



Santa Rosa County
Division of Emergency Management

Strategic Plan
2015 - 2019

Table of Contents

<i>Introduction</i>	3
<i>Mission Statement and Program Vision</i>	4
Mission Statement	4
Program Vision	4
<i>Organizational Values</i>	5
<i>Executive Summary</i>	6
<i>Chapter 1 Emergency Management Standards</i>	8
<i>Chapter 2 Hazard Prevention / Mitigation</i>	11
<i>Chapter 3 Preparedness</i>	14
<i>Chapter 4 Response and Recovery</i>	23
<i>Chapter 5 Strategy Summary and Challenges</i>	27
<i>Chapter 6 Capabilities and Future Needs</i>	29

Introduction

Santa Rosa County Division of Emergency Management (DEM) provides an all-hazards approach to emergency management and homeland security activities for Santa Rosa County. The major areas of focus include emergency management and homeland security planning and policy, emergency management and homeland security grant administration, countywide training and exercise program, public preparedness and education, and enhancement of county response and recovery capabilities. Santa Rosa County DEM is committed to preparing for, responding to, recovering from, mitigating against, and preventing threats to Santa Rosa County. These threats include natural disasters and man-made disasters, including terrorism, and technological disasters. Santa Rosa County DEM coordinates emergency management and homeland security activities with all Santa Rosa County agencies, as well as with private organizations, faith-based organizations, volunteer organizations, and other local, state, and federal agencies.

Santa Rosa County DEM provides leadership, vision, direction, and subject matter expertise in the field of emergency management and homeland security in order to heighten the county's readiness to respond to and recover from major emergencies and disasters. In the event of a major emergency or disaster affecting Santa Rosa County, Santa Rosa County DEM will activate and manage the County's Emergency Operations Center (EOC). The EOC becomes the coordination point for all county emergency management activities. Furthermore, Santa Rosa County DEM serves as the coordination point for federal disaster assistance, Santa Rosa County recovery efforts, and prevention / mitigation programs to reduce the effects of future disasters. In addition, Santa Rosa County DEM serves as the liaison to city, county, regional, state, federal, volunteer, faith-based, and private partners in order to prepare for, effectively respond to, and efficiently recover from significant emergency and disaster incidents. These partnerships are enhanced through mutual aid agreements, and memorandums of understanding.

Santa Rosa County DEM develops and maintains the county's Comprehensive Emergency Management Plan (CEMP), and directs emergency management planning for the entire county. The CEMP guides strategic organizational behavior before, during, and after a significant emergency or disaster in Santa Rosa County. This document serves as the foundational guide for county emergency and disaster preparedness, response, recovery, and mitigation efforts. In addition, Santa Rosa County DEM coordinates emergency training, simulations, and exercises necessary to prepare county staff and partnering agencies to carry out their roles in the Santa Rosa County Comprehensive Emergency Management Plan (CEMP).

This document is a work in progress and is designed to be a "forecast" of what will be necessary to continue building Emergency Management programs in Santa Rosa County. Appropriate and reasonable goal setting is part of the process for this "forecast" based on current public policy (local, state, and federal), fiscal restraints, and public expectation. It is our intent that this Strategic Plan serve as a guide in continuing the level of excellence to our citizens and to our community in the future.

This document may be modified at anytime at the direction of the emergency management director in order to achieve goals of the emergency management program.

Mission Statement and Program Vision

Santa Rosa County Division of Emergency Management has adopted the following Mission Statement and Program Vision to serve as our focus for our role in the community:

Mission Statement

The role of emergency management as a service is ever expanding in scope and increasing in its commitment to the citizens of our county. The Division of Emergency Management will implement a comprehensive all hazards emergency management program using sound risk management principles that work towards improving quality of life and minimize effects after a disaster through mitigation, preparedness, response and recovery activities.

Program Vision

Promote a safer and less vulnerable community through effective partnerships of local government, local business and industry, emergency services, human service agencies and the citizens of Santa Rosa County

Organizational Values

As members of the Santa Rosa County Division of Emergency Management, we commit ourselves to the following values:

Excellence – We will strive to be the best that we can be and remain on the cutting edge of services that we provide, and will accept nothing less than excellence in our services to the community.

Dependability – We will perform our duties, and fulfill our responsibilities in a consistent and reliable manner.

Commitment – We will maintain our personal and professional vested interest in the Division of Emergency Management, the county, its activities, and its services.

Ethics and Integrity – We will conduct ourselves in an honest, forthright, and fair manner.

Empowerment – We will give our employees the proper resources to enable them to be accountable in efficiently and appropriately completing their tasks and assignments.

Education – We will continually hone our skills through training and education in order to remain current on the latest policies and guidance related to our missions, goals, and responsibilities.

Teamwork – We will work both internally and externally as a team to accomplish divisional goals and objectives through open communication, cooperation, collaboration, and shared recognition of our successes.

Adaptable – We will respond to changes in policy, procedures, and guidance in an efficient and clear manner.

Respect – We will recognize the importance and value of each individual person inside and outside of our organization, and treat each person as we would want to be treated.

Loyalty – We will display positive support and image for our organization, our superiors, our peers, and our subordinates at all times.

Safety – We will conduct all services during routine and emergency circumstances in a manner as to protect the health and welfare of our staff.

Executive Summary

This Strategic Plan is the second strategic document developed by the Division of Emergency Management (DEM). This document is intended to serve as a guideline for the DEM in both the short term (less than five years) as well as the long term (five or more years). This plan is based on the best available information relating to community needs based on hazard vulnerability; anticipated state and federal requirements regarding emergency and disaster mitigation, preparedness, response, and recovery; and projections of DEM resource needs to maintain and enhance current levels of service.

For the division to be successful in carrying out our mission in our community, several essential elements must be brought together to form a seamless comprehensive emergency management program. This program includes planning, training, and exercises that involve emergency management partners at the city, county, regional, state, and federal levels of government, and includes partners in both the private, faith based and volunteer sectors. The program also integrates people, processes, and technologies to ensure maximum efficiency and effectiveness in mitigating, preparing for, responding to, and recovering from large-scale emergencies and disasters.

