mitigation Strategy (LMS)	Mitigation Coordinator	January 2022
Annual review of repetitive loss properties and applications for flood mitigation assistance	Mitigation Coordinator	May 2022
Conduct and produce annual report of Community Rating System (CRS) activities	Mitigation Coordinator	May 2022
Conduct annual review of Hazard Analysis and Threat Hazard Identification and Risk Assessment (THIRA)	Chief Administrator	June 2022
Annually Promote NFIP (National Flood Insurance Program) in flood prone areas and repetitive loss communities	Mitigation Coordinator	July 2022
Conduct review of the Community Wildfire Protection Plan (even years)	Mitigation Coordinator	August 2022
Conduct and produce annual review of the Floodplain Management Plan	Mitigation Coordinator	October 2022
Review trends in natural and human caused disasters to identify mitigation opportunities	Mitigation Coordinator	December 2022
Conduct quarterly review of action items inside the LMS (Local Mitigation Strategy)	Mitigation Coordinator	December 2022
Conduct quarterly meeting with municipalities, County departments, and allied agencies to discuss mitigation activities and Community Rating System (CRS) initiatives	Mitigation Coordinator	December 2022

Objective 5.2 Leverage various partnerships and funding sources to complete mitigation initiatives.

Action Item	Responsible Party	Expected Completion Date
Annually promote and review / determine eligibility for the Hurricane Loss Mitigation Program. including shelter retrofit projects	Mitigation Coordinator	June 2022
Submit a minimum of one project through the Hazard Mitigation Grant Program (HMGP) for any declared disaster in the State of Florida	Mitigation Coordinator	December 2022
Conduct quarterly update LMS (Local Mitigation Strategy) project list to identify possible funding mechanisms	Mitigation Coordinator	December 2022



## **RADIO TELECOMMUNICATIONS DIVISION**

**GOAL 1: Provide the required training to staff so that they have the knowledge, skills, and abilities to deliver an interoperable, reliable and resilient Telecommunications framework by September 2030.**

- Objective 1.1: To enhance our technical staffs' knowledge and skills baseline via a 3-prong approach which are instructor led, onsite training at our location, and/or online self-paced. By addressing it in these means we will be able to increase their knowledge base enabling them to provide fully operational radio systems, structured cabling systems, security systems, and inventory management systems.
- Objective 1.2: Expand the knowledge base and skillsets of our Emergency Management Telecommunications Division staff by providing the guiding principles preparing us to deliver a unified county response to disasters and emergencies, from the smallest incident to the largest catastrophe.

**GOAL 2: Improve First Responders' efficiencies and effectiveness through advanced Telecommunications systems by August 2024**

- Objective 2.1: We will aid our First Responder agencies in reducing their response times by providing them technology that leverages existing systems in a more efficient and effective manner. Examples of this framework are:
- Provide technical guidance and subject matter expertise as it relates to Telecommunication services to Seminole County on the new Five Points Master Infrastructure Plan.
  - The development of an interface that is built on Mission Critical Push-to-Talk (MC-PTT) technology onto the National Public Safety Broadband Network (NPSBN) cellular platform and our P25 Shared Radio System.
  - The development of a new Seminole County First Responder and General County Operations radio matrix and programming templates.
  - Introducing new features such as secured communications, GPS, Personnel Accountability, remote programming, and personnel tracking and monitoring.

**GOAL 3: Review our Telecommunications processes and procedures for accuracy and relevance by July 2021.**

- Objective 3.1: We will accomplish this through peer review processes, in an environment that allows all levels of staff the ability of providing telecommunications solutions, which are accurate and relevant to the present technological architecture.
- Objective 3.2: We will develop and incorporate new processes and procedures that are required by the introduction of newly added advanced telecommunications systems.
- Examples of new systems that require new procedures/processes are Remote Management programming of First Responder radios, providing secure communications via encryption standards, enhancing safety by introduction of an automated process for Personnel Accountability Reporting (PAR), and increasing situational awareness and monitoring of First Responder staff via GPS-capable radios, cellphones, and vehicular systems.

# Planning for the Future

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The Seminole County Office of Emergency Management continues to strive for excellence and become internationally recognized as a premier emergency management program. Our efforts to continue to offer a higher level of service to our residents has become our most important priority as we continue to navigate a post-pandemic world. The continuation of essential services and ability to adapt to ever-changing environments has made us stronger as an organization. Each component of our Office remains committed to streamlining processes and implementing innovative ideas.

