



# Emergency Management Team Strategic Plan 2017-2019



**Department  
of  
Public Safety**

**Division  
of  
Emergency  
Management**







# Promulgation Statement

Submitted herein is the Department of Public Safety, Division of Emergency Management's *Emergency Management Team Strategic Plan 2017-2019*, which serves as a roadmap for the implementation of projects and program goals and objectives in the phases of mitigation, preparedness, response, and recovery in St. Lucie County to maintain a resilient whole community against all hazards. This plan supports the St. Lucie County Comprehensive Emergency Management Plan (CEMP) and supersedes any previous plan promulgated for this purpose. This plan establishes the framework defining the implementation and coordination of goals, objectives, and tasks in achieving the highest level of readiness to respond to and recover from disasters impacting St. Lucie County.

This plan has been developed in support of the CEMP, following guidance from the *Emergency Management Accreditation Program (EMAP)*, *State of Florida Comprehensive Emergency Management Plan*, the *National Response Framework*, the *National Incident Management System (NIMS)*, and the Federal Emergency Management's (FEMA) *Comprehensive Preparedness Guide (CPG) 101 (v. 2.0) – Developing and Maintaining Emergency Operations Plans*. The efficient and effective implementation of this Plan is the responsibility of the Public Safety Director and the Emergency Operations Manager or their designee. A program of review and evaluation of this plan is essential to its overall effectiveness. This Plan is hereby promulgated as of the date signed below.

  
\_\_\_\_\_  
Ron Parrish, MPA, CFO, EFO, Director  
Department of Public Safety

  
\_\_\_\_\_  
Date



## Implementation Strategy

The implementation strategy for the Emergency Management Team Strategic Plan 2017-2019 is to ensure that all emergency management activities are coordinated and integrated. This will be achieved through the following actions:

- 1. Establish a clear line of authority and responsibility for all emergency management activities.
- 2. Develop a comprehensive emergency management plan that addresses all potential hazards and threats.
- 3. Conduct regular training and drills to ensure that all personnel are prepared to respond to emergencies.
- 4. Establish a system of communication that allows for the timely exchange of information between all emergency management agencies.
- 5. Conduct regular assessments of the emergency management system to identify areas for improvement.

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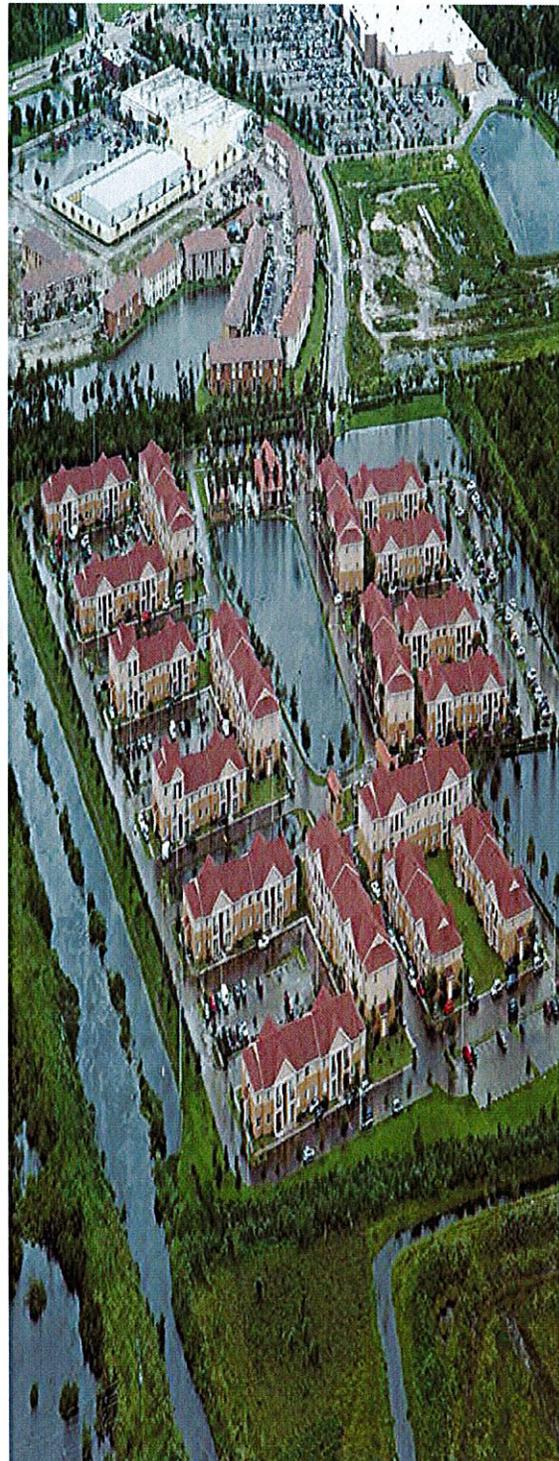
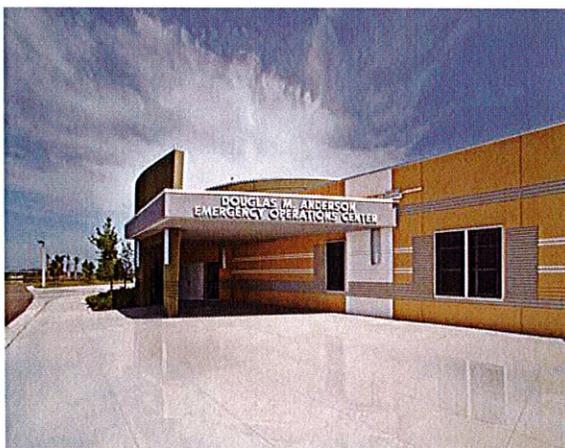
## Vision and Mission Statements

### Public Safety: Vision

- To provide the resources necessary in planning, preparing, protecting, and mitigating human-caused and natural disasters and emergencies for all responders and the citizens and visitors of St. Lucie County.
- To provide the best in Public Safety Communication to all of our constituents through the most advanced technology available.
- To ensure that all of our personnel have the best training, tools, and equipment necessary in providing the very best Public Safety Service available.

### Emergency Management: Mission

- To build community resilience through an integrated approach of collaboration with response partners to prevent, mitigate, prepare, respond, and recover from all hazards that may impact St. Lucie County.





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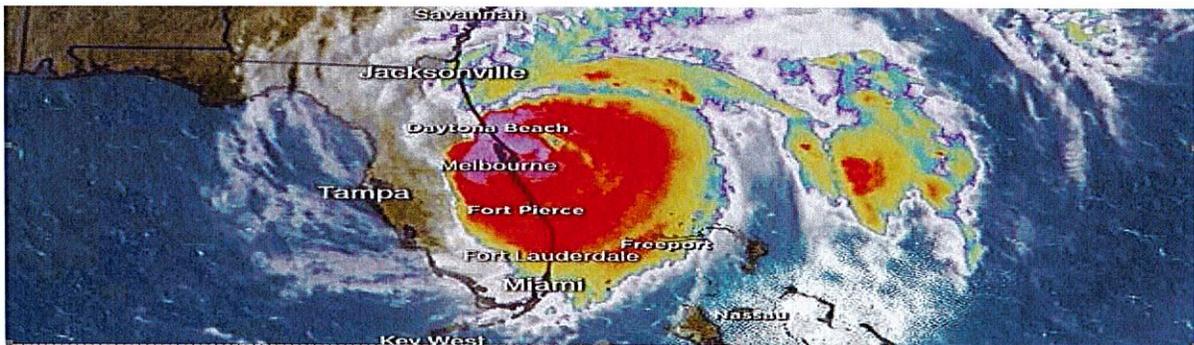


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## Partner Acknowledgement

The St. Lucie County Department of Public Safety, Division of Emergency Management acknowledges the participation and ongoing support of the following organizations:

- American Red Cross South Florida Region
- City of Fort Pierce
- City of Port St. Lucie
- Florida Department of Health in St. Lucie County
- Florida Division of Forestry
- Florida Power & Light
- Fort Pierce Farms Water Control District
- Fort Pierce Police Department
- Fort Pierce Utilities Authority
- North St. Lucie Water Control District
- Port St. Lucie Police Department
- Port St Lucie Utilities
- South Florida Water Management District
- St. Lucie County Administration
- St. Lucie County Board of County Commissioners
- St. Lucie County Community Services Department
- St. Lucie County E911 Communications Division
- St. Lucie County Human Services Division
- St. Lucie County Fire District
- St. Lucie County Parks, Recreation and Facilities Department
- St. Lucie County Public Information Office
- St. Lucie County Public Works Department
- St. Lucie County Sheriff's Office
- St. Lucie County Utility Department
- St. Lucie County Department of Public Safety
- St. Lucie County Division of Emergency Management
- St. Lucie County Public Schools



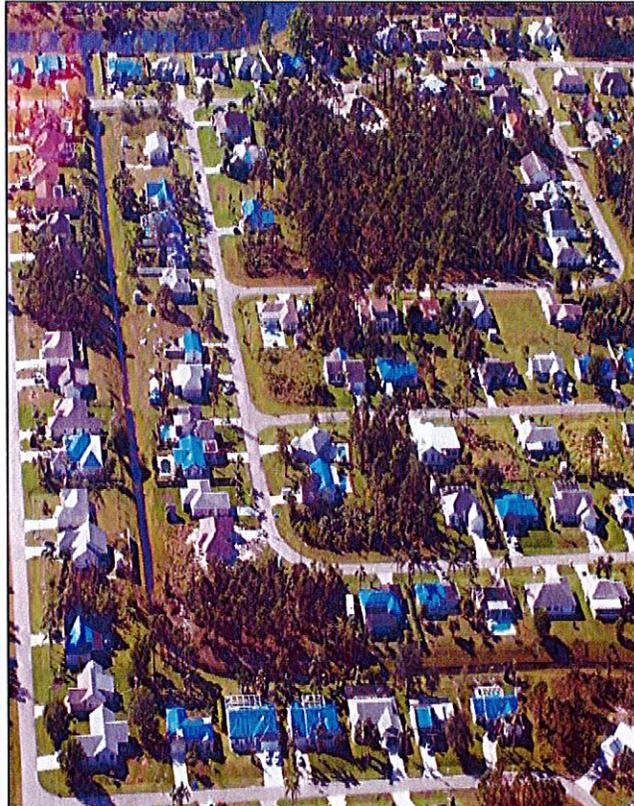


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## Executive Summary

St. Lucie County Division of Emergency Management, in collaboration with all partner organizations, is committed to protecting the lives and property of all residents and visitors in the County. Through the enhancement of the comprehensive emergency management program, the County aims to prepare for, protect against, respond to, recover from, and mitigate/prevent all hazards in order to build a more resilient community.