Santa Rosa County's comprehensive emergency management and homeland security program addresses four separate phases that encompass critical activities before, during, and after emergencies and disasters. These four phases are:

- Prevention / Mitigation
- Preparedness
- Response
- Recovery

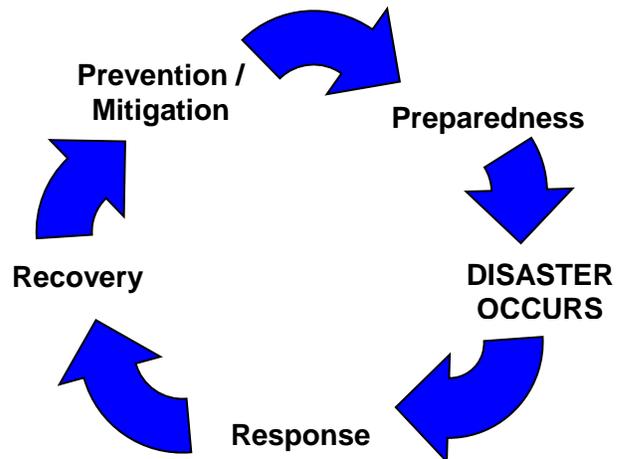


Figure 1. Emergency Management Cycle

These four phases of emergency management are cyclical in nature, as shown in Figure 1. Therefore, one of these phases is being addressed at any one point in time, and may overlap as the incident expands.

To assist in understanding the activities of Santa Rosa County DEM in each of these phases, this Plan is divided into chapters that provide a detailed analysis and recommendations for each section.

- Chapter 1 will discuss the emergency management standards and mandates that Santa Rosa County DEM strives to meet on an ongoing basis. These include standards set forth by the National Incident Management System (NIMS) and the Emergency Management Accreditation Program (EMAP).

- Chapters 2 – 4 of this plan will examine each of the four phases of emergency management (prevention / mitigation, preparedness, response and recovery), and what activities Santa Rosa County DEM has accomplished to date in each of these phases. Each chapter will also address strategies for current and future activities in each of these four phases of emergency management.
- Chapter 5 will present an explanation of current capabilities and future needs based on state and federal requirements, community needs, and enhancement of disaster response and recovery capabilities in Santa Rosa County.

Continued effectiveness in carrying out the mission and goals of the division will depend on adequate investment in ongoing professional development for employees to keep them on the leading edge of an ever-changing field. Trained personnel, coupled with a functional emergency operations center, and coordination with and cooperation from all emergency management stakeholders form an equation for an effective comprehensive emergency management and homeland security program that delivers service to the citizens and businesses of Santa Rosa County both during disasters, as well as on a day-to-day basis.

One of the most critical and ongoing challenges faced by the division is to continue to review and revise this plan as required to meet the diverse and rapidly changing world and operating environment. The Division must continue to look forward in its growth to develop and adopt plans, processes, and technologies that are directed to secure life safety, property, and community welfare following a large emergency or disaster in Santa Rosa County. Santa Rosa County Division of Emergency Management will meet this challenge!

Chapter 1 Emergency Management Standards

National Incident Management System (NIMS) Standards

Following the attacks on the World Trade Center and the pentagon on September 11, 2001, it was determined that a national approach to incident management would further improve the effectiveness of emergency response providers¹ and incident management organizations when dealing with any hazard, whether it be natural, man-made, or technological. This national approach would be applicable to all jurisdictional levels and functional disciplines in order to allow for consistency in emergency and disaster preparedness, response, and recovery efforts.

On February 28, 2003, the president issued Homeland Security Presidential Directive (HSPD)-5, which directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). According to HSPD-5:

This system will provide a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among Federal, State, and local capabilities, the NIMS will include a core set of concepts, principles, terminology, and technologies covering the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certification; and the collection, tracking and reporting of incident information and incident resources.

To provide the framework for interoperability and compatibility, the NIMS is based on the appropriate balance of flexibility and standardization in order to allow for consistent integration of multiple internal and external agencies during incident management. The major components of NIMS are:

- **Command and Management** – Mandates consistent use of the Incident Command System, Multi-Agency Coordination Systems, and Joint Information Systems.
- **Preparedness** – Requires standardized planning, training, and exercises; consistent methods for qualification and certification of emergency personnel; uniform response and recovery equipment acquisition and certification; and publication management.
- **Resource Management** – Defines uniform mechanisms for inventorying, mobilizing, dispatching, tracking, and recovering resources over the life cycle of an incident.
- **Communications and Information Management** – Identifies the requirement for standardized communications, information management (collection, analysis, and dissemination), and information sharing at all levels of incident management.

¹ As defined in the Homeland Security Act of 2002, Section 2(6), "The term 'emergency response providers' includes Federal, State, and local emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities." 6 U.S.C. 101 (6). This definition includes all Santa Rosa County agencies and personnel, as those outside of public safety are categorized in the "related personnel, agencies, and authorities".

- **Supporting Technologies** – Includes identification and acquisition of technology and technological systems that support capabilities that are essential to implementing and continuously refining the NIMS. These include voice and data communications systems, information management systems, and data display systems.
- **Ongoing Management and Maintenance** – Establishes activities to provide strategic direction for oversight of the NIMS. This includes routine review and refinement of the system.

Since the establishment of the NIMS, the U.S. Division of Homeland Security has issued requirements that local, state, and federal governments are to meet annually in order to be compliant with the NIMS for each respective year. These requirements cover each of the elements described above. Many of the requirements placed upon state and local governments typically require many hours of work in order to be fully compliant. In addition, there is a continual refinement of each of the standards in order to clarify the “spirit and intent” of each requirement. Due to these factors, full implementation of the NIMS at the federal, state, and local levels of government is a phased process, and is expected to take several more years for all requirements to be fully mandated. The Florida Division of Emergency Management monitors all NIMS requirements annually.

