

Office of Emergency Management EMERGENCY MANAGEMENT TEAM STRATEGIC PLAN



SEMINOLE COUNTY
FLORIDA'S NATURAL CHOICE

Vision/Mission Statements

Vision

To be nationally recognized as a premier public safety program dedicated to the safety and welfare of the community.

Mission:

To build a caring and qualified team of staff and volunteers, who enrich, preserve, protect, and respect the lives of all animals in Seminole County.

- Animal Services Division

Mission:

To maintain a reliable and robust addressing program and 911 system, support our emergency communication centers, and ensure all citizen's calls for help are received and located.

- E-911/Addressing Division

Mission:

To foster a culture of preparedness and resiliency within the community through planning, training, exercising, mitigating, and strategic partnerships.

- Emergency Management Division

Mission:

To enhance the quality of life of the community by providing an interoperable, reliable, and resilient emergency telecommunication infrastructure.

- Emergency Telecommunications Division

Core Values:

**Integrity • Service • Compassion • Professional
Inclusive • Innovative • Equitable • Respectable
Responsive • Dedicated • Accountable • Teamwork**

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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:

- Advent Health
- Allied Health
- American Ambulance
- American Muslim Clinic
- Central Florida Disaster Medical Coalition
- Hospital Corporation of America
- Nemours
- Orlando Health

- True Health
- Seminole County Medical Examiner
- Shepherd's Hope

Partner 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
- Pet Alliance
- Radio Amateur Civil Emergency Services (RACES)
- Rescue Outreach Mission
- Salvation Army
- Seminole County TRIAD
- Seminole H.E.A.R.T.
- 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
- Emergency Telecommunications
- Environmental Services
- Fire Department (EMS/Fire/Rescue)
- Human Resources
- Information Technology
- 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
- I 4 Ultimate
- Lynx
- 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.

Working Groups:

- Seminole County Resiliency Working Group
- Central Florida Resiliency Working Group
- Disability Access Functional Needs Working Group
- Region 5 WebEOC Working Group
- FEPA County EM Directors Working Group

Mental Health (Youth):

- Project CAMP
- Young Men's Christian Association YMCA

Executive Summary

The Seminole County Office of Emergency Management is proud to present the 2024-2026 Strategic Plan. This plan outlines the overall vision of the Office of Emergency Management, four mission statements based on the four (4) independent divisions, goals to support those mission statements, objectives to support the goals, and actionable items. This annual review and update of the strategic plan establishes the path forward to ensure continued growth, innovation, and sustainable success.

The emergency management program annually reviews the organization's strategy through an assessment of new and evolving threats, hazards, opportunities, and strengths identified from last year. The Emergency Management Operations Team (EMOT) serves as the official advisory committee for the Office of Emergency Management. The collaboration and coordination with partners is critical to the success of our program. These stakeholders provide guidance to help establish a roadmap forward. Through this collaboration process the following strengths and opportunities were identified.

Strengths:

- Teamwork:** There is a clear trust amongst all of the members. It was clear that each agency felt a sense of belonging and felt valuable in the team process.
- Relationships/Networks:** All agencies discussed the partnerships and collaboration with the Office of Emergency Management and with and in between multiple organizations in the community.
- Experience:** The numerous hurricanes, wildfires, and flooding have provided emergency management team members with education and experience in their positions.
- Reputation:** The reputation of the emergency management office in the community remains high.
- Mentorship:** The importance of mentorship and how this partnership with the various local universities has created a culture of innovation and change. The students provide valuable insight into new technology, and seasoned emergency managers help the students learn about the field. This synergy has resulted in graduates obtaining amazing career opportunities and the Office of Emergency Management advance.
- Pro-active Approach:** The pro-active approach to emergency management aids in keeping the program on the cutting edge of preparedness, planning, training, and exercise.

Areas of Opportunity:

- Funding:** All staff expressed concerns with shifting grant opportunities. Funding continues to be a struggle, as grants decrease, and budget constraints grow.

- Bandwidth:** The Office of Emergency Management is incredibly busy. The bandwidth to do everything required has made it a challenge for staff to keep up with workloads.
- Facilities:** The facilities need renovation and growth. As the community continues to increase at a rate of approximately 5,000 per year, the emergency operations center and divisional warehouse spaces are not adequate and need renovation/expansion.
- Technology:** There is a never-ending struggle to keep up with technology. While the emergency management office did go over a complete renovation of the technology in the emergency operations center over seven years ago, the technology is already out of date.
- Partnerships:** The Office of Emergency Management must continue to update partnerships with existing and new non-profit, faith, and allied organizations in disaster preparedness and response. Retirements, shifting leadership, and new representatives in organizations have created an opportunity for growth in building a collaborative team.
- Peer Review:** Continued growth by seeking outside review of the Office of Emergency Management processes, procedures, and organizational structures is critical to the program's success. This look at our organizational leadership from an outside agency/representative will help the team continue to grow.