The County has committed to achieving the highest level of professional standards by seeking accreditation through the Emergency Management Accreditation Program within the next three (3) years. This strategic plan will be updated on an annual basis to incorporate gaps and solutions identified during the planning process which include workshops, planning meetings, trainings and exercises, as well as lessons learned from complex incidents that have impacted the County. The Emergency Management Accreditation Program defines a comprehensive emergency management program through the achievement of sixty-seven (67) standards. The standards document may be found at [www.emap.org](http://www.emap.org). The ability to successfully achieve all standards rests upon the active engagement and resource commitment of all stakeholders across the community.



The challenges of providing emergency, infrastructure, and human needs support are growing as a result of increasing development, expanding disaster threats, and socioeconomic challenges in the community. The pressures on budgets, technology, and emergency response systems are mounting. In addition, the institutional knowledge of many agency and department representatives is challenged due to attrition.

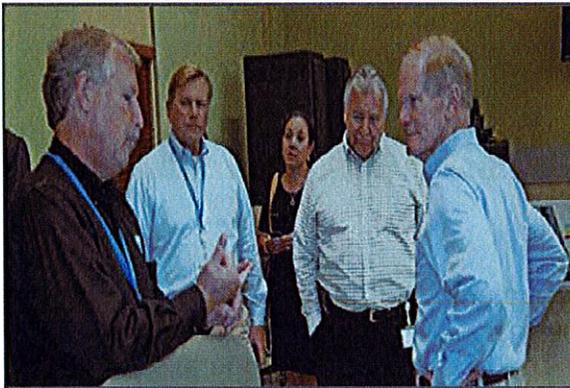
St. Lucie County Division of Emergency Management is seeking solutions to natural, human-caused, and technological threats through integrated strategies that transcend disciplines, jurisdictions, and demographics.

The program recognizes the need for ongoing comprehensive planning cycle, training, and exercises to produce community sustainability and long term economic growth. St. Lucie County is committed to an exciting enhancement as the County is transitioning to new leadership within many vital sections.

To guide this next stage of growth, the emergency management professionals conducted a full day strategic planning session with internal and external partners. Staff solicited input from a broad range of interested parties including first responders, emergency management staff, regional partners, and external stakeholders. In addition, staff conducted a pre-meeting online survey to gauge the level of support from partner organizations (See Appendix 2). The survey also explored perceived strengths, weaknesses, threats, and opportunities affecting the future success of the emergency management program. Based on this process, the team developed a disciplined long-term approach to strengthen resilience.

While the Department of Public Safety, Division of Emergency Management is the designated emergency management department established and empowered to administer the Emergency Management Program, the strategic plan builds upon a whole community approach which integrates the active engagement of all partners before, during, and in the aftermath of a disaster.

This plan provides a clear blueprint for the St. Lucie County Division of Emergency Management's programmatic development. At its core, the plan shows the way toward building on strengths as a nexus for sustainability, innovation, and resilience. It outlines a focused direction for maximizing the program's effectiveness, and informs decision-makers, as well as educating partners and citizens throughout the community.



## **Demographics and Hazards Overview**

St. Lucie County, Florida is a coastal community located in the Treasure Coast along the Atlantic Ocean. The County is bordered by Indian River County, Martin County, and Okeechobee County. All regional County Emergency Management programs maintain strong relationships demonstrating a unified commitment to build regional resilience.

In 2015, the population was estimated at 298,563 persons with a predominant cultural makeup of Caucasian, African American, and Hispanic. The County seat is in Fort Pierce, other incorporated municipalities include the City of Port St. Lucie and the Town of St. Lucie Village. The Bureau of Economic Business and Regulation reported 2015 population estimates for the City of Fort Pierce as 42,119, the City of Port St. Lucie at 174,132, and the Town of St. Lucie Village at 597 persons. In addition, there is a large unincorporated area of the county west of Interstate 95 to the Okeechobee County line which is largely agricultural and farm land. St. Lucie County Emergency Management understands the importance of ongoing communication and coordination with each of the municipalities to ensure integrated response and recovery to all hazards impacting the County.

The County has a total area of 688 square miles of which 17 percent is water. The land mass includes a 20 mile stretch of beachfront on the Atlantic Ocean and waterfront real estate along the north fork of the St. Lucie River and a stretch of the Indian River which separates Hutchinson Island, a barrier island, from the mainland.

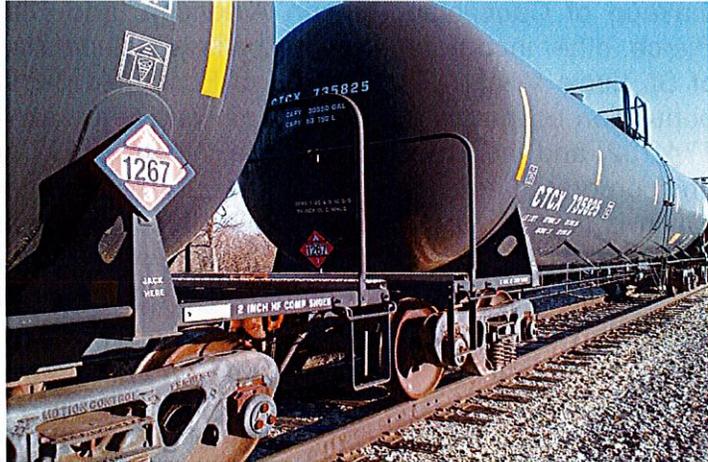
St. Lucie County is a multi-modal hub as exhibited by the various modes of transportation that exist within the County. Being an urbanizing County, residents and businesses are serviced by many suppliers that depend upon the air, rail, and trucking industries to distribute goods throughout southeast Florida. There are three major roadway corridors: Interstate 95, the Florida Turnpike and U.S. Highway 1. The Florida East Coast Railroad and CSX have rail lines within the County. The St. Lucie International Airport and the Port of Fort Pierce provide additional transportation options.

The County is home to numerous universities, colleges, and 41 schools. St. Lucie County maintains numerous parks, ball fields, stadiums, and several community centers which are used for the response and recovery operations.

The St. Lucie County Fire District is comprised of 17 fire stations and an administrative complex. The St. Lucie County Sheriff's Office has a department complex, an aviation unit and several sub-stations. The Fort Pierce Police Department is comprised of a main location, one substation and a neighborhood patrol station. The Port St. Lucie Police Department has a main location and two sub-stations. The Florida Highway Patrol's Troop L has a main office location in Fort Pierce. St. Lucie County is home to three (3) major hospitals among numerous other healthcare facilities.

The St. Lucie County Local Mitigation Strategy (LMS) details the full range of natural, human-caused and technological hazards which may impact persons, property, and infrastructure. The plan details the following hazards: hurricanes and tropical storms; flooding; freezes; wildland fires; tornadoes; droughts; property loss/agricultural hazards; hazardous materials; sinkholes and subsidence; fixed nuclear power facilities; coastal oil spill; dam failure; military ordnance from World War II; mass immigration; and armed violence (civil disturbance, terrorism, military conflict).

The LMS states that hurricanes and related impacts pose the highest threat to persons in St. Lucie County. South central Florida is particularly exposed to the dangers presented by hurricanes due to its topography. The region is largely a flat, low-lying plain. The potential for property damage and human casualties in St. Lucie County has been increased by the rapid growth of the County over the last few decades, particularly along the coastline.



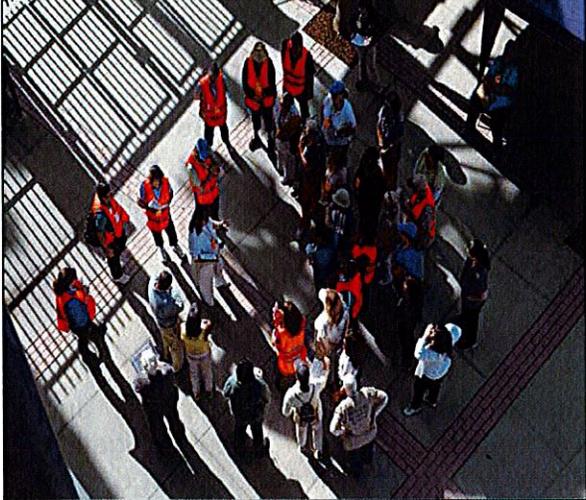
Drought during the current dry season has also stimulated the potential threat from wildland fires. As residential areas expand into relatively untouched wild lands, forest fires increasingly threaten people living in these communities.