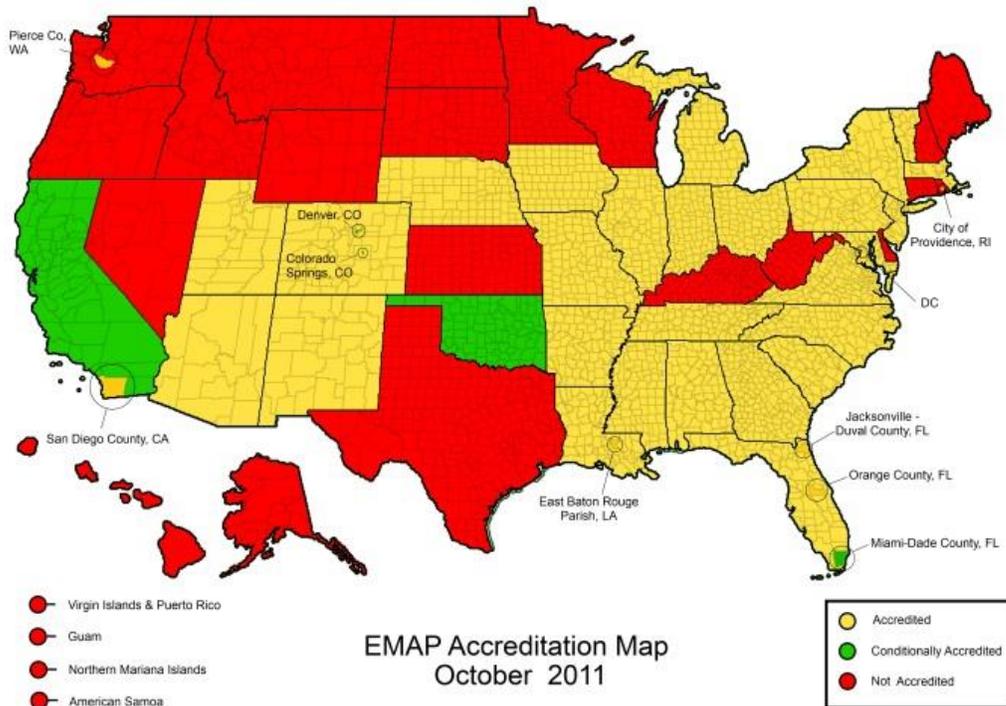
Emergency Management Accreditation Program (EMAP) Standards

Emergency Management accreditation is a voluntary, non-governmental process of self-assessment, documentation, and independent review designed to evaluate, enhance, and recognize quality in emergency management programs. The accreditation process is intended to improve emergency management program capabilities and increase professionalism at the state and local levels of government, thus benefiting the communities those programs serve. The goal of the accreditation is to evaluate an emergency management program's organization, resources, plans, and capabilities against current standards to increase effectiveness in protecting the lives and properties of residents.

The Emergency Management Accreditation Program (EMAP) has been designed to facilitate compliance with a set of standards called the "EMAP Standard". The *EMAP Standard* builds upon the *NFPA 1600 Standard on Disaster / Emergency Management and Business Continuity Programs* adopted by the National Fire Protection Association (NFPA). The *NFPA 1600* earlier adopted a portion of its program element framework from the *Capability Assessment for Readiness (CAR)* created by the Federal Emergency Management Agency (FEMA).

The *EMAP Standard* contains 64 standards that are intended to indicate the components a quality emergency management program should have in place. These standards are often difficult to meet and prove to be challenging for most emergency management agencies. Currently, only three local jurisdictions have been accredited in Florida. The standards describe "what" a program should accomplish, but not necessarily "how" compliance with a standard should be achieved. This provides flexibility to the local governments in developing emergency management programs based around the *EMAP Standard*.

It is the intent of Santa Rosa County DEM to become compliant with all 64 standards set forth by EMAP in the near future, with a 2015 date as the target.



Chapter 2 Hazard Prevention / Mitigation

Definitions

Prevention – Activities to avoid an incident or stop an emergency from occurring.

Mitigation – Activities taken to reduce the severity or consequences of an emergency.

Hazard Prevention and Mitigation Activities – Past and Present

In the past, emergency management has primarily focused on responding after disasters have already occurred. Catastrophic disasters such as Hurricane Katrina and the terrorist attacks of September 11 have underscored the importance of reducing risk from all hazards. Changes in federal policy resulting from escalating disaster costs across the nation, including the passage of the Disaster Mitigation Act of 2000, have given new impetus to hazard prevention and mitigation. This Act challenged all local jurisdictions, including Santa Rosa County, to put more emphasis on preventing and mitigating damages and loss of life brought on by disaster.

Local Mitigation Strategy (LMS)

As part of requirements set forth by the State of Florida and FEMA, Santa Rosa County was required to develop a Local Mitigation Strategy (LMS). The LMS is updated on a 5 year cycle, with the most current compliance being completed in 2011. The LMS is designed to serve as a blueprint for future natural hazard prevention and mitigation in Santa Rosa County. This plan outlines what processes Santa Rosa County is taking to reduce the effects of natural hazards before they occur. The intent of the LMS is to:

- Minimize disruption to Santa Rosa County following a disaster.
- Streamline disaster recovery by articulating actions to be taken before a disaster strikes to reduce or eliminate future damage.
- Serve as a basis for future funding that may become available through grant and technical assistance programs offered by the State of Florida or FEMA. The LMS will enable Santa Rosa County to take advantage of rapidly developing mitigation grant opportunities as they become available.
- Ensure that Santa Rosa County maintains eligibility for the full range of future federal disaster relief. Certain forms of federal mitigation assistance for projects will only be available to cities and counties that have Local Mitigation Strategies approved by FEMA.

Comprehensive Emergency Management Plan (CEMP)

Santa Rosa County Comprehensive Emergency Plan (CEMP) contains elements relating to Hazard Mitigation. These elements reflect a lot of the same information that is included in the LMS. The CEMP is updated on a 4 year cycle, with the most current compliance being completed in 2014.