Threats and hazards continue to grow and change. As more individuals move into the community, new transportation systems are created, cyber-attacks loom, active assailant attacks are on the rise, climate shifts, and other related threats are discovered, emergency management must continue to grow to prepare and respond to these threats, hazards, and risks.

Seminole County Office of Emergency Management has always tried to be on the cutting edge of the public safety discipline by learning from other offices across the Country, adapting to meet new threats and hazards, and staying up to date with the newest trends and technologies. The Emergency Management Accreditation Program (EMAP), which the Seminole County Office of Emergency Management has achieved for multiple years, also sets basic standards for how the organization should function.

The regular quarterly review of this strategic plan helps to keep team members and the program accountable to the goals, objectives, and actional items established inside the plan. Our Strategic Plan 2024-2026 is a roadmap for the Seminole County Office of Emergency Management to achieve sustained growth, foster innovation, and exceed customer expectations. It will position us as a leader in our industry and drive long-term success.

Alan S. Harris, Director



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 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.

Organizational History Continued...

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.

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 a Mobile Disaster Recovery Center (MDRC) to assist 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.

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Organizational History Continued...

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On April 8th at 2 The emergency management program annually reviews the organization's strategy through an assessment of new and evolving threats, hazards, opportunities, and strengths identified from last year. The Emergency Management Operations Team (EMOT) serves as the official advisory committee for the Office of Emergency Management. The collaboration and coordination with partners is critical to the success of our program. These stakeholders provide guidance to help establish a roadmap forward. Through this collaboration process the following strengths and opportunities were identified." 100, 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 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

Organizational History Continued...

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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 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.

Organizational History Continued...

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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.

Hurricane Ian 2022

On Wednesday, September 21, Seminole County Office of Emergency Management started active tracking of Tropical Depression 9 in the Atlantic Ocean. Prior to Tropical Depression 9, Seminole County experienced abnormally high-water levels due to increased rainfall. The St. Johns River above Lake Harney reached Action Stage on September 21st and was forecast to increase by September 27th without additional rainfall. Tropical Depression 9 formed into an extremely powerful Category 4 hurricane, Hurricane Ian, as it made its approach to the Florida Peninsula. Ian had hurricane-force winds spanning 90 miles from the center and tropical-storm-force winds spanning 350 miles. On September 28, 2022 at 3:00PM, Hurricane Ian made landfall near the barrier islands west of Fort Meyers as a strong Category 4 Hurricane (155mph). Hurricane Ian brought over 16 inches of rainfall to Seminole County as it slowly moved across the Central Florida area.

Sandbag operations opened prior to the hurricane in all cities and multiple locations around the County. Over 218,000 sandbags were given out prior to the event. Seminole County Office of Emergency Management opened eight (8) shelters during the event, which consisted of two (2) special needs shelters, five (5) general population shelters and one (1) complex care shelter. One special needs and one general population shelter were designated as pet-friendly.

Major flooding took place immediately after the storm along the Little Wekiva River, and later along the St. Johns River.

A forward command post comprised of Law Enforcement, Fire Department personnel, and National Guard high water resources was established in Geneva to support on-going needs in the community for almost two weeks post Hurricane as Seminole County experienced historic flooding levels.

Points of Distribution (POD) were established to assist residents with food and water in storm impacted areas. Teams of volunteers were coordinated to assist with the many unmet needs post storm. Seminole County was declared for both Public and Individual Assistance following Hurricane Ian. On October 10th, a Disaster Recovery Center was opened at Seminole State College in Sanford to assist disaster survivors with FEMA applications and various other resources.

Hurricane Nicole 2022

By the second week of November, Seminole County was again preparing for potential tropical cyclone impacts. On November 7th, Seminole County was included in tropical storm watch and flood warnings associated with Tropical Storm Nicole. On November 9th, the Emergency Operations Center was activated to Level 1 as Tropical Storm Nicole intensified to a category 1 Hurricane and was expected to make landfall in southeast Florida the evening of November 9th. Two (2) evacuation shelters were opened, one (1) general population and one (1) special needs, opening the morning of November 9th.

Hurricane Nicole made landfall just south of Vero Beach in the early hours of November 10th, lessening to a tropical storm as the winds moved through Seminole County overnight November 9th - 10th. Post storm damage assessment revealed limited damage to structures from wind, however the 6-8" inches of rainfall received exacerbated the flood conditions still slowly receding from Hurricane Ian.

FEMA included Seminole County in a pre-landfall declaration for Category B of the Public Assistance Program. This made Seminole County and its political subdivisions eligible for 75% of cost share reimbursement for eligible expenditures necessary to implement protective measures ahead of Hurricane Nicole.