The LMS states that agriculture and citrus production play a key role in the St. Lucie County economy; 34% of the County is farmland. The main threats to the St. Lucie County agriculture industry are 1) citrus canker; 2) citrus greening disease; 3) Mediterranean fruit fly (Medfly); and 4) Tomato Yellow Leaf Curl Virus (TYLCV).

The St. Lucie nuclear power generation plant is located 12 miles southeast of the City of Fort Pierce on Hutchinson Island in St. Lucie County. The facility contains two reactors and is owned and operated by the Florida Power & Light Company. Nuclear emergency is perhaps the single hazard facing St. Lucie County that has received massive emergency management attention at all levels of government. Drills are held routinely, and the Nuclear Regulatory Commission as well as several other Federal agencies require extensive documentation. In addition to the transport of radiological materials, a large volume of hazardous materials is transported to and through the County by railroad and highway, air, water, and pipeline daily. Within St. Lucie County, there are a number of both public and private fixed facilities that produce or use hazardous materials. Coordinating procedures for hazardous material response are found within the County's Emergency Plan for Hazardous Materials.

## Accomplishments

### Exercises Conducted with Regional, State and County Partners

- 2017 Region 5 Weapons of Mass Destruction full-scale exercise
  - 2017 statewide hurricane functional exercise: *Hurricane Coleman (Category 3)*.
  - The Department of Public Safety in concert with Safer St Lucie and the St Lucie County Sheriffs Office conducted Workplace-Down: an internet-based active shooter table top exercise sponsored by the Disaster-Resistant Communities group.
- 
- 2010, 2012, 2014, and 2016 successfully conducted FEMA evaluated Plume based exercises.
  - 2011 successfully conducted a multiagency non-evaluated FEMA exercise with three (3) Law Enforcement agencies, St. Lucie County Fire District and Lawnwood Hospital in conjunction with the Nuclear Power Plant.
  - Exercise Home Run 2013: a county-wide multiagency terrorism full scale exercise
  - 2014 successfully conducted a Hostile Action Based Radiological Exercise.
  - 2015 helped implement a Charter for the St. Lucie Task Force: a multi-agency group consisting of county, state, FPL, and FEMA representatives that oversees preparedness, response, and recovery actions for radiological incidents.

### Alert St. Lucie

This system enables the Public Safety Department to alert the community about emergencies and other important community news, such as severe weather, unexpected road closures, missing persons and evacuations of buildings or neighborhoods. Residents can sign up to receive messages. Staff involved in emergency operations can set up distribution lists to key stakeholders and emergency responders to alert them and communicate critical information of emergencies that can lead to the activation of the Emergency Operations Center. The system was implemented in April 2017 in conjunction with a marketing campaign in May 2017. The system link may be located at [www.stlucieco.gov/alert](http://www.stlucieco.gov/alert).

### Post Disaster Redevelopment Plan

In 2012, St. Lucie County developed a countywide post disaster redevelopment plan through the coordination of the St. Lucie County Planning and Development Services and facilitated by Calvin, Giordano and Associates. The project was funded through the Treasure Coast Regional Planning Council. This plan will be instrumental in achieving greater community resilience post disaster.

### Local Mitigation Strategy

Guided by Steering Committee and Working Groups, the Local Mitigation Strategy was updated, reviewed and adopted in June of 2016. It delineates the whole community's identification of hazards that can become major threats to the lives, property, and environment in St. Lucie County. The plan establishes strategies to reduce the impact and likelihood of these threats through various means, such as the implementation of projects that retrofit and strengthen critical facilities and infrastructures. St. Lucie County Local Mitigation Strategy stakeholders qualified to receive up to \$297,000 in grant funding from the Hazard Mitigation Grant Program.

### SharePoint

SharePoint is a web-based application that interfaces with Microsoft Office to track missions and resource requests, integrate communications, documentation, and filing functions among multiple users. It was implemented in April 2017 and tested during all Emergency Operations Center activation exercises.

### 800 MHz Radio System

An improved 800 MHz radio system infrastructure was implemented in 2016 to meet the P25 Standard. It is the primary emergency communication platform countywide for law enforcement, school board, the fire district, and governmental agency radio communications. The County devised a regional relationship agreement with Martin County for a shared radio system.

### Emergency Operations Center Activation: Hurricane Matthew

The St. Lucie County Emergency Operations Center fully activated to prepare for and respond to the impact of Hurricane Matthew (Category 3).

- Six (6) general population shelters and a Special Needs shelter were opened to shelter 1,100 residents.
- Over \$9 million in public assistance was awarded to St. Lucie County by the Federal Emergency Management Agency for the reimbursement of staff and equipment utilized; restoration of public buildings, and beach re-nourishment.
- Emergency Support Function 15 – Volunteers and Donations distributed and installed tarps to residents working with Support Alliance for Emergency Resiliency member agencies and the St. Lucie County Department of Community Services.

### Outreach and Partnerships with Community Based Organizations

Department of Public Safety, Division of Emergency Management staff routinely perform outreach activities for both the Department of Public Safety and act as the Director/ Coordinator of Support Alliance for Emergency Resiliency St. Lucie, a non-profit 501C3 disaster-based coalition of local non-profits, faith-based, business and local government entities. The non-profit organization coordinates streamlined and efficient disaster-related services to county residents throughout the disaster cycle.

Since 2005, Support Alliance for Emergency Resilience St. Lucie has worked in close collaboration with the Public Safety Department's Division of Emergency Management and its member agencies in repairing 150 storm-damaged homes. They have also mitigated damages to 500 homes by working with the Solar Energy Loan Fund and other avenues. These funds finance low income, elderly or disabled residents to upgrade older housing stock with impact resistant windows and other mitigative measures to ensure code compliance.

### Outreach Efforts

The St. Lucie County Board of County Commissioners in coordination with Port St. Lucie and Fort Pierce released numerous proclamations to bring awareness of severe weather issues to the such as Flood Safety Awareness Week (March 14-18, 2017), and Severe Weather Awareness Week (January 23-27, 2017).

Twenty-six (26) disaster preparedness presentations were conducted community wide at homeowner's associations, community groups and area non-profits to raise awareness of all community hazards and learn how to build a family disaster plan.

Staff supported fourteen (14) Information Fairs reaching over 3000 residents. Approximately six (6) newspaper articles were released, and five (5) radio interviews were conducted reached a listening audience of 52,000. Three (3) television interviews reached an estimated 4,900 viewers.

The Division has actively employed a variety of social media such as the release of to educate the public and reaches on average 65 persons per week.





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## Strengths, Weaknesses, Opportunities and Threats Analysis

Participants were asked to initially provide feedback through an online survey. Results are found in Appendix 2. These results were reviewed at a strategic planning workshop where participants continued to expand upon the results of the survey. This feedback informed the development of the goals, objectives and tasks which was conducted in a small group discussion in the later part of the day. Following is a brief summary of the major highlights of the discussion

An abbreviated Strengths, Weaknesses, Opportunities, and Threats analysis was conducted to identify the participant's perception of strengths, weaknesses, opportunities, and threats impacting the future programmatic elements of the emergency management program.

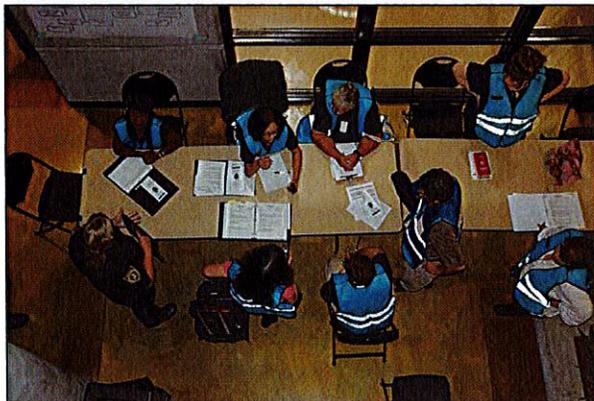
- Strengths: characteristics of the organization that reinforce success of the programmatic initiatives
- Weaknesses: characteristics of the organization that may negatively impact programmatic success
- Opportunities: elements from within the organization and community that could be relied upon to build success
- Threats: elements in the environment that could negatively impact programmatic efforts



## Strengths of the Emergency Management Program

Overall, the participants were confident that St. Lucie County is prepared to respond to, manage, recover from, and mitigate against natural and human-caused disasters impacting the community. The emergency management partners stated that they have the necessary skills and technical expertise to perform assigned roles and responsibilities within the Emergency Operations Center or other assigned response facility. Following is a list of stated strengths provided by the participants:

- Great Emergency Operations Facility
- Improving communications and information technology solutions
- Strong knowledge base
- Emergency Management staff augmentation of a safety planner
- Moving away from a paper driven operation
- Legal cooperation in place related to post disaster operations including/security management and curfew implementation
- Strong regional partnerships
- Strong mutual aid agreement within the region
- Ability to communicate and come together in times of disaster
- Good dedicated staff with good planning for events
- “Everyone has always worked well together and I feel that is because they do exercises together at least once a year.”
- Invigorated program designed to meet the immediate needs of its community.
- A major understanding of the roles and responsibilities of agencies in response operations.
- A collaborative understanding with local, state, and regional partners.
- An understanding of flooding, hazmat, and radiological hazards.
- Strong leadership at the top and middle levels that is working hard to overcome deficiencies that have been allowed to develop.
- Knowledgeable and committed employees at the lower level.
- Long standing relationships, veteran responders with much historical knowledge (dwindling by attrition)
- “The relationships between the first response teams and the Emergency Operations Center are very strong. We have worked together through many declared events and exercises.”
- A schedule of updates for public information releases during a disaster event was implemented.