Continuity of Operations Plan / Continuity of Government Plan (COOP / COG)

In 2006, all Divisions/Departments in Santa Rosa County developed Continuity of Operations Plans (COOPs) in response to the heightened alerts on pandemic influenza. In their respective

COOPs, divisions/departments outlined essential functions that were critical to providing services to the citizens of Santa Rosa County. Each division/department then outlined their plans for redundancies in personnel, data, hardware, software, and supplies in the case Santa Rosa County was affected by a pandemic influenza event. Santa Rosa County DEM is currently working toward another phase of the COOP planning process, in that it will be working with all County divisions/departments to develop COOPs that cover all potential hazards, both internally and externally.

As part of this overall effort, Santa Rosa County DEM will be working to develop a Santa Rosa County Continuity of Government (COG) Plan. The COG will focus on the preservation, maintenance, or reconstitution of the institution of government. The COG will develop a blueprint for Santa Rosa County to carry out its constitutional responsibilities through succession of leadership, the pre-delegation of emergency authority, and active command and control.

Hazard prevention and mitigation are ongoing priorities for Santa Rosa County DEM. The DEM has set two primary strategic goals relating to future hazard prevention and mitigation activities in Santa Rosa County. They are:

- Participate in Local Mitigation Strategy Steering Committee to update Santa Rosa County Local Mitigation Strategy (LMS) by May 2015.
- Strengthen current Continuity of Operations and Continuity Plans (COOP) by Aug 2014.

The following are initiatives that were developed to support the attainment of these Strategic Goals.

Strategic Goal 1
Participate in Local Mitigation Strategy Steering Committee to update the Santa Rosa County Local Mitigation Strategy Plan (HMAP) by May 2015.

Vulnerability Analysis to quantify populations, residential structures, commercial structures, and infrastructure that are at risk to various natural, man made, and technological disasters as required.

- By Dec 15, annually, conduct a Hazard Analysis on 302 facilities per state guidance, making note of vulnerabilities that might meet requirements for mitigation.
- Annually review and revise Santa Rosa County LMS with the LMS Steering committee, and continue to enhance plan as requirements and needs change. This is to be done by May 31 of each year or when the chair dictates.
- Annually review and revise Santa Rosa County Flood Plan with the Flood Plan workgroup, and continue to enhance plan as requirements and needs change. This is to be done by May 31 of each year or when the chair dictates.

Strategic Goal 2

Complete revisions to all-hazards Continuity of Operations Plans (COOP) by September 30th annually, or as dictated by the Scope of Work (SOW).

- By September 30th, annually, review current division/department COOPs and identify planning gaps for each division/department. The intent will be to build Plans that address all potential hazards, both internally and externally.
- Develop and execute Exercise program for DEM to test their plans and identify additional areas for improvement on an annual basis or as required by SOW.
- On an annual basis review and offer improvement recommendations to the Santa Rosa School District on all 33 schools and school district facilities in Santa Rosa County.

Summary

A comprehensive Hazard Prevention and Hazard Mitigation program is critical in eliminating or reducing the effects of hazards before they affect Santa Rosa County. Santa Rosa County DEM will continue to take a progressive approach to identifying hazards and determine ways that will reduce or eliminate their effects. Hazard Prevention and Hazard Mitigation is an ongoing process that is progressively more challenging due to increases in population, increases in structures in hazard areas, aging infrastructure, and the continuing need for education on hazard prevention and mitigation. Santa Rosa County DEM strives to meet these challenges in its endeavor for a county that is safe for both its residents and its businesses.

Chapter 3 Preparedness

Definitions

Preparedness – Activities, programs, and systems developed and implemented prior to an emergency or disaster that are used to support and enhance mitigation of, response to, and recovery from emergencies or disaster.

Preparedness Activities – Past and Present

One of the primary focuses of Santa Rosa County Division of Emergency Management (DEM) is preparing for when, not if, a large emergency or disaster strikes. There is not one place in the world that is immune from all hazards, and Santa Rosa County is no exception. It is important that Santa Rosa County put itself into a position to best protect its citizens and businesses and restore services back to normal as quickly as possible. Santa Rosa County DEM is responsible for coordinating these preparedness efforts.

Preparedness in Santa Rosa County also requires partnerships. This includes partnerships at the federal, state, regional, county, and city levels of government, as well as partnerships with the private and volunteer sectors. Most importantly, this includes partnerships with our citizens. Every resident of Santa Rosa County has a responsibility to be prepared for any large emergency or disaster that may affect them or their family. Santa Rosa County DEM proactively provides information to all of its citizens and businesses to ensure that they have the information needed to prepare themselves and their families, including their pets, for any size emergency or disaster.

The following is a listing of planning elements that Santa Rosa County DEM addresses in its preparedness efforts:

Comprehensive Emergency Management Plan (CEMP)

This Santa Rosa County CEMP has been revised every 4 years in accordance with state requirements. Most of these requirements were developed based on lessons learned following Hurricanes Ivan, Katrina, the events of September 11, and other disasters.

Following the lead of the Florida Division of Emergency Management, Santa Rosa County uses the Emergency Support Function system in addition to having specific annexes for the CEMP.

The ESFs and Annexes of Santa Rosa County CEMP are as follows:

- [Part 1 Basic Section](#)
- [Part 2 Preparedness](#)
- [Part 3 Response](#)
- [Part 4 Recovery](#)
- [Annex A Cover](#)
- [Annex A Appendix 1 - Acronyms](#)
- [Annex A Appendix 2 - Glossary](#)
- [Annex A Appendix 3 - Org Charts](#)
- [Annex A Appendix 4 - Maps](#)
- [Annex A Appendix 5 - Forms](#)
- [Annex A Appendix 6 - Emergency Management Communications SOG](#)

- [Annex A Appendix 7 - Distribution List](#)
- [Annex A Appendix 8 - Resolutions](#)
- [Annex A Appendix 9 - Mutual Aid](#)
- Annex A Appendix 10 - Supplemental Plans
 - [Annex A Appendix 10 - Debris Management Plan](#)
 - [Annex A Appendix 10 - Disaster Housing Plan](#)
 - [Annex A Appendix 10 - Logistics Plan](#)
 - [Annex A Appendix 10 - Pandemic Plan](#)
 - [Annex A Appendix 10 - Animal Plan](#)

Santa Rosa County CEMP lays the foundation for emergency and disaster prevention / mitigation, preparedness, response, and recovery in Santa Rosa County.