Hurricane Idalia 2023

Seminole County Office of Emergency began tracking a tropical area of concern, 93L, on Thursday, August 24. As forecast models aligned over the following days to show a potential impact for Seminole County, early planning and coordination activities were conducted. On Monday, August 28, the Seminole County Emergency Operations Center was activated to support sandbag locations, staging of shelter equipment, and other emergency protective measures in anticipation of a category 1 hurricane. On August 30, 2023, Hurricane Idalia made landfall near Keaton Beach in Florida's Big Bend with sustained winds of 125mph. Due to shifts in the track of the storm, Seminole County received minimal impacts from Hurricane Idalia. The consolidated standby shelter did not need to be activated and was quickly demobilized. Within 6-8 hours of impact utility outages were restored, and roadways were assessed and cleared.

With Seminole County largely in the clear from Hurricane Idalia, deployment teams from the Seminole County Sheriff's Office (SCSO), Seminole County Fire Department (SCFD), members of the Region 5 Incident Management Team (IMT) were on standby for missions to assist the heavily impacted areas of the Florida Panhandle / Big Bend area. On August 29th SCFD deployed an ambulance strike team, and the following day Urban Search and Rescue (USAR) Task Force 4. On September 1st, an SCSO Strike Team consisting of Special Operations and Motors units deployed to assist law enforcement in Dixie County. The following day, two County staff (OEM and Budget/Finance) deployed with the Region 5 IMT to Hamilton County to assist with EOC Logistic and Finance.

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 the 50th oldest county 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), Brevard County (East), Volusia County (North and East), and Lake County (West). The county seat resides in its largest municipality, Sanford. The municipalities 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 freshwater lakes which includes Lake Jessup (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 are 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, and is projected to reach half a million by the year 2025. Seminole county is the 3rd most densely populated county in Florida with 1380 persons per square mile. This large population density translates to Seminole County being the 13th largest county in Florida in terms of population. The population of Seminole County is one of the youngest in the state, at a median age of 39.3, ranking 12th in the state.

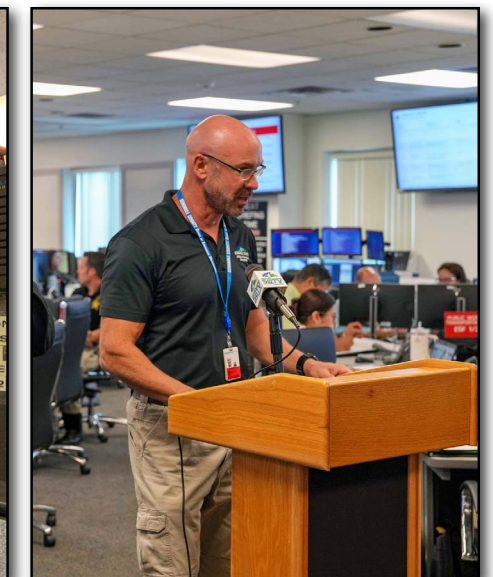
The Seminole County Public Schools rates near the top of the state, by Niche.com standards with it ranking 4th in Florida. The Public Schools system in Seminole County teaches about 68,096 students with 95.5% receiving their high school diploma, which is above the national

average. Throughout the county, there are 77 k-12 educational institutions teaching our students at a 22:1 ratio. Florida Department of Education gives the school district an "A" rating and is ranked #1 in the state for STEM K-12 education.

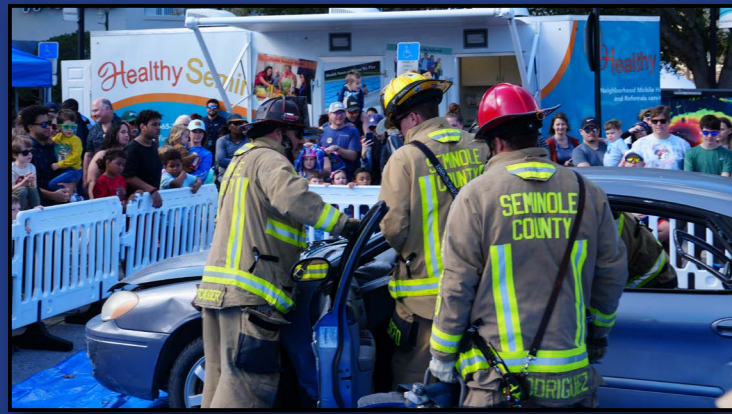
Seminole County has 4 hospitals serving our community, Central Florida Regional, Orlando Health South Seminole, Advent Health Altamonte Springs, and the HCA Oviedo Medical Center.

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 independent countries. The median household income in Seminole county is \$70,297, \$10,000 above the state average. Seminole County's largest employers include some of the nation's largest companies, the most notable being Concentrix, JP Morgan Chase, Deloitte, Liberty Mutual Insurance, and the American Automobile Association (AAA). Since COVID-19 Seminole County's unemployment rate has rebounded significantly and is now reaching all-time lows. After reaching a high of 14.30% in May of 2020, the 2022 rate is just 2.6%. This is significantly below the long-term average of 5.18% county-wide.