## Weaknesses

The emergency management partners, however, expressed that it is a challenge to maintain a high level of preparedness among residents, businesses, and partner organizations within the community. It is unclear if residents and visitors understand the risks they face and if they have developed family / business disaster preparedness plans. Following is a list of stated weaknesses provided by the participants:

- Need a better plan to provide food for responders during emergency activations
- Utilization of HAM / ARES radio operators in the field was not adequate
- Attrition within the County government structure may create gaps in leadership
- Healthcare facility / nursing home / dialysis response and patient evacuations were problematic in the past events
- Many persons are in new roles and may not have institutional history recorded to support the response environment
- Communications is always a weakness during large scale incidents
- Long range planning and maturity of programs that have familiarization of all Emergency Support Function roles is needed
- An understanding of applying current Emergency Operations Center planning practices using the Incident Command System and "Planning P" model
- Implementing prescribed models from plans
- Evaluating plan performance and capabilities assessments
- Applying current and innovative technical and network solutions
- Communication among partner agencies has been non-existent in many aspects until recently
- The Comprehensive Emergency Management Plan is not fully integrated into activities of agencies community wide
- Hurricane Matthew saw significant confusion and replication of efforts. Responders lacked an understanding of the overall response efforts of other partner agencies
- Lack of concern outside Emergency Operations Center on whole community approach to planning and preparing for disasters
- I believe the Incident Management System structure could be improved and will help in a stronger communications process
- We have been challenged with our technology infrastructure and improvements that are needed
- Challenges at the shelter during Hurricane Mathew including staffing
- Lack of basic Incident Command System training for personnel in the Emergency Operations Center



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## Summary of Strategic Goals

The following goals are designed to address all aspects of the emergency management program and are independent of each other:

### PROGRAMMATIC GOALS

**Goal 1. Accreditation:** Build an accredited emergency management program that meets the highest standard of excellence through compliance with the Emergency Management Accreditation Program.

**Goal 2. Partnership:** Strengthen a whole community emergency management program by strengthening partnership and building a comprehensive National Incident Management System compliant response organization.

**Goal 3. Plans:** Build a more resilient community through innovative prevention and preparedness strategies which incorporate a comprehensive review and update of all hazards plans, policies, and procedures.

**Goal 4. Financial Management, Resources and Facilities:** Enhance the ability of all emergency response team members to save lives and protect property by developing resource and logistics management plans, policies, and procedures which enable rapid deployment of personnel, equipment, supplies, and facilities.

**Goal 5. Outreach and Education:** Build internal capacity by strengthening all hazards and command system, training, and exercise opportunities among team partners, executive leadership, and external partners.



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## Overview of Goals, Objectives, and Tasks

**Goal 1. Accreditation: Build an accredited emergency management program that meets the highest standards of excellence through compliance with the Emergency Management Accreditation Program.**

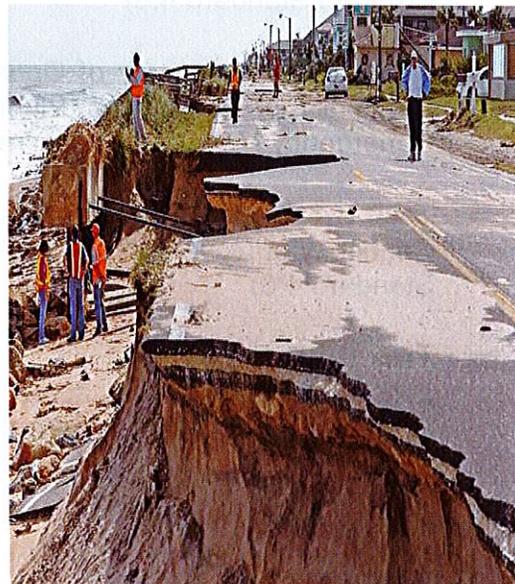
Objective 1.1: Begin the process for the preparation, application, and implementation of the accreditation process in compliance with the Emergency Management Accreditation Program programmatic requirements.

- Task 1.1.1 - Baseline Assessment: Conduct a comprehensive, community wide base line assessment of existing plans, policies, procedures, and other written documents against the 67 Emergency Management Accreditation Program standards.
- Task 1.1.2 - Gap Prioritization: Prioritize the completion of community wide tasks to address the gaps revealed during the baseline assessment and update this strategic plan to reflect these necessary tasks to reach accreditation and build a comprehensive program.

**Goal 2. Partnership: Strengthen a whole community emergency management program by strengthening partnerships and building a comprehensive National Incident Management System compliant response organization.**

Objective 2.1: Develop formal and informal coordination mechanisms to strengthen partnerships with internal, external, and community agencies and organizations. (Emergency Management Accreditation Program Standard 3.3)

- Task 2.1.1 - Advisory Committee: Establish an advisory committee for coordinated input in the preparation, implementation, evaluation, and revision of the program on an annual basis. (Emergency Management Accreditation Program Standard 3.3)
- Task 2.1.2 - Response Organization: Revise, adopt, and ensure sufficient depth of staffing for the Emergency Operations Center response team organization to ensure compliance with the National Incident Management System and local response and recovery priorities. (Emergency Management Accreditation Program Standard 4.5)



- Task 2.1.3- Special Response Team: Identify priority mission tasking, staff, and train special response team members to support a range of pre-and post-disaster response missions.
- Task 2.1.4 – Community Emergency Response Team: Expand the role of the community emergency response teams to engage and coordinate locally based disaster preparedness, response and recovery capabilities.

**Goal 3. Plans: Build a more resilient community through innovative prevention and preparedness strategies which incorporate a comprehensive review and update of all hazards plans, policies, and procedures.**

Objective 3.1: Through a community wide stakeholder engagement initiative, lead the review and update of the Hazards Identification and Risk Assessment, comprehensive emergency management plan, continuity of operations plans for all essential functions, continuity of government and recovery plans, policies and procedures. (Emergency Management Accreditation Program Standard 4.4).

- Task 3.1.1 - Hazard Identification and Risk Assessment: Facilitate the review and update the Hazard Identification and Risk Assessment within the St. Lucie County Local Mitigation Strategy including the identification of risk populations. (Emergency Management Accreditation Program Standard 4.3)
- Task 3.1.2 - Comprehensive Emergency Management Plan: Facilitate the review and update the comprehensive emergency management plan, policies and procedures across all partner functions. (Emergency Management Accreditation Program Standard 4.6)
- Task 3.1.3 - Continuity of Operations Plan: Facilitate the review and update of Continuity of Operations Plans for all essential functions government wide. (Emergency Management Accreditation Program Standard 4.6)
- Task 3.1.4 - Continuity of Government: Facilitate the review and update the Continuity of Government Plan. (Emergency Management Accreditation Program Standard 4.6)
- Task 3.1.5 - Recovery Plan: Facilitate the review and update the recovery plan, policies and procedures across all partner functions. (Emergency Management Accreditation Program Standard 4.6)

Objective 3.2: Through a stakeholder engagement process of key functional agencies and working through section chiefs, support the enhancement and/or development of functional specific plans, policies, and procedures as well as hazard specific annexes. (Emergency Management Accreditation Program Standard 4.2)

- Task 3.2.1 - Functional Procedures: Review, update, and develop functional specific procedures for all thirteen functional areas outlined in Emergency Management Accreditation Program Standard 4.4.3. The County has developed an emergency alert and communication procedure which should be routinely updated.
- Task 3.2.2 - Mass Casualty Incident Response Plan: Facilitate the review and update of the mass casualty incident response plan.
- Task 3.2.3 - Hazard Specific Incident Procedures: Review, update, and develop hazard specific procedures for all hazards detailed in the St. Lucie County Hazard Identification and Risk Assessment (Local Mitigation Strategy). Existing hazard specific plans include the following: Mass Casualty Incident Response Plan, Local Terrorism Incident Response Annex to the Comprehensive Emergency Management Plan, St. Lucie County Pandemic Continuity of Operations Plan, Mass Migration Incident Response Plan, Radiological Emergency Response Plan.
- Task 3.2.4 - Hazardous Materials Response Procedures: Review and update transportation incident specific plans, policies, and procedures with an emphasis on railroad systems and hazardous materials incidents. This should incorporate a communications and notification network with vital transportation providers.

Objective 3.3: Identify strategies to ensure the effective identification, planning, management and operation of general population shelters, special needs shelters, pet friendly shelters, and employee shelters. (Emergency Management Accreditation Program Standard 4.4.3)

- Task 3.3.1 - Shelter Procedure Review: Review and update the policies, and procedures for all types of shelters in St. Lucie County.
- Task 3.3.2 - Shelter Strategies: Through an integrated stakeholder engagement process, identify innovative strategies to address sheltering gaps for at risk populations, pets, and response worker families.
- Task 3.3.3 - Shelter Resources: Augment resources to ensure sufficient shelter management personnel, healthcare personnel, supplies, and resources are available to operate all shelters.

- Task 3.3.4 - Special Needs Registry: Ensure the special needs registration system, transportation system, medical support, and return home verification procedures are sufficient to meet community needs.