Coordination and Partnerships

Since its inception, Santa Rosa County DEM has recognized that coordination with other emergency management stakeholders is critical to the success of the county’s comprehensive emergency management program. These groups each have significant roles in emergency and disaster mitigation, preparedness, response, and recovery planning in Santa Rosa County. Throughout the year, DEM meets with and coordinates various emergency management issues with a vast multitude of emergency management partners at all levels of government, in the private sector, in the non-profit sector, and in the volunteer sector.

Figure 2 on the following page illustrates the large emergency management stakeholders group that assists Santa Rosa County in developing and implementing successful emergency management and homeland security programs.



**Figure 2: Emergency Management and Homeland Security Stakeholders
Emergency and Disaster Incident Management**

In February 2003, the President of the United States enacted Homeland Security Presidential Directive (HSPD) – 5. This directive required the Secretary of the Division of Homeland Security to develop and administer a National Incident Management System (NIMS). This system provides for a consistent nationwide approach for all levels of government to work together to prepare for, respond to, and recover from emergencies and disasters, regardless of size or complexity. As part of the local requirements for NIMS, Santa Rosa County formally adopted NIMS in 2005 as its guide and principles for incident management.

Santa Rosa County DEM completes annual compliance activities with the NIMS. The development of NIMS and implementation strategies at the federal government levels is ongoing. As new implementation strategies are developed by the federal government, those strategies are incorporated into Santa Rosa County's NIMS Compliance Policy.

Public Education

Public education is a very important part of Santa Rosa County's preparedness efforts. Information is critical to ensuring that every resident and business in Santa Rosa County has the knowledge to prepare for any of the potential hazards that may affect Santa Rosa County. Santa Rosa County DEM has information available to citizens and businesses to ensure that they have the information to prepare themselves and their families, including their pets, for disasters. Santa Rosa County develops the County Disaster Guide for citizens. This publication describes measures that citizens can take to prepare themselves and their families, as well as protect their homes from the hazards that can affect Santa Rosa County.

Santa Rosa County DEM also manages the Citizen Corps and Community Emergency Response Team (CERT) programs for citizens in the county. These programs are designed to provide citizens and businesses in Santa Rosa County with specific information on preparedness for the hazards to which Santa Rosa County is exposed, and training for individual preparedness as well.

Santa Rosa County DEM has also updated its website to provide technical assistance for businesses and information for citizens.

Facilities

Emergency operations for Santa Rosa County is housed at 4499 Pine Forest Rd, Milton Florida 32583

Training

Santa Rosa County DEM is the coordinator for all emergency management training for Santa Rosa County. With the multitude of different responsibilities that Santa Rosa County has before, during, and after a large emergency or disaster, it is imperative that all agencies that have emergency and disaster roles be aware of the latest methodologies, practices, processes, and technologies necessary to effectively deal with emergencies and disasters. Santa Rosa County DEM consistently seeks out training opportunities for the public sector, private sector, non-profit sector, and volunteer sectors.

As the coordinator for compliance activities related to the National Incident Management System (NIMS), Santa Rosa County DEM has coordinated both online and classroom training in the

National Incident Management System and Introduction to the Incident Command System. This includes the following courses:

- IS-100.b – Introduction to the Incident Command System
- IS-200.b – Incident Command System for Single Resources
- ICS-300 – Intermediate Incident Command System
- ICS-400 – Advanced Incident Command System
- IS-700.b – National Incident Management System – An Introduction
- IS-701 – NIMS Multiagency Coordination System
- IS-702 – NIMS Joint Information Systems
- IS-703 – NIMS Resource Management
- IS-704 – NIMS Communications and Information Management
- IS-706 – NIMS Intrastate Mutual Aid – An Introduction
- IS-800.b – National Response Framework – An Introduction

Santa Rosa has 3 ICS instructors on staff.

Exercises, Evaluations, and Corrective Actions

While planning is a principal component of Santa Rosa County’s preparedness activities, it is recognized that plans need to be validated through drills and exercises of the plans. Santa Rosa County DEM is the coordinator of emergency and disaster drills for Santa Rosa County. Each year, Santa Rosa County participates in statewide exercises, such as the Statewide Hurricane Exercise, as well as in city, county, and regional exercises. These exercises allow all emergency response and recovery agencies to work through specific issues and test their plans.

In accordance with guidelines set forth by the Homeland Security Exercise and Evaluation Program (HSEEP), all participating agencies meet to evaluate the exercise and provide recommendations for improving response and recovery procedures and technologies. These recommendations are outlined in an Improvement Plan that ensures that corrections are made prior to the next exercise or actual event.

Homeland Security Grant Administration

Santa Rosa County DEM has assists public safety agencies in Santa Rosa County in attaining over \$200,000 in grant funds for homeland security equipment, training, and exercises for Santa Rosa County annually. The equipment, training, and exercises that were acquired under these funds further allow Santa Rosa County, and its first response agencies to enhance their preparedness and response capabilities in the case of an emergency or disaster in Santa Rosa County. The following is an approximate breakdown of the sources that have provided preparedness and response grant funding to Santa Rosa County annually.