Accomplishments



Touch-A-Truck



Hurricane Exercise



Airport Exercise



Paws and Claus



Sanford Parade of Lights



At A Glance

Accomplishments of 2023

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Animal Services

- Renovation of flooring / walls in shelter building
- Renovation of adoption hallway
- New dog meet-n-greet adoption yard
- Installation of X-ray machine for surgical suite
- Kennel gate replacement – Phase 2
- Installation of walk-in cooler
- Reconstruction of the Cat Area
- ADA Complaint Doorway
- Hound around Town
- Lobby Kiosk
- Paws and Claus Adoption Event
- Dog Shade Project
- Seminole County Chapter 20 Revision:
 - Dangerous Dogs
 - Standards of Care Certificate

E-911/Addressing

- 911 Cyber Security Project –
- Fire Suppression System at Network Room / Public Safety Building – Phase 1 Architecture
- Renovation of the Fire Department Communication Center
- Renovation of SCSO Communications Center – Phase 1
- Upgrades to the 911 platform
- Upgrades to the GIS databases
- Accept online Credit Card payments
- First Net
- Region 5 MOU for Next Gen 911

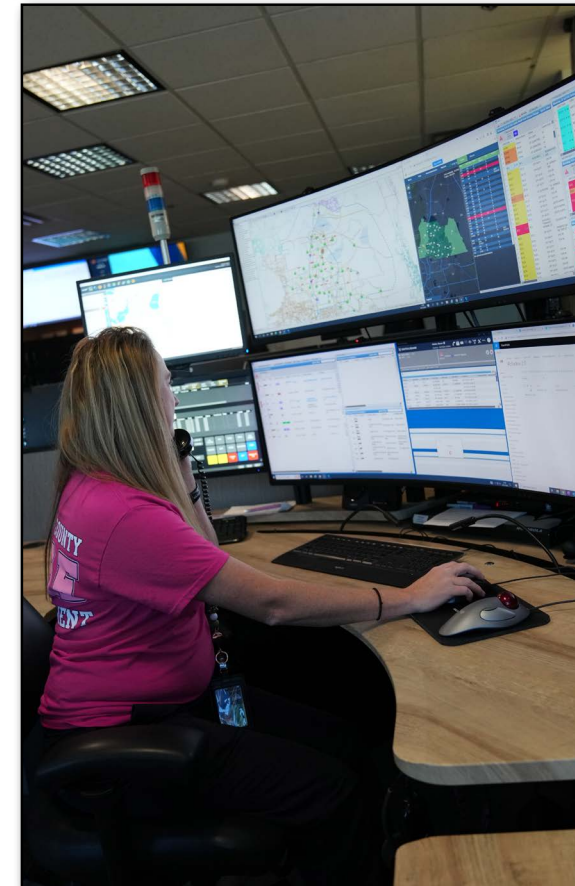
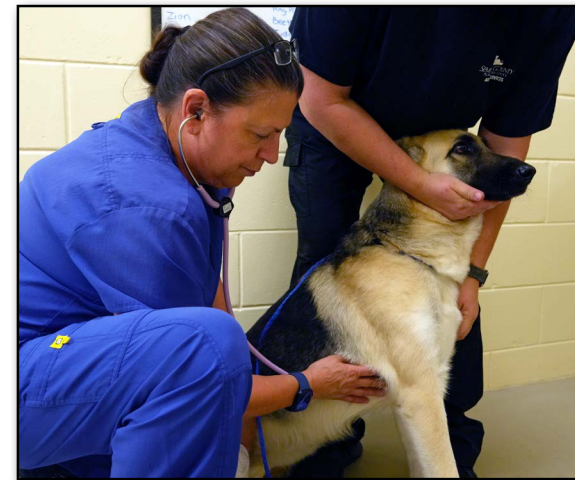
Emergency Management

- Recovery from Hurricane Ian / Nicole
- Disaster Housing Mission
- Unmet Needs Management
- Upgrade of the Satellite technology
- Upgrade of the A/V equipment in EOC

- Rewrite of the Integrated Preparedness Plan
- Enhancement of disaster response equipment
- Economic Recovery Plan Revision
- Evacuation Sheltering Mitigation Program
- Seminole County Resiliency Working Group mitigation projects
- WebEOC Enhancements
- Emergency Management Exercises:
 - Active Shooter / Assailant – Private / Faith Schools Tabletop
 - EOC Continuity of Operations Exercises
 - Damage Assessment Functional Exercise
 - General Population Shelter Exercise
 - The Great Tornado Drill
 - Mass Casualty Healthcare Full Scale Exercise
 - Operation Generate Confidence Drill
 - Operation Protect & Secure
 - Operation Track Santa
 - Orlando-Sanford International Airport Functional Exercise
 - SCPS Leadership Active Shooter Tabletop
 - SSC Leadership Severe Weather Tabletop
 - UCF Hurricane Exercise Springs / Fall