Objective 3.4: Develop procedures and job aids to support the effective and efficient operation of the Emergency Operation Center with an emphasis on building cohesion with the operational sections (Emergency Management Accreditation Program Standard 4.4.7) and enhancing communication and coordination.

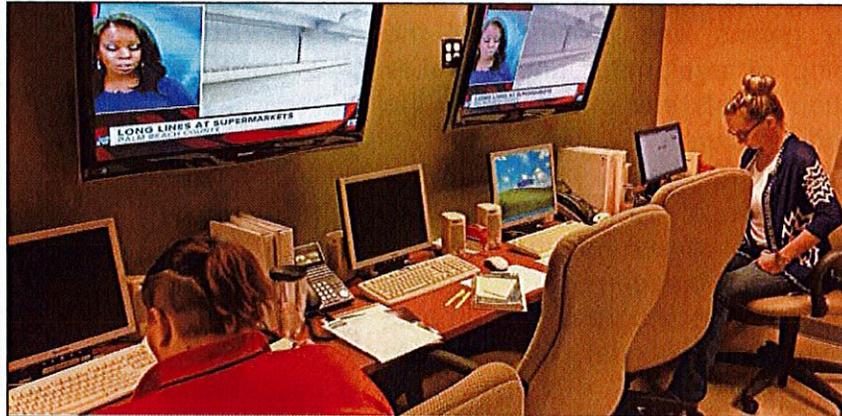
- Task 3.4.1 - Operational Guidelines: Based upon enhanced organizational structures and system, update Emergency Operations Center operational procedures for the planning, operations, logistics, and finance and administration sections (Emergency Management Accreditation Program Standard 4.4).
- Task 3.4.2 - Mission Tracking: Develop and implement an electronic mission's management system (WebEOC®; SharePoint® as a backup) within the Emergency Operations Center that meets the full range of identified operational needs within the Emergency Operations Center and among all response partners. Integrate advanced technology solutions for damage assessment, situational awareness, and mobile devices.
- Task 3.4.3 - Geographic Information System: Enhance the integration and use of Geographic Information System mapping tools with the response and recovery environment for all hazards affecting the community. Incorporate Environmental Systems Research Institute Emergency Management Services and Solutions.
- Task 3.4.4 - Time Delineation Schedule: Develop operational time delineation schedules detailing pre-and post-disaster essential tasks for emergency management partners across government.

Objective 3.5: Formalize an integrated process of performing a comprehensive damage assessment from initial windshield assessment to the Federal Emergency Management Agency compliant assessment to expedite community recovery and return survivors to their home (Emergency Management Accreditation Program Standard 4.4).

- Task 3.5.1 – Damage Assessment Personnel: Integrate additional technical expertise and provide training across government to support the public assistance damage assessment process including the property appraiser, the building department and contractors to expedite a rapid assessment of damages to buildings, infrastructure, homes, businesses, and equipment.
- Task 3.5.2 – Surge Service Licensing: Modify existing vendor service contracts to integrate surge licensing for WebEOC® , damage assessment, and geographic information system services during a disaster.

**Goal 4: Financial Management, Resources and Facilities: Enhance the ability of all emergency response team members to save lives and protect property by developing resource and logistics management plans, policies, and procedures which enable rapid deployment of personnel, equipment, supplies, and facilities.**

Objective 4.1 Resource Management, Mutual Aid and Facilities: Augment the ability to manage resources and facilities to support life safety missions in the aftermath of a large-scale disaster (Emergency Management Accreditation Program Standard 4.8 and 4.12).



- Task 4.1.1 - Resource Management: Establish a comprehensive resource management system which addresses gaps based upon hazards and identifies how to fill those gaps including budget, mutual aid, memorandum of understanding, contracts, service agreements (Emergency Management Accreditation Program Standard 4.6 and 4.8).
- Task 4.1.2 - Facilities Management: Enhance the identification, prioritization, management, staffing, and supplying response and recovery support facilities throughout the County working in partnership with public, private, nonprofit, University, and regional organizations (donations management center, volunteer resource centers, staging areas, warehouses, points of distribution, disaster recovery centers, etc.).
- Task 4.1.3 - Food and Water: Expand the implementation procedures for the identification, staging, storage, and distribution of food and water in the aftermath of a large-scale disaster for impacted survivors and responders.
- Task 4.1.4 - Volunteers and Donations: Develop resource management system for the acceptance, management of donated goods, materials, services, personnel, volunteers, financial resources and facilities whether solicited or unsolicited.
- Task 4.1.5 - Communications: Enhance and improve communications systems with internal and external partners.

Objective 4.2 Finance and Administration: Enhance fiscal and administrative procedures to provide the ability to request, receive, manage, and apply funds in emergency situations for the delivery of assistance and cost recovery (Emergency Management Accreditation Program Standard 4.1).

- Task 4.2.1 - Financial Procedures: Develop financial procedures designating the spending approvals / authority chains and process for the purchasing of equipment and supplies for Section Chiefs and others within the command structure.



- Task 4.2.2 - Legal Review: Conduct an advance legal review of the Federal Emergency Management Agency community based program agreements to ensure local legal issues are addressed.

- Task 4.2.3 - Human Resource Policies: Incorporate disaster roles and responsibilities of all employees in job description, evaluations, and merit reward systems. Reevaluate human resource policies to ensure they maximize incentives for employee participation in post disaster response and recovery.



**Goal 5. Outreach and Education: Build community resilience by strengthening all hazards outreach, training and exercise opportunities among emergency management partners, executive leadership, external partners and the community.**

Objective 5.1: Implement the Multi-Year Training and Exercise Plan. (Emergency Management Accreditation Program Standard 4.13)

- Task 5.1.1 - Implement Plan: Develop, conduct, evaluate ongoing training curriculum as detailed in the training and exercise plan.
- Task 5.1.2 - Executive Leadership: Develop a range of emergency management educational tools for elected officials which may be employed before, during, and after a large-scale disaster to ensure they understand their disaster related roles and responsibilities as well as legal ramifications of the system. This should include a “just-in-time” presentation.
- Task 5.1.3 - Private Sector Outreach: Develop innovative strategies to coordinate disaster preparedness, response, and recovery with the private sector partners to build resilience in economic recovery and long-term redevelopment.
- Task 5.1.4 - Family Preparedness: Develop ongoing innovative strategies to encourage all hazards family preparedness.
- Task 5.1.5 - EM Partner Training: Implement the full range of training curriculum as detailed in the multi-year training and exercise plan.
- Task 5.1.6 – Radiological Training: Develop, implement, and evaluate radiological training programs and public education application in an online electronic format.





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## Prioritized Task Implementation Schedule

| Task Number                  | Task Title                                | Quarter         | Deadline | Lead Section       |
|------------------------------|---|-----------------|----------|--------------------|
| <b>Goal 1: Accreditation</b> |   |                 |          |                    |
| Task 1.1.1                   | Baseline Assessment                       | 4 <sup>th</sup> | 2017     | Command            |
| Task 1.1.2                   | Gap Prioritization                        | 4 <sup>th</sup> | 2017     | Command            |
| <b>Goal 2: Partnership</b>   |   |                 |          |                    |
| Task 2.1.1                   | Advisory Committee                        | 4 <sup>th</sup> | 2017     | Command            |
| Task 2.1.2                   | Response Organization                     | 3 <sup>rd</sup> | 2017     | Command            |
| Task 2.1.3                   | Special Response Team                     | 2 <sup>nd</sup> | 2018     | Operations Section |
| Task 2.1.4                   | Community Emergency Response Team         | 3 <sup>rd</sup> | 2018     | All Sections       |
| <b>Goal 3: Plans</b>         |   |                 |          |                    |
| Task 3.1.1                   | Hazard Identification and Risk Assessment | 3 <sup>rd</sup> | 2019     | Command            |
| Task 3.1.2                   | Comprehensive Emergency Management Plan   | 3 <sup>rd</sup> | 2017     | All Sections       |
| Task 3.1.3                   | Continuity of Operations                  | 4 <sup>th</sup> | 2018     | All Sections       |
| Task 3.1.4                   | Continuity of Government                  | 4 <sup>th</sup> | 2019     | Command            |
| Task 3.1.5                   | Recovery Plan                             | 4 <sup>th</sup> | 2018     | Planning Section   |
| Task 3.2.1                   | Functional Areas Procedures               | 4 <sup>th</sup> | 2018     | All Sections       |
| Task 3.2.2                   | Mass Casualty Incident Response Plan      | 3 <sup>rd</sup> | 2018     | Operations Section |
| Task 3.2.3                   | Hazard Specific Incident Procedures       | 2 <sup>nd</sup> | 2018     | Command            |
| Task 3.2.4                   | Hazardous Materials Response Procedures   | 2 <sup>nd</sup> | 2018     | Operations Section |
| Task 3.3.1                   | Shelter Procedure Review                  | 4 <sup>th</sup> | 2017     | Operations Section |
| Task 3.3.2                   | Shelter Strategies                        | 2 <sup>nd</sup> | 2018     | Operations Section |
| Task 3.3.3                   | Shelter Resources                         | 2 <sup>nd</sup> | 2018     | Operations Section |
| Task 3.3.4                   | Special Needs Registry                    | 4 <sup>th</sup> | 2017     | Operations Section |