The Office for Emergency Management looks forward to 2022 to begin the revolution of how our community reimagines the disaster recovery process. The creation of a community-wide Post Disaster Recovery Plan aims to take key federal recovery concepts and frameworks and transition them to local applications to better manage recovery. The end product aims to serve as a model for local jurisdictions around the country to emulate. The pandemic has certainly reshaped how essential services are maintained in a non-physical environment, the revision of the County's Continuity of Operations Plan is expected to incorporate many lessons learned and become a more useful document for all county functions. Increased offerings of essential trainings and exercises are making their way to our community from many subject matter experts and new concepts. The continued effort to pre-identify

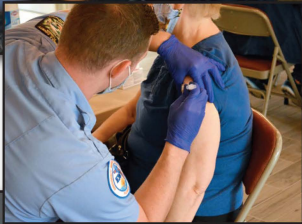
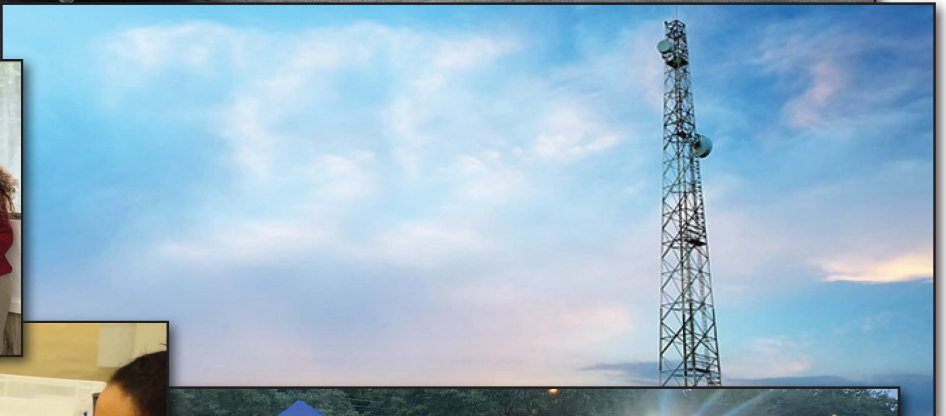
and mitigate areas of our community with known risk remains a top priority including the coordination of the County's Community Rating System update which passes on financial discounts directly to our residents.

E911 Administration is working to promote the most updated technology and the importance of 9-1-1 and proper addressing in our community. The rebranding of the 911/Addressing Division will create an outreach model to educate the public and community partners on items such as text to 9-1-1, addressing concerns, and when to call for emergency services. This outreach program will eventually branch into schools and other community oriented events.

Seminole County Animal Services looks to revitalize the outside cat area to expand the space in the shelter for additional cats and encourage guests to adopt. This addition to the shelter will be supported by volunteer groups for beautification and upkeep upon completion. In addition, staff looks to expand public outreach at community adoption events to pre-pandemic levels to ensure our animals get the best possible forever homes.

Seminole County Telecommunications continues to enhance and innovate the radio/telecommunications network to ensure the safety of our responders during emergencies. One important upcoming project is the review and update of the Seminole County Radio matrix which will better align Public Safety channels across the county effectively.







## 2022

January							February							March							April						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
26	27	28	29	30	31	1	30	31	1	2	3	4	5	27	28	1	2	3	4	5	27	28	29	30	31	1	2
2	3	4	5	6	7	8	6	7	8	9	10	11	12	6	7	8	9	10	11	12	3	4	5	6	7	8	9
9	10	11	12	13	14	15	13	14	15	16	17	18	19	13	14	15	16	17	18	19	10	11	12	13	14	15	16
16	17	18	19	20	21	22	20	21	22	23	24	25	26	20	21	22	23	24	25	26	17	18	19	20	21	22	23
23	24	25	26	27	28	29	27	28	1	2	3	4	5	27	28	29	30	31	1	2	24	25	26	27	28	29	30
30	31	1	2	3	4	5																					

May							June							July							August						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	29	30	31	1	2	3	4	26	27	28	29	30	1	2	31	1	2	3	4	5	6
8	9	10	11	12	13	14	5	6	7	8	9	10	11	3	4	5	6	7	8	9	7	8	9	10	11	12	13
15	16	17	18	19	20	21	12	13	14	15	16	17	18	10	11	12	13	14	15	16	14	15	16	17	18	19	20
22	23	24	25	26	27	28	19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27
29	30	31	1	2	3	4	26	27	28	29	30	1	2	24	25	26	27	28	29	30	28	29	30	31	1	2	3
														31	1	2	3	4	5	6							

September							October							November							December						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
28	29	30	31	1	2	3	25	26	27	28	29	30	1	30	31	1	2	3	4	5	27	28	29	30	1	2	3
4	5	6	7	8	9	10	2	3	4	5	6	7	8	6	7	8	9	10	11	12	4	5	6	7	8	9	10
11	12	13	14	15	16	17	9	10	11	12	13	14	15	13	14	15	16	17	18	19	11	12	13	14	15	16	17
18	19	20	21	22	23	24	16	17	18	19	20	21	22	20	21	22	23	24	25	26	18	19	20	21	22	23	24
25	26	27	28	29	30	1	23	24	25	26	27	28	29	27	28	29	30	1	2	3	25	26	27	28	29	30	31
							30	31	1	2	3	4	5														