Emergency Telecommunications

- Radio Encryption for Law Enforcement – two sentences
- Renovation of three tower site buildings
- Cabling for renovations and construction in Five Points Complex
- Spectrum Cable transfer for all government buildings
- Fire Personal Accountability system
- Five Points Master Plan
- 800mhz Cyber Security
- Seminole/Volusia Tower Co-location



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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 and decrease the need for euthanasia through enhanced advertising, imaginative adoption campaigns, adoptions offsite, and creative foster programs.

- Objective 1.1: Develop a plan for animal decompression and animal enrichment training for staff.
- Objective 1.2: Research, develop, and implement animal behavioral and enrichment programs
- Objective 1.3: Build depth in workforce, including relief medical service and temporary staffing.
- Objective 1.4: Research capacity levels and begin building plan to increase capacity at the shelter and provide adequate office space.
- Objective 1.5: Research and develop rehoming website and/or lost / found website.
- Objective 1.6: Enhance foster programs.
- Objective 1.7: Develop a Dog Buddies program with non-profit rehabilitative services to provide animal enrichment thru dog walking.
- Objective 1.8: Develop a Diversion Program to help decrease the need for owner surrender animals and provide low-cost alternatives to pet owners
- Objective 1.9: Expand the Trap, Neuter, Vaccinate, Return program to include partnering with TNVR non-profits for partial funding of spay and neuters.

GOAL 2: Increase the professional development through focused customer service training, animal safety, and safe transitional housing for domestic animals and livestock.

- Objective 2.1: Prioritize team members taking courses that emphasizes excellent Customer Service.
- Objective 2.2: Provide enhanced safety equipment/deterrents to protect both the team member and animal.
- Objective 2.3: Continue to phase in new kennel gates and replace guillotine doors.
- Objective 2.4: Add upper and lower automatic watering stations to stalls in the barn.

GOAL 3: Enhance and utilize volunteers more efficiently providing a more enriching relationship and improve retention

- Objective 3.1: Develop and implement staff training on how to work more efficiently with volunteers.
- Objective 3.2: Research and implement volunteer appreciation program.
- Objective 3.3: Develop and implement volunteer schedules.

GOAL 4: Increase public education/awareness through sponsoring and participation in

- Objective 4.1: The annual adoption event "Paws and Claus".
- Objective 4.2: Participate in community events, parades, and festivals.
- Objective 4.3: Provide a minimum of four (4) Public and Employee vaccination/microchip clinics.
- Objective 4.4: Participate in offsite adoptions using the Adoption Options trailer within Seminole County.

Goals/Objectives Continued...

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- Objective 4.5: Identify opportunities to meet with community leaders to determine their needs.
- Objective 4.6: Enhance donation appreciations by sending letter and a token of our appreciation to donator.

GOAL 5: Enhance code compliance through investigations, education, and field service.

- Objective 5.1: Prioritize Field Operations continuing education and have each Officer attend a minimum of two training courses per year.
- Objective 5.2: Develop a Officer ride along program with local Law Enforcement to spend one on one time to educate what Animal Services can provide to them.

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

- Objective 6.1: Identify dogs and cats eligible for spay/neuter prior to adoption.
- Objective 6.2: Provide a wellness check for all animals with twenty-four hours of entry into the shelter.
- Objective 6.3: Routine medical rounds to be conducted to quickly identify patients in need of additional medical care.

GOAL 7: Enhance technology and streamlining processes through implementation of tablet/ipads and web-based computer aided dispatch (Chameleon).

- Objective 7.1: Provide Tablets to Field Personal and the Medical team to be able to access the shelter software program more efficiently.
- Objective 7.2: Standardize intake and outcome numbers to one standard report.

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: Organize no less than two meetings per year with county-wide addressing authorities.
- Objective 1.2: 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 at least two meetings per year with 911 PSAP Managers to discuss 911 related issues.

GOAL 3: Continue to expand our knowledge and acquire new skills

- Objective 3.1: Prioritize team members taking at least two training courses related to their specific job functions
- Objective 3.2: Attend at least one in person or virtual workshop, conference or webinar related to 911, GIS or Addressing.

GOAL 4: Addresses GIS: Enter new addresses, received from the cities, into the Situs layer in GIS, within 48 hours of receiving.

- Objective 4.1: Develop a streamlined process to allow for continuous input of new data
- Objective 4.2: Schedule staff accordingly when large developments will be sending over large numbers of new addresses

GOAL 5: Public Education: Create partnerships with schools, homeowner’s associations, independent living facilities, and other interested parties to educate our Seminole County residents on the evolving 9-1-1 technology.