| Task Number   | Task Title                             | Quarter         | Deadline | Lead Section            |
|---|--|-----------------|----------|-------------------------|
| Task 3.4.1  | Operational Guidelines                 | 3 <sup>rd</sup> | 2018     | Operations Section      |
| Task 3.4.2  | Mission Tracking                       | 3 <sup>rd</sup> | 2017     | Command                 |
| Task 3.4.3  | Enhance Geographic Information Systems | 2 <sup>nd</sup> | 2018     | Planning Section        |
| Task 3.4.4  | Time Delineation Schedule              | 1 <sup>st</sup> | 2019     | Planning Section        |
| Task 3.5.1  | Damage Assessment                      | 2 <sup>nd</sup> | 2018     | Planning Section        |
| Task 3.5.2  | Surge Licensing                        | 2 <sup>nd</sup> | 2019     | Finance & Admin Section |
| <b>Goal 4: Financial Management, Resources and Facilities</b> |  |                 |          |                         |
| Task 4.1.1  | Resource Management                    | 4 <sup>th</sup> | 2017     | Logistics Section       |
| Task 4.1.2  | Facilities Management                  | 4 <sup>th</sup> | 2018     | Logistics Section       |
| Task 4.1.3  | Food and Water                         | 4 <sup>th</sup> | 2019     | Logistics Section       |
| Task 4.1.4  | Volunteers and Donations               | 3 <sup>rd</sup> | 2019     | Logistics Section       |
| Task 4.1.5  | Communications                         |                 |          |                         |
| Task 4.2.1  | Financial Procedures                   | 4 <sup>th</sup> | 2017     | Finance & Admin Section |
| Task 4.2.2  | Legal Review                           | 3 <sup>rd</sup> | 2018     | Finance & Admin Section |
| Task 4.2.3  | Human Resource Policies                | 3 <sup>rd</sup> | 2019     | Finance & Admin Section |
| <b>Goal 5: Outreach and Education</b>                         |  |                 |          |                         |
| Task 5.1.1  | Implement Training Plan                | 4 <sup>th</sup> | 2017     | All Sections            |
| Task 5.1.2  | Executive Leadership                   | 4 <sup>th</sup> | 2017     | Command                 |
| Task 5.1.3  | Private Sector Outreach                | 3 <sup>rd</sup> | 2019     | Command                 |
| Task 5.1.4  | Family Preparedness                    | 2 <sup>nd</sup> | 2018     | All Sections            |
| Task 5.1.5  | Emergency Management Partner Training  | 3 <sup>rd</sup> | 2018     | All Sections            |
| Task 5.1.6  | Radiological Training                  | 4 <sup>th</sup> | 2019     | Operations Sections     |

## **Conclusion**

### **Implementation Plan**

The St. Lucie County Division of Emergency Management's Strategic Plan will guide the future programmatic initiatives to continue to build a more disaster resilient community. While the Division is tasked with drafting, monitoring, and updating this document; implementation will require the support and ongoing input from all Emergency Management partners and stakeholders. The emergency management partners and stakeholders are encouraged to incorporate applicable initiatives into the day-to-day activities of their organization and provide the guidance and resources to ensure ongoing implementation. A Prioritized Task Implementation Schedule is enclosed with due dates.

The St Lucie County Strategic Plan is closely linked to the Multi-Year Training and Exercise Plan and supports the Comprehensive Emergency Management Plan. The training plan details community wide, all hazards training and exercises. These two documents together reflect the full planning cycle delineated into the Comprehensive Emergency Management Plan ensuring that as plans, policies, and

procedures are developed, they will be communicated to impacted stakeholders through a range of training initiatives and ultimately exercised initially through discussion based exercises and ultimately build to operations based exercises. As plans, policies, and procedures are exercised or implemented, in the aftermath of an actual disaster incident, the planning cycle should be repeated to ensure that improvement actions can be incorporated. This Strategic Plan will be updated to reflect these new priorities.

Community engagement is one of the keys to the success of the emergency management program. The Division of Emergency Management will continue to conduct preparedness programs, planning workshops, education for children and families, and community programs for vulnerable and special needs populations.

This strategic plan serves as a framework to prioritize time, resources, and advance the program with the support of dedicated staff, talented and creative partners, and committed leadership.

### **Schedule for Evaluation, Maintenance and Revision**

The Division of Emergency Management will closely monitor the Strategic Plan and report the evaluation results on an annual basis. An annual report will be completed which is tied to the goals developed within this plan and will be submitted to the Public Safety Director.

Additionally, the Division will seek regular feedback through stakeholder involvement from internal and external stakeholders with a focus on the Emergency Management Advisory Committee. The Emergency

Management Director will submit monthly and quarterly performance reviews on the status of implementation working in coordination with the emergency management partners. As staff and emergency management partners monitor performance throughout the three-year period, adjustments may be made to reflect changing environmental, political, financial, and social conditions.



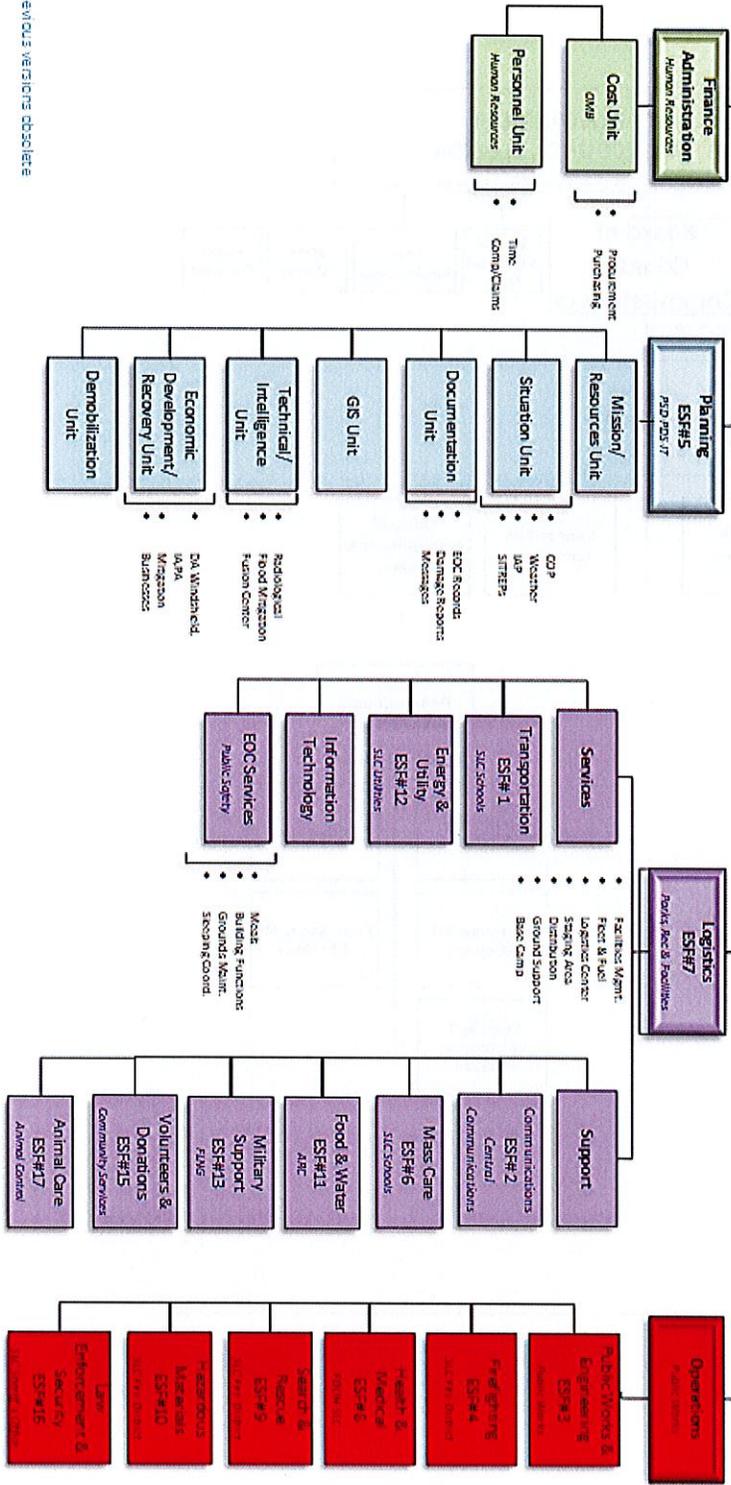
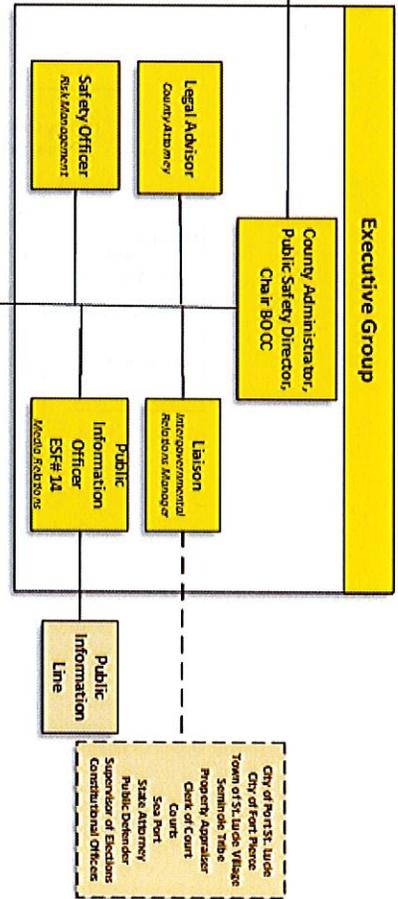
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# Appendix 1: Organizational Charts