Grant Program Name	Total Dollars Received
State Homeland Security Grant Program (SHSP)	\$ 15,000
Citizen Corp Grant Program	\$10,000
EMPA	\$105,086
EMPG	\$75,000
TOTAL GRANT FUNDS	\$ 205,086

DEM Strategic Preparedness Goals: 2015 – 2019

A comprehensive all-hazards preparedness program is an ongoing priority for Santa Rosa County DEM. To further enhance Santa Rosa County's emergency and disaster preparedness programs, several strategic goals are being set forth to improve upon current preparedness programs. They are:

- On an annual basis, monitor and update CEMP as needed based on lessons learned and new requirements. This shall be no later than July 31 of each year.
- Continue and enhance relationships with emergency management and homeland security partners and stakeholders. A contact list of these stakeholders will be updated no later than September 30 of each year.
- On an annual basis, complete all National Incident Management System (NIMS) compliance requirements, to be documented in NIMSCAST no later than September 30 of each year. This is required per the State of Florida annual Scope of Work requirement.
- Maintain and expand an innovative, multi-faceted emergency and disaster preparedness public outreach program.
- Monitor and administer homeland security and emergency management grant programs, and identify opportunities for funding of mitigation, preparedness, response, and/or recovery initiatives. This initiative is completed annually in accordance with dates set forth by the varying grant programs.

Strategic Goal 3

On an annual basis, monitor and update CEMP as needed based on lessons learned and new requirements. This shall be no later than July 31 of each year.

- Emergency Management staff, as assigned, shall continue to identify planning gaps and work with emergency management stakeholders to attain information to address gaps. This shall be completed on an as needed basis.
- By the end of May annually, Emergency Management staff, as assigned, will complete initial training with agencies on CEMP and specific roles outlined in the 18 Emergency Support Functions (ESFs).

Strategic Goal 4

By June 1, 2012 develop plan for Functional Needs Support Services (FNSS) and host and risk sheltering.

- Examine guidance for FNSS to determine application to Santa Rosa County sheltering by March 2012.

- Review current stock of recommended FNSS supplies to determine what is in inventory no later than April 2012.
- Determine what FNSS supplies are under vendor contract no later than May 2012.
- Identify gaps in FNSS supply access and develop contracts to attain supplies if needed no later than June 1, 2012.
- Incorporate FNSS guidance into current sheltering plans no later than June 1, 2012.

Strategic Goal 5

Continue and enhance relationships with emergency management and homeland security partners and stakeholders. A contact list of these stakeholders will be updated no later than September 30 of each year.

- Continually develop outreach program to enhance public-private partnerships for emergency and disaster prevention / mitigation, preparedness, response, and recovery.
- Continue to enhance existing relationships with Faith Based Organizations (FBOs) to enhance partnering opportunities for before, during, and after emergency and disaster incidents in Santa Rosa County.
- Continue to enhance partnerships through networking and participating in emergency management and homeland security discussion forums and meetings that include, but are not limited to the following partners:
 - Municipalities
 - Neighboring counties
 - Florida Division of Emergency Management
 - Local Emergency Planning Committee (LEPC)
 - Florida Emergency Preparedness Association (FEPA)
 - U.S. Department of Homeland Security, Federal Emergency Management Agency (DHS/FEMA)
 - Volunteer Sector (i.e., American Red Cross, Salvation Army)
 - Non-profit sector (private not for profit hospitals, charities)
 - International Association of Emergency Managers (IAEM)
 - Regional Domestic Security Task Force (RDSTF)
 - Businesses
 -
- Conduct Disaster Managers Group (DMG) meetings on the direction of the EM director that shall review and help to steer the future direction of the EM program in Santa Rosa County.

Strategic Goal 6

On an annual basis, complete all National Incident Management System (NIMS) compliance requirements in NIMSCAST. To be completed no later than August 30 of each year or as indicated by the Scope of Work.

Completion of all NIMS compliance requirement is a multi-year effort. Each year, the NIMS Integration Center (NIC) sets out a new set of requirements for state and local jurisdictions to satisfy in order to move toward complete compliance with the NIMS mandates. The future requirements that are published are included in the initiatives below.

- Maintain inventory list by assessing additions and deletions to current inventory. As resource typing evolves to include smaller packages, type county equipment appropriately.
- Ensure development of NIMS compliant Incident Action Plan for each large emergency, disaster, and events. The timeline for this is based on time of incident.
- Continue development of NIMS compliant Resource Management System, to include a resource inventory for Santa Rosa County that classifies resources according to the NIMS typing requirements. This System shall also track and provide procedures for activation, tracking, and demobilizing emergency and disaster resources. This shall be completed no later than December 31, annually. Completion of this initiative is based on additional guidance from the federal and state governments.
- Develop a Crisis Communications Plan that will integrate a Public Information Joint Information System (JIS) and a Joint Information Center (JIC) for use during emergency and disaster incidents. This system shall maintain processes to gather, verify, coordinate, and disseminate information. This shall be reviewed annually.
- On an annual basis, review all county public safety mutual aid agreements to ensure NIMS compliance. Timelines associated with annual completion of this initiative are based on when agreements are set to be executed.

Strategic Goal 7

Maintain and expand an innovative, multi-faceted emergency and disaster preparedness public outreach program.

- By May annually, publish a new Disaster Guide that is specific to emergency and disaster preparedness in Santa Rosa County.
- Maintain public outreach strategy for businesses in Santa Rosa County that focuses on business preparedness and business continuity. This program shall be reviewed no later than May 31 of each year.
- Participate in one emergency and disaster preparedness expo annually.
- Enhance public outreach program for visually and hearing impaired. This shall be completed no later than November 2015.
- Prepare citizen groups through the continued development and enhancement of Community Emergency Response Teams (CERTs). Completion of this initiative is based on annual grant availability to hold classes for new CERT team members.

- Support all Citizen Corps programs as able.
- Participate with Support Alliance For Emergency Readiness (SAFER) Santa Rosa.

Strategic Goal 8

Monitor and administer homeland security and emergency management grant programs, and identify opportunities for funding of mitigation, preparedness, response, and / or recovery initiatives. This initiative is completed annually in accordance with dates set forth by the varying grant programs.

- Continue to monitor current grant programs to include:
 - Citizen Corps and CERT grants
 - State Homeland Security Grant Program (SHSGP)
 - EMPA
 - EMPG
 - HMPG
 - EMS County Awards Grant
- Apply for funding and administer grants as applicable. This initiative is completed annually in accordance with dates set forth by the varying grant programs.