- Objective 5.1: Develop website 911 learning center
- Objective 5.2: Partner with the Sheriff’s Office and Fire Department to allow for more opportunities for community involvement
- Objective 5.3: Make a presence in the community at least once per month

Goals/Objectives Continued...

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EMERGENCY MANAGEMENT DIVISION

GOAL 1: Enhance and adapt equitable preparedness measures to protect the community from all identified hazards in an ever-changing environment.

Objective 1.1 Identify socially vulnerable populations and implement preparedness strategies to address barriers by actively engaging community stakeholders

| Action Item | Responsible Party | Expected Completion Date |
|--|------------------------|--------------------------|
| Identify and implement Community Emergency Response Team in socially vulnerable communities and/or demographics. | Recovery Coordinator | December |
| Target public education programs to vulnerable segments of the population. | EM Coordinator | December |
| Expand the demographic analysis of the Local Mitigation Strategy to include additional diversity, equity, and inclusion data points. | Mitigation Coordinator | October |
| Expand the functional needs support services working group with community organizations. | Recovery Coordinator | June |
| Annually promote special needs and well-check programs. | EM Associate | December |
| Create and update a preparedness resource guide for socially vulnerable populations. | EM Associate | June |
| Expand the hub-and-spoke program for low and fixed income communities. | Operations Chief | June |

Objective 1.2 Expand and innovate outreach initiatives to create a “culture of preparedness” in Seminole County.

| Action Item | Responsible Party | Expected Completion Date |
|---|------------------------|--------------------------|
| Host the annual Touch a Truck event and Great Tornado Drill as part of Severe Weather Awareness Week. | EM Associate | February |
| Promote National Flood Awareness Week. | Mitigation Coordinator | March |
| Host healthcare facility summit. | Division Manager | May |
| Conduct preparedness presentations at neighborhood groups and social and service organizations. | Director | December |
| Conduct Community Preparedness workshops. | Recovery Coordinator | July |
| Conduct Operation Generate Confidence. | Division Manager | July |
| Develop and conduct Preparedness Merit Badge Achievement Day for BSA and GSA groups. | Operations Chief | July/August |
| Promote National Preparedness Month and conduct community lockdown drill. | Division Manager | September |

Goals/Objectives Continued...

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EMERGENCY MANAGEMENT DIVISION CONTINUED...

Objective 1.2 Expand and innovate outreach initiatives to create a "culture of preparedness" in Seminole County. (cont.)

| Action Item | Responsible Party | Expected Completion Date |
|--|----------------------|--------------------------|
| Promote National Cybersecurity month to include social media posts, workshop, and webinar. | Division Manager | October |
| Participate in National Night Out. | EM Associate | October |
| Participate in Christmas Parade. | EM Associate | December |
| Participate in EM Day at the State Capitol | Director | February |
| Update the Alert Seminole brochure and Prepare Seminole guide (even years). | EM Officer | June |
| Create and conduct Community Emergency Response Team training at Winter Springs Public Service Academy | Recovery Coordinator | December |
| Participate in SCPS Dividends Program. | Operations Chief | December |

Objective 1.3 Advance the level of preparedness through training and exercise opportunities.

| Action Item | Responsible Party | Expected Completion Date |
|--|----------------------|--------------------------|
| Annually develop and implement the Integrated Preparedness Plan. | Operations Chief | January |
| Quarterly review the AAR Improvement Plans for past exercises and real life events. | Operations Chief | December |
| Conduct a minimum of ten exercises specific to hazards identified in the LMS. A minimum of one (1) exercise to include critical infrastructure disruption. | Operations Chief | December |
| Conduct a minimum of two targeted trainings for places of worship, nonprofits, and community organizations. | Recovery Coordinator | December |
| Develop training and exercise criteria to meet National Qualification System standards. | Operations Chief | December |
| Ensure exercises consider issues related to access and functional needs. | Division Manager | December |
| Ensure OEM staff completes a minimum of 40 hours of continuing education and training. | Director | December |
| Ensure command and general staff and emergency support function leadership develop succession plan to include training and exercise benchmarks. | Division Manager | December |
| Expand training curriculum to include emerging threats, risks, and hazards. | Operations Chief | December |

Objective 1.4 Strengthen community planning through equitable collaboration with public, private, and non-profit partners and lessons learned from previous incidents.

| Action Item | Responsible Party | Expected Completion Date |
|--|-------------------|--------------------------|
| Identify equity elements with partner organizations and ensure they are part of operational annex updates. | Division Manager | June |
| Review and adopt lessons learned from major national incidents into future plans. | Division Manager | December |

Goals/Objectives Continued...