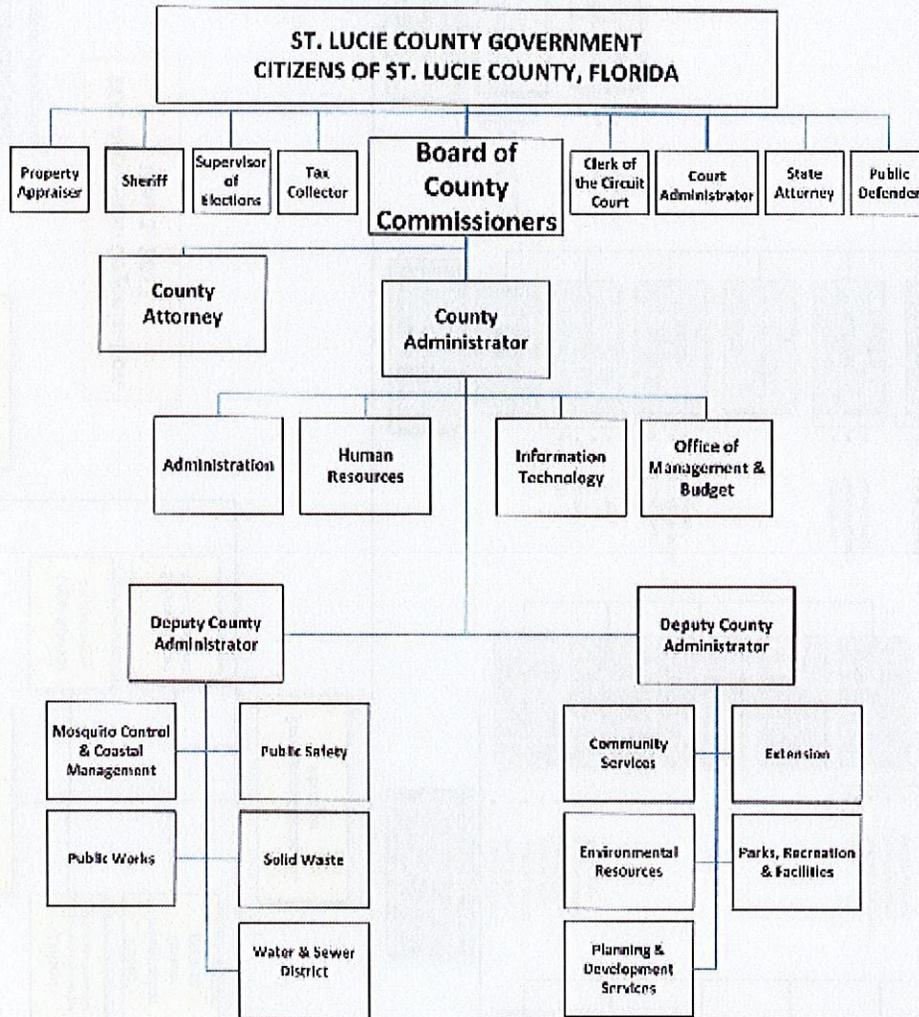


Department of Public Safety  
Division of Emergency Management

**EOC Activation Organization**  
June 1, 2017



Previous versions obsolete





## **Appendix 2: Pre-Meeting Online Survey Results**

#1



**COMPLETE**

Collector: Web Link 1 (Web Link)  
Started: Tuesday, April 11, 2017 8:03:53 AM  
Last Modified: Tuesday, April 11, 2017 8:21:59 AM  
IP Address: 73.0.133.85

QUIZ SUMMARY

| SCORE | POINTS | RANK | PERCENTILE |
|-------|--------|------|------------|
| 100%  | 6/6    | 1/7  | 100%       |

Quiz Results

| Correct | Incorrect | Partially Correct | Skipped | Total Questions |
|---------|-----------|-------------------|---------|-----------------|
| 3       | 0         | 0                 | 0       | 3               |

PAGE 2: Programmatic Item

Q1: Please describe briefly your current day-to-day role and what department you work for.

Public Safety Director

Q2: Do you feel you have been adequately trained to meet the needs to handle declared disasters? 1/1 pt  Yes ( 1 pt )

Q3: Have you participated in exercises in the St. Lucie County Emergency Operations Center?

Yes,

If Yes, please describe briefly the role and responsibility that you conducted in exercises. Over the years I have been involved in many exercises. Most recently our annual FEMA evaluated exercise.

Q4: I feel confident that St. Lucie County is prepared to respond to, manage, recover from, and mitigate natural and human caused disasters impacting the community.

(no label)

Strongly Agree

Q5: St. Lucie County is a disaster resilient community and has supported the development of strong disaster mitigation opportunities for the community.

(no label)

Agree

Q6: Residents, businesses, and partner organizations within the community understand the risks they face and have developed family / business preparedness plans.

(no label)

Agree

**Q7: As a member of the emergency response team, I understand my response roles and responsibilities before, during, and after a large scale disaster impacts my community.**

(no label)

Agree

**Q8: Briefly describe strengths of the St. Lucie County emergency management program and emergency response team.**

The relationships between the first response teams and the EOC are very strong. We have worked together through many declared events and exercises.

**Q9: Briefly describe items which you consider to be weaknesses of the St. Lucie County Emergency Management Program and emergency response team.**

I believe the IMS structure could be improved and will help in a stronger communications process. We have been challenged with our technology infrastructure and improvements there are needed.

**Q10: I have the necessary skills and technical expertise to perform my assigned roles and responsibilities within the Emergency Operations Center or other assigned response facility.**

(no label)

Agree

**Q11: Describe your assigned role during a disaster response operation in St. Lucie County.**

I have been responsible for a Command role within the center. I worked with the County Administration and the core team of responders, planners and recovery teams to mitigate any human or natural disaster.

**Q12: I have worked within the Emergency Operations Center during an actual disaster response operation.**

2/2 pts ✓ More than once ( 2pts )

**Q13: Are you familiar with the National Incident Management System and how it functions within the Emergency Operations Center.**

3/3 pts ✓ Yes, absolutely ( 3pts )

#2



**COMPLETE**

Collector: Web Link 1 (Web Link)  
 Started: Wednesday, April 19, 2017 4:37:23 PM  
 Last Modified: Wednesday, April 19, 2017 4:46:07 PM  
 IP Address: 167.78.4.21

QUIZ SUMMARY

| SCORE | POINTS | RANK | PERCENTILE |
|-------|--------|------|------------|
| 100%  | 6/6    | 1/7  | 100%       |

Quiz Results

| Correct | Incorrect | Partially Correct | Skipped | Total Questions |
|---------|-----------|-------------------|---------|-----------------|
| 3       | 0         | 0                 | 0       | 3               |

PAGE 2: Programmatic Item

**Q1: Please describe briefly your current day-to-day role and what department you work for.**

FL DOH in St. Lucie County. Oversee Public Health Preparedness activities including: Assure Dept meets all DOH and CDC standards through planning, training and exercising. Maintain relationship with all ESF 8 partners.

**Q2: Do you feel you have been adequately trained to meet the needs to handle declared disasters?** 1/1 pt  Yes ( 1pt )

**Q3: Have you participated in exercises in the St. Lucie County Emergency Operations Center?**

Yes,  
 If Yes, please describe briefly the role and responsibility that you conducted in exercises.  
 As a Player: Every NPP Exercise from 1990 to 2006.  
 As a designer or exercise director, all exercises including: Hurricane, NPP, LEPC, Terrorism, Special Needs activation, debris management

**Q4: I feel confident that St. Lucie County is prepared to respond to, manage, recover from, and mitigate natural and human caused disasters impacting the community.**

(no label) Strongly Agree

**Q5: St. Lucie County is a disaster resilient community and has supported the development of strong disaster mitigation opportunities for the community.**

(no label) Agree

**Q6: Residents, businesses, and partner organizations within the community understand the risks they face and have developed family / business preparedness plans.**

(no label) Disagree

**Q7: As a member of the emergency response team, I understand my response roles and responsibilities before, during, and after a large scale disaster impacts my community.**

(no label)

Strongly Agree

**Q8: Briefly describe strengths of the St. Lucie County emergency management program and emergency response team.**

Long standing relationships, veteran responders with much historical knowledge (dwindling by attrition)

**Q9: Briefly describe items which you consider to be weaknesses of the St. Lucie County Emergency Management Program and emergency response team.**

Lack of concern outside EOC on whole community approach to planning and preparing for disasters

**Q10: I have the necessary skills and technical expertise to perform my assigned roles and responsibilities within the Emergency Operations Center or other assigned response facility.**

(no label)

Strongly Agree

**Q11: Describe your assigned role during a disaster response operation in St. Lucie County.**

ESF-8 EOC liaison, Department Planning Section Chief

**Q12: I have worked within the Emergency Operations Center during an actual disaster response operation.**

2/2 pts ✓ More than once ( 2pts )

**Q13: Are you familiar with the National Incident Management System and how it functions within the Emergency Operations Center.**

3/3 pts ✓ Yes, absolutely ( 3pts )

#3



**COMPLETE**

Collector: Web Link 1 (Web Link)  
 Started: Wednesday, April 19, 2017 4:40:55 PM  
 Last Modified: Wednesday, April 19, 2017 4:47:27 PM  
 IP Address: 199.201.190.5