## 2023

January							February							March							April						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	29	30	31	1	2	3	4	26	27	28	1	2	3	4	26	27	28	29	30	31	1
8	9	10	11	12	13	14	5	6	7	8	9	10	11	5	6	7	8	9	10	11	2	3	4	5	6	7	8
15	16	17	18	19	20	21	12	13	14	15	16	17	18	12	13	14	15	16	17	18	9	10	11	12	13	14	15
22	23	24	25	26	27	28	19	20	21	22	23	24	25	19	20	21	22	23	24	25	16	17	18	19	20	21	22
29	30	31	1	2	3	4	26	27	28	1	2	3	4	26	27	28	29	30	31	1	23	24	25	26	27	28	29
																					30	1	2	3	4	5	6

May							June							July							August						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
30	1	2	3	4	5	6	28	29	30	31	1	2	3	25	26	27	28	29	30	1	30	31	1	2	3	4	5
7	8	9	10	11	12	13	4	5	6	7	8	9	10	2	3	4	5	6	7	8	6	7	8	9	10	11	12
14	15	16	17	18	19	20	11	12	13	14	15	16	17	9	10	11	12	13	14	15	13	14	15	16	17	18	19
21	22	23	24	25	26	27	18	19	20	21	22	23	24	16	17	18	19	20	21	22	20	21	22	23	24	25	26
28	29	30	31	1	2	3	25	26	27	28	29	30	1	23	24	25	26	27	28	29	27	28	29	30	31	1	2
														30	31	1	2	3	4	5							

September							October							November							December						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
27	28	29	30	31	1	2	1	2	3	4	5	6	7	29	30	31	1	2	3	4	26	27	28	29	30	1	2
3	4	5	6	7	8	9	8	9	10	11	12	13	14	5	6	7	8	9	10	11	3	4	5	6	7	8	9
10	11	12	13	14	15	16	15	16	17	18	19	20	21	12	13	14	15	16	17	18	10	11	12	13	14	15	16
17	18	19	20	21	22	23	22	23	24	25	26	27	28	19	20	21	22	23	24	25	17	18	19	20	21	22	23
24	25	26	27	28	29	30	29	30	31	1	2	3	4	26	27	28	29	30	1	2	24	25	26	27	28	29	30

## 2024

January							February							March							April						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
31	1	2	3	4	5	6	28	29	30	31	1	2	3	25	26	27	28	29	1	2	31	1	2	3	4	5	6
7	8	9	10	11	12	13	4	5	6	7	8	9	10	3	4	5	6	7	8	9	7	8	9	10	11	12	13
14	15	16	17	18	19	20	11	12	13	14	15	16	17	10	11	12	13	14	15	16	14	15	16	17	18	19	20
21	22	23	24	25	26	27	18	19	20	21	22	23	24	17	18	19	20	21	22	23	21	22	23	24	25	26	27
28	29	30	31	1	2	3	25	26	27	28	29	1	2	24	25	26	27	28	29	30	28	29	30	1	2	3	4
														31	1	2	3	4	5	6							

May							June							July							August						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
28	29	30	1	2	3	4	26	27	28	29	30	31	1	30	1	2	3	4	5	6	28	29	30	31	1	2	3
5	6	7	8	9	10	11	2	3	4	5	6	7	8	7	8	9	10	11	12	13	4	5	6	7	8	9	10
12	13	14	15	16	17	18	9	10	11	12	13	14	15	14	15	16	17	18	19	20	11	12	13	14	15	16	17
19	20	21	22	23	24	25	16	17	18	19	20	21	22	21	22	23	24	25	26	27	18	19	20	21	22	23	24
26	27	28	29	30	31	1	23	24	25	26	27	28	29	28	29	30	31	1	2	3	25	26	27	28	29	30	31
							30	1	2	3	4	5	6														

September							October							November							December						
Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa	Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7	29	30	1	2	3	4	5	27	28	29	30	31	1	2	1	2	3	4	5	6	7
8	9	10	11	12	13	14	6	7	8	9	10	11	12	3	4	5	6	7	8	9	8	9	10	11	12	13	14
15	16	17	18	19	20	21	13	14	15	16	17	18	19	10	11	12	13	14	15	16	15	16	17	18	19	20	21
22	23	24	25	26	27	28	20	21	22	23	24	25	26	17	18	19	20	21	22	23	22	23	24	25	26	27	28
29	30	1	2	3	4	5	27	28	29	30	31	1	2	24	25	26	27	28	29	30	29	30	31	1	2	3	4



*SEMINOLE COUNTY*  
FLORIDA'S NATURAL CHOICE

**OFFICE OF EMERGENCY MANAGEMENT**

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