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Objective 1.3 Strengthen community planning through equitable collaboration with public, private, and non-profit partners and lessons learned from previous incidents. (cont.)

| Action Item | Responsible Party | Expected Completion Date |
|--|-------------------|--------------------------|
| Annual review and update of Emergency Management Accreditation Program. | Division Manager | December |
| Develop a method for individuals to report work tasks and roles during disasters. | Division Manager | June |
| Establish or enhance existing service level agreements with support agencies. | EM Associate | June |
| Annual review and update of Comprehensive Emergency Management Plan. | Division Manager | June |
| Annual update of power priority restoration for critical infrastructures. | Director | June |
| Annual review of federal, state, local ordinances for any necessary changes. | Director | June |
| Conduct monthly Emergency Management Team Meeting. | Operations Chief | December |
| Annual visit tour and meet with National Weather Service as part of Storm Ready Certification. | Director | December |
| Conduct surveys for ten percent of healthcare facilities in Seminole County as part of the emergency management plan and review process. | Division Manager | December |

GOAL 2: Strengthen capabilities to anticipate, disrupt, and/or prevent identified hazards.

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

| Action Item | Responsible Party | Expected Completion Date |
|---|-------------------|--------------------------|
| Develop Cyber Security Task Force to gather, collaborate, train, exercise, and disseminate information on cyber threats. | Division Manager | December |
| Receive, research, gather, validate, and disseminate intelligence and information on threats from fusion centers and medical coalitions. | Director | December |
| Expand video surveillance systems through FUSUS, FDOT, Milestone, drones, and other technologies | Operations Chief | December |
| Expand relationship with critical infrastructure partners through outreach, training, workshops, vulnerability assessments, and exercises. | Operations Chief | December |
| Participation in homeland security working groups to include, but not limited to: Urban Area Security Initiative, Regional Domestic Security Task Force, and State Homeland Security Executive Committee. | Director | December |
| Track, validate, develop incident action plans (as applicable), and disseminate information on major, or high-profile, special events | Division Manager | December |

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

| Action Item | Responsible Party | Expected Completion Date |
|---|-------------------|--------------------------|
| Deploy cyber security measures through cyber security working group for any known or realized cyber threat. | Division Manager | December |
| Coordinate the deployment of logistical support to protect special events from potential threats. | Operations Chief | December |

Goals/Objectives Continued...

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EMERGENCY MANAGEMENT DIVISION CONTINUED...

Objective 2.2 Strategize and implement interdiction and disruption activities to protect critical infrastructures, to include improving cyber security measures. (cont.)

| Action Item | Responsible Party | Expected Completion Date |
|--|-------------------|--------------------------|
| Annually change passwords for all emergency management systems and ensure security updates are timely applied. | Operations Chief | January |
| Annually review and update critical infrastructure list and identify potential gaps in safety/security. | Division Manager | May |

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

Objective 3.1 Improve effectiveness of response by leveraging existing and emerging technologies.

| Action Item | Responsible Party | Expected Completion Date |
|---|-------------------|--------------------------|
| Expand and diversify cellular technologies with redundant telephone systems and First Net capabilities. | Operations Chief | May |
| Annually provide training on emergency operation center and response systems. | Operations Chief | June |
| Develop on-line training programs for emergency operation center and response position functions. | Operations Chief | May |
| Enhance emergency operation center and response systems to include: damage assessment, WebEOC, automated vehicle locator systems, satellite technology, inventory control, and GIS. | Operations Chief | December |
| Annually test and expand amateur radio technologies through partnership with Seminole County ARES/RACES working group. | Operations Chief | May |
| Assess, test, train, and exercise redundant emergency operation center systems, to include paper. | Operations Chief | December |
| Expand electric vehicle charging capability at disaster response locations. | Operations Chief | December |
| Research and implement artificial intelligence capabilities in emergency management. | Operations Chief | December |
| Research and implement virtual donations portal for businesses. | Operations Chief | December |

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 |
|--|----------------------|--------------------------|
| Research, develop, and implement business operation center procedures and plans. | Operations Chief | May |
| Develop trusted agent program for socially vulnerable communities to ensure diversity, equity, and inclusion. | Recovery Coordinator | June |
| Enhance ESF 18 Business and Industry by developing partnerships with the local Chambers of commerce and economic development | Director | June |
| Expand our faith and non-profit partners through direct meetings in the community | Recovery Coordinator | December |
| Annually review current and develop new MOUs with non-profit and faith-based partners | Recovery Coordinator | December |

Goals/Objectives Continued...

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EMERGENCY MANAGEMENT DIVISION CONTINUED...