Strategic Goal 9

Develop annual testing plan to ensure functionality and readiness of County Emergency Operations Center. This shall take place by June 30, of each year.

- Monitor new EOC technologies that can provide for more efficient and functional operations during and following an emergency or disaster in Santa Rosa County. This is an ongoing initiative that has no specific dates.
- Use EOC during drills and exercises to test operational functionality of the entire EOC. This shall take place in conjunction with the annual exercise initiatives. Timelines will be set accordingly.
- Ensure the personnel who will be present during an EOC activation are familiar with the tools and technologies available in the EOC. This shall take place in conjunction with the annual exercise initiatives. Timelines will be set accordingly.
- Train personnel on the use of Grand Central Station software program.
- Ensure that all exercises are completed in compliance with the Homeland Security Exercise and Evaluation Program (HSEEP). The timeline for this initiative is based on the completion of exercises. Specific dates cannot be set.

Strategic Goal 10

Radio Replacement: Switch the current analog radio system to a trunked radio system which will allow for interoperability to State agencies who are currently on trunked radio systems as well as Escambia County

Timeline dependent on funding, and local agreements being clarified. Goal is to begin implementation by the end of 2015.

- The largest benefit will be the ability to communicate with all county agencies who are currently on different radio channels.
- CAD Connection: In conjunction with Escambia County we will be connecting our CAD systems for better interoperability between the 2 counties Fire/EMS dispatch centers.
- Virtual Mile Markers: Working with Escambia ECC, Santa Rosa ECC and the GIS departments of both counties to create virtual mile markers for the entire length of Santa Rosa Island from the Alabama-Florida line to the Okaloosa county line.

Chapter 4 Response and Recovery

Definitions

Response – In disaster / emergency management applications, activities designed to address the immediate and short-term effects of the disaster/emergency.

Recovery – Activities and programs designed to return conditions to a level that is acceptable to the entity or jurisdiction.

Response and Recovery Activities – Past and Present

Emergency and disaster response activities are combined for the purposes of this document because many of the activities in these phases of an event overlap one another. Response and recovery following an emergency or disaster are of utmost importance to Santa Rosa County. These phases of an event are the time where life safety and property protection must take place immediately in order to mitigate additional losses. Following a disaster, it is also important to take steps, almost immediately, to bring the situation back to normal. The effects of a disaster can result in people not being able to reside in their homes, businesses not being able to provide goods or services to their customers, utilities being disrupted, and infrastructure being damaged or destroyed. It is critical for Santa Rosa County to have plans in place to address each of these potential scenarios. Having such plans will aid in recovering in a more organized and effective manner. Santa Rosa County DEM is responsible for coordinating the county's large-scale emergency and disaster response and recovery efforts.

The following is a listing of planning elements that Santa Rosa County DEM addresses in its response and recovery efforts:

Comprehensive Emergency Management

As mentioned in Chapter 3 – Preparedness, Santa Rosa County DEM is responsible for maintaining the county's Comprehensive Emergency Management Plan (CEMP). The CEMP currently contains a Recovery Annex. This Annex covers the following elements:

- Individual Assistance - informs affected individuals and businesses through press releases and outreach efforts that programs are available to them in obtaining any entitled aid.
- Public Assistance - Primarily address the repair and restoration of public facilities, infrastructure, or services which have been damaged or destroyed.
- Damage Assessment - Damage Assessment is the process of identifying and quantifying damages that occur as a result of a disaster. It is one of the first actions taken during the recovery phase and facilitates situational awareness in order to appropriately direct resources and teams. Additionally, the damage assessment results are used as the initial basis to justify or determine federal assistance, including the need for a Presidential Disaster Declaration.

Each of these elements are critical in the response and recovery phases of a disaster.

Incident Management

Santa Rosa County adopted the National Incident Management System (NIMS) as its methodology for managing emergencies and disasters, as well as special events, in Santa Rosa County. In order to facilitate incident management and create a common operating picture for all involved agencies, Santa Rosa County computer department developed Grand Central Station, which allows multiple users to perform incident management roles and create a common operational picture for all users to see. This helps emergency responders make effective and educated decisions during an incident. Santa Rosa County DEM is also responsible for coordinating training for all end users of Grand Central Station to allow for functional and effective operation of the software.

Resource Management

Santa Rosa County CEMP currently has an Emergency Support Function (ESF) dealing specifically with Resource Management (ESF-7). ESF-7 describes how Santa Rosa County plans to identify, acquire, allocate, and track resources. Following a large scale disaster or emergency, the resource management function is typically based in the Emergency Operations Center (EOC) to allow for coordination between all activated agencies for the incident. ESF-7 also outlines how the identified Resource Manager will order, mobilize, dispatch, and demobilize resources during the lifetime of the event.

Mutual Aid

Santa Rosa County DEM oversees mutual aid coordination for Santa Rosa County following large emergencies and disasters. New and existing Mutual Aid Agreements (MAA), Memorandums of Understanding (MOU), and Interlocal Agreements are reviewed annually for consistency with NIMS compliance standards NFPA 1600 standards.

DEM Strategic Response and Recovery Goals: 2011 – 2016

A comprehensive response and recovery program is an ongoing priority for Santa Rosa County DEM. To further enhance Santa Rosa County's emergency and disaster response and recovery programs, several strategic goals are being set forth to improve upon current response and recovery programs. They are:

- By March 30, 2013, enhance and update Recovery Annex to Santa Rosa County CEMP.
- Develop Response and Recovery Standard Operating Procedures for the following:
- By December 31, 2012 finalize Post Disaster Redevelopment Plan.
- By July 31, 2014, finalize a Critical Facility Generator Plan.
- Explore opportunities for pre-event contracting for resources. This is an ongoing initiative without specific dates.

The following are initiatives that have been developed to support the attainment of these strategic goals:

Strategic Goal 11

Review supplemental plans. See dates below.