Objective 3.3 Identify, maintain, and enhance fiscal and logistical capabilities based on lessons learned from previous incidents and gap analysis.

| Action Item | Responsible Party | Expected Completion Date |
|--|-------------------|--------------------------|
| Develop and maintain a budget, grant, and procurement strategy. | Director | October |
| Create a logistics inventory database in WebEOC. | Operations Chief | June |
| Maintain resource capability through quarterly gap analysis, upkeep, and inventory of warehouse / staging facility and OEM equipment and supplies. | Operations Chief | December |
| Conduct preventative maintenance on all OEM equipment in accordance with Fleet Maintenance schedule or included in the Resources Management Operations Plan. | Operations Chief | December |
| Quarterly track grant funding sources, allotments, grant periods, and deliverables. | EM Officer | December |

GOAL 4: Implement and coordinate initiatives by engaging the whole community to effectively recover from disasters.

Objective 4.1 Identify and 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 and develop an online form for volunteer organization to input their capabilities | Recovery Coordinator | December |
| 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, CAS, Crisis Track, Crisis Cleanup | Recovery Coordinator | December |
| Support and increase membership of Long Term Recovery Committee (LTRC) through coordination of meetings and serving on the Board of Directors for Seminole HEART. | Recovery Coordinator | December |
| Enhance Seminole HEART through community engagement and outreach. | Recovery Coordinator | December |
| Building neighborhood based teams to support socially vulnerable communities and development of community points of distribution (POD) | Operations Chief | December |
| Connect resources available through other networks with unmet needs (Community Services, HUD, American Red Cross, HHS, etc.) | Recovery Coordinator | December |
| Enhance the youth mental health assistance program after disasters program (Project Camp) | Recovery Coordinator | June |

Goals/Objectives Continued...

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Objective 4.2 Review and enhance the recovery process through a coordinated recovery continuum.

| Action Item | Responsible Party | Expected Completion Date |
|---|----------------------|--------------------------|
| Explore and implement disaster recovery initiatives utilizing geo-spatial and artificial intelligence to ensure diversity, equity, and inclusion. | Director | June |
| Annually update the Disaster Readiness Assessment as part of the F-ROC program | Recovery Coordinator | December |
| Enhance and exercise the Disaster Housing Plan with existing and new partnerships. | Recovery Coordinator | August |
| Develop an educational program on recovery after a disaster (partnership with Habitat for Humanity and similar organizations). | Recovery Coordinator | September |

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

Objective 5.1 Utilize resiliency strategies to develop a comprehensive hazard and risk assessment for the community.

| Action Item | Responsible Party | Expected Completion Date |
|--|------------------------|--------------------------|
| Participate in a regional hazard assessment on carbon emissions, climate change, electrical vehicle usage, and green infrastructure. | Mitigation Coordinator | December |
| Produce annual report of the Local Mitigation Strategy to include an update of the demographics section and hazards review. | Mitigation Coordinator | October |
| Review trends in natural and human caused disasters to identify mitigation opportunities. | Mitigation Coordinator | December |
| Conduct annual review of Threat Hazard Identification and Risk Assessment (THIRA). | Operations Chief | August |
| Annually review repetitive loss properties and applications for flood mitigation assistance. | Mitigation Coordinator | December |
| Annually promote National Flood Insurance Program (NFIP) in flood prone areas and repetitive loss communities. | Mitigation Coordinator | April |

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

| Action Item | Responsible Party | Expected Completion Date |
|---|------------------------|--------------------------|
| Coordinate with regional resiliency partners through the East Central Florida Resiliency Collaborative. | Mitigation Coordinator | December |
| Actively participate in the Resilient Florida program. | Mitigation Coordinator | December |
| Conduct quarterly update of the LMS project list and identify possible funding mechanisms. | Mitigation Coordinator | December |
| Conduct quarterly meetings with municipalities, county departments, and allied agencies to discuss mitigation activities and Community Rating System (CRS) initiatives. | Mitigation Coordinator | December |
| Annual review of completed projects with partnering homeowners to ensure compliance with NFIP. | EM Coordinator | June |
| Assess alternative funding methods to support equitable distribution of local mitigation dollars. | Director | December |

Goals/Objectives Continued...

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EMERGENCY 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, Emergency Telecommunications' critical infrastructure microwave and fiber network, and inventory management systems.

Objective 1.2: Expand the knowledgebase and skillsets of our Emergency 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 2026.

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 Emergency Telecommunication services to Seminole County First Response Agencies by attending ongoing SME (Subject Matter Expert) courses as it relates to Radio Frequency Spectrum, Fiber Optic, and Networking Architecture.
- The expansion of Mission Critical Push-to-Talk (MC-PTT) technology as identified on 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 a new visual display feature for asset and apparatuses.
- Implementation of Cyber Security on LMR(Land Mobile Radio) System.

GOAL 3: Review our Telecommunications processes and procedures for accuracy and relevance by July 2030.

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 continually develop and incorporate new processes and procedures that are required by the introduction of newly added advanced telecommunications systems.

- Examples of 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.



SEMINOLE COUNTY

FLORIDA'S NATURAL CHOICE

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