- Coordinate with appropriate Divisions/agencies/organizations to review following plans:
 - By August 31, 2014, assist Building Inspections with finalization of Impact Assessment Standard Operating Procedures
 - By September 30, 2014 assist Building Inspections with finalization of Damage Assessment Standard Operating Procedures
 - By December 31, 2012 familiarize with FEMA/State Public Assistance Standard Operating Procedures
 - By December 31, 2012 familiarize with FEMA/State Individual Assistance Standard Operating Procedures
 - By September 30, 2012 finalize Disaster Recovery Centers Standard Operating Procedures
 - By July 31, 2012 familiarize with Financial Impact Assessment process conducted by Property Appraiser
 - By June annually review Temporary Housing Plan
 - By June annually, review Debris Management Plan
 - By October 30th annually, review all school disaster plans and coordinate site visits with stakeholders.

Strategic Goal 12

By December 31, 2015 finalize Recovery committee roles and responsibilities.

- Business interruptions and failures stemming from disaster events can deal a severe blow to local economies in terms of lost productivity and loss of employment. These losses can be devastating to local economies. Furthermore, as demonstrated by Hurricane Andrew, September 11th, and Hurricane Katrina, virtually all major disasters are accompanied by business relocations, some temporary, but many permanent. This again, can potentially cause major issues to a local economy. It is important that Santa Rosa County examine ways it can recover from such economic hardships following a disaster. The recovery committee developed after the 2014 flooding incident needs to become robust enough to be implemented after future disasters.
- Partner organizations, specifically among the faith based and not for profit segments will be relied upon to assist with implementation of this committee.

Strategic Goal 13

Explore opportunities for pre-event contracting, qualifying, and agreements for resources. This is an ongoing initiative without specific dates.

- Explore pre-event contracting, qualifying, and agreements for services that Santa Rosa County does not have, cannot get through mutual aid, or will deplete rapidly. These may include:
 - Debris management contractors (already in place through Debris plan)
 - Debris monitoring services (already in place through Debris plan)
 - Food, water, and ice vendors (already in place – EOC/Shelter feeding)
 - Generators
 - Housing (Process in place through Housing plan)
 - Warehouse space (Current CSA)
 - Building inspection services
 - Transportation.
- Develop contracts that are compliant with FEMA reimbursement standards, and are compliant with NIMS requirements.
- By June 1 annually, set up schedule for revisiting contracts/agreements each year to review for consistency with current standards.

Chapter 5 Strategy Summary and Challenges

Strategy Summary

The following is a summary of Strategic Goals for 2011 – 2016 listed in Chapters 2-4:

Strategic Goal 1

Participate in Local Mitigation Strategy Steering Committee to update the Santa Rosa County Local Mitigation Strategy Plan (HMAP) by May 2014.

Strategic Goal 2

Complete revisions to all-hazards Continuity of Operations and Continuity of Government Plans (COOP / COG) by September 30th annually, or as dictated by the Scope of Work.

Strategic Goal 3

On an annual basis, monitor and update CEMP as needed based on lessons learned and new requirements. This shall be no later than July 31 of each year.

Strategic Goal 4

By June 1, 2012 develop plan for functional needs support services and host and risk sheltering.

Strategic Goal 5

Continue and enhance relationships with emergency management and homeland security partners and stakeholders. A contact list of these stakeholders will be updated no later than September 30 of each year.

Strategic Goal 6

On an annual basis, complete all National Incident Management System (NIMS) compliance requirements. To be completed no later than September 30 of each year.

Strategic Goal 7

Maintain and expand an innovative, multi-faceted emergency and disaster preparedness public outreach program.

Strategic Goal 8

Monitor and administer homeland security and emergency management grant programs, and identify opportunities for funding of mitigation, preparedness, response, and/or recovery initiatives. This initiative is completed annually in accordance with dates set forth by the varying grant programs.

Strategic Goal 9

Develop annual testing plan to ensure functionality and readiness of county Emergency Operations Center. This shall take place by June 30 of each year.

Strategic Goal 10

Radio Replacement: Switch the current analog radio system to a trunked radio system which will allow for interoperability to State agencies who are currently on trunked radio systems as well as Escambia County.

Strategic Goal 11

Review supplemental plans.

Strategic Goal 12

By December 31, 2015 finalize Recovery committee roles and responsibilities.

Strategic Goal 13

Explore opportunities for pre-event contracting, qualifying and agreements for resources. This is an ongoing initiative without specific dates.

Challenges

This Strategy is aggressive, and is designed with the intent of meeting all strategic goals by December 31, 2016. This strategy is based upon the best forecast of future needs for Santa Rosa County DEM and its programs. It is also realized that different external variables could potentially delay the attainment of strategic goals. These include changes in legislative requirements, actual disaster events affecting Santa Rosa County, changes in standards, and lack of guidance on compliance issues such as NIMS. While these elements are not certain to occur, they must be taken into consideration.

Chapter 6

Capabilities and Future Needs

Santa Rosa County DEM currently has most of the capabilities to carry out the strategies listed above. A decrease in divisional funding would require an adjustment to this strategy. However, that assumption has not been addressed in this strategy, and will be addressed if needed in the future.

Training

With the evolving field of Emergency Management, best practices, new methodologies, and new technologies are emerging that require staff to attend training on a regular basis. This training takes the form of professional conferences as well as individual training course offerings. It is critical that staff stay abreast of advancements in the profession in order to develop effective Emergency Management program that will serve the citizens of Santa Rosa County both before and after a disaster. Evolving federal and state guidance and mandates also require this of Santa Rosa County.

Budget

It is understood that the building will be primarily used for holding meetings and training on a day-to-day basis. The use of the furniture, in particular the chairs, on a daily basis historically causes maintenance issues where the furniture requires repairs or replacement.

Future budget considerations for DEM should include a line item for maintenance and repair of furniture that is used in the training rooms at the EOC building.

Future changes in legislation, mandated requirements, or funding could change the overall future needs of Santa Rosa County DEM. However, such issues will be addressed at the time they arise.