QUIZ SUMMARY

| SCORE | POINTS | RANK | PERCENTILE |
|-------|--------|------|------------|
| 17%   | 1/6    | 7/7  | 14%        |

Quiz Results

| Correct | Incorrect | Partially Correct | Skipped | Total Questions |
|---------|-----------|-------------------|---------|-----------------|
| 0       | 2         | 1                 | 0       | 3               |

PAGE 2: Programmatic Item

**Q1: Please describe briefly your current day-to-day role and what department you work for.**

Director of Planning and Development Services: Planning, Building, Code Enforcement and Economic Development

**Q2: Do you feel you have been adequately trained to meet the needs to handle declared disasters?** 0/1 pt  No ( 0pt )

**Q3: Have you participated in exercises in the St. Lucie County Emergency Operations Center?**

Yes,  
 If Yes, please describe briefly the role and responsibility that you conducted in exercises.  
 Hurricane Matthew. :)

**Q4: I feel confident that St. Lucie County is prepared to respond to, manage, recover from, and mitigate natural and human caused disasters impacting the community.**

*Respondent skipped this question*

**Q5: St. Lucie County is a disaster resilient community and has supported the development of strong disaster mitigation opportunities for the community.**

(no label) Not Sure

**Q6: Residents, businesses, and partner organizations within the community understand the risks they face and have developed family / business preparedness plans.**

(no label) Not Sure

**Q7: As a member of the emergency response team, I understand my response roles and responsibilities before, during, and after a large scale disaster impacts my community.**

(no label) Disagree

**Q8: Briefly describe strengths of the St. Lucie County emergency management program and emergency response team.**

I don't know enough about it to comment, but sure am glad we're doing this!

**Q9: Briefly describe items which you consider to be weaknesses of the St. Lucie County Emergency Management Program and emergency response team.**

We don't know what everyone else is doing. H Matthew saw significant confusion and replication of efforts.

**Q10: I have the necessary skills and technical expertise to perform my assigned roles and responsibilities within the Emergency Operations Center or other assigned response facility.**

(no label)

Not Sure

**Q11: Describe your assigned role during a disaster response operation in St. Lucie County.**

Well, I created one since it wasn't defined. My Building and Code Enforcement divisions are teamed up for Disaster Assessment, and I stay at the EOC coordinating their efforts. Their primary responsibilities following Matthew were to assess "red tag" structural damage, and assessed the homes of Special Needs Shelter residents prior to release.

**Q12: I have worked within the Emergency Operations Center during an actual disaster response operation.**

1/2 pts \* At least once ( 1pt )

**Q13: Are you familiar with the National Incident Management System and how it functions within the Emergency Operations Center.**

0/3 pts \* No, it is not clear to me ( 0pt )

#4



**COMPLETE**

Collector: Web Link 1 (Web Link)  
 Started: Wednesday, April 19, 2017 4:59:07 PM  
 Last Modified: Wednesday, April 19, 2017 5:10:26 PM  
 IP Address: 192.251.57.5

QUIZ SUMMARY

| SCORE | POINTS | RANK | PERCENTILE |
|-------|--------|------|------------|
| 50%   | 3/6    | 5/7  | 43%        |

Quiz Results

| Correct | Incorrect | Partially Correct | Skipped | Total Questions |
|---------|-----------|-------------------|---------|-----------------|
| 0       | 1         | 2                 | 0       | 3               |

PAGE 2: Programmatic Item

**Q1: Please describe briefly your current day-to-day role and what department you work for.**

Emergency Management

Disaster Preparedness Communication/ Coordination of Unmet Needs

**Q2: Do you feel you have been adequately trained to meet the needs to handle declared disasters?** 0/1 pt  No ( 0pt )

**Q3: Have you participated in exercises in the St. Lucie County Emergency Operations Center?** Yes,

If Yes, please describe briefly the role and responsibility that you conducted in exercises.  
 Filled in for ESF 15 during recent WMD exercise.  
 EOC Support Answer phones during RAD exercise in 2016 Was able to observe EOC in action during Hurricane Matthew

**Q4: I feel confident that St. Lucie County is prepared to respond to, manage, recover from, and mitigate natural and human caused disasters impacting the community.**

(no label) Agree

**Q5: St. Lucie County is a disaster resilient community and has supported the development of strong disaster mitigation opportunities for the community.**

(no label) Agree

**Q6: Residents, businesses, and partner organizations within the community understand the risks they face and have developed family / business preparedness plans.**

(no label) Disagree

**Q7: As a member of the emergency response team, I understand my response roles and responsibilities before, during, and after a large scale disaster impacts my community.**

(no label) Not Sure

**Q8: Briefly describe strengths of the St. Lucie County emergency management program and emergency response team.**

Strong leadership at the top and middle levels that is working hard to overcome deficiencies that have been allowed to develop. Knowledgeable and committed employees at the lower level.

**Q9: Briefly describe items which you consider to be weaknesses of the St. Lucie County Emergency Management Program and emergency response team.**

Communication has been non-existent in many aspects until recently.

CEMP not fully integrated into activities of the agency.

**Q10: I have the necessary skills and technical expertise to perform my assigned roles and responsibilities within the Emergency Operations Center or other assigned response facility.**

(no label) Agree

**Q11: Describe your assigned role during a disaster response operation in St. Lucie County.**

I work in EOC support during a disaster.

During response and recovery I work in support of ESF 15 by coordinating delivery of unmet needs.

**Q12: I have worked within the Emergency Operations Center during an actual disaster response operation.** 1/2 pts \* At least once ( 1pt )

**Q13: Are you familiar with the National Incident Management System and how it functions within the Emergency Operations Center.** 2/3 pts \* Somewhat ( 2pts )

#5



**COMPLETE**

Collector: Web Link 1 (Web Link)  
 Started: Thursday, April 20, 2017 7:50:20 AM  
 Last Modified: Thursday, April 20, 2017 8:05:02 AM  
 IP Address: 192.251.57.5

QUIZ SUMMARY

| SCORE | POINTS | RANK | PERCENTILE |
|-------|--------|------|------------|
| 100%  | 6/6    | 1/7  | 100%       |

Quiz Results

| Correct | Incorrect | Partially Correct | Skipped | Total Questions |
|---------|-----------|-------------------|---------|-----------------|
| 3       | 0         | 0                 | 0       | 3               |

PAGE 2: Programmatic Item

**Q1: Please describe briefly your current day-to-day role and what department you work for.**

I perform coordinate readiness, response, recovery, and mitigation tasks for the EOC

**Q2: Do you feel you have been adequately trained to meet the needs to handle declared disasters?** 1/1 pt  Yes ( 1pt )

**Q3: Have you participated in exercises in the St. Lucie County Emergency Operations Center?** Yes,  
 If Yes, please describe briefly the role and responsibility that you conducted in exercises.  
 Emergency Management Coordinator for the Region 5 WMD Exercise and the Radiological Exercise

**Q4: I feel confident that St. Lucie County is prepared to respond to, manage, recover from, and mitigate natural and human caused disasters impacting the community.**

(no label) Agree

**Q5: St. Lucie County is a disaster resilient community and has supported the development of strong disaster mitigation opportunities for the community.**

(no label) Strongly Agree

**Q6: Residents, businesses, and partner organizations within the community understand the risks they face and have developed family / business preparedness plans.**

(no label) Agree

**Q7: As a member of the emergency response team, I understand my response roles and responsibilities before, during, and after a large scale disaster impacts my community.**

(no label)

Strongly Agree

**Q8: Briefly describe strengths of the St. Lucie County emergency management program and emergency response team.**

1. A major understanding of the roles and responsibilities of agencies in response operations. 2. A collaborative understanding with local, state, and regional partners. 3. An understanding of flooding, hazmat, and radiological hazards.

**Q9: Briefly describe items which you consider to be weaknesses of the St. Lucie County Emergency Management Program and emergency response team.**

1. An understanding of applying current EOC planning practices using the ICS and "Planning P" model. 2. Implementing prescribed models from plans. 3. Evaluating plan performance and capabilities assessments. 4. Applying current and innovative technical and network solutions.

**Q10: I have the necessary skills and technical expertise to perform my assigned roles and responsibilities within the Emergency Operations Center or other assigned response facility.**

(no label)

Strongly Agree

**Q11: Describe your assigned role during a disaster response operation in St. Lucie County.**

Coordinate EOC performance with staff and resources.

**Q12: I have worked within the Emergency Operations Center during an actual disaster response operation.**

2/2 pts ✓ More than once ( 2pts )

**Q13: Are you familiar with the National Incident Management System and how it functions within the Emergency Operations Center.**

3/3 pts ✓ Yes, absolutely ( 3pts )

#6



**COMPLETE**

Collector: Web Link 1 (Web Link)  
 Started: Thursday, April 20, 2017 10:41:41 AM  
 Last Modified: Thursday, April 20, 2017 10:48:01 AM  
 IP Address: 12.176.35.66

QUIZ SUMMARY

| SCORE | POINTS | RANK | PERCENTILE |
|-------|--------|------|------------|
| 50%   | 3/6    | 5/7  | 43%        |

Quiz Results

| Correct | Incorrect | Partially Correct | Skipped | Total Questions |
|---------|-----------|-------------------|---------|-----------------|
| 0       | 1         | 2                 | 0       | 3               |

PAGE 2: Programmatic Item

**Q1: Please describe briefly your current day-to-day role and what department you work for.**

Shuffle papers

**Q2: Do you feel you have been adequately trained to meet the needs to handle declared disasters?** 0/1 pt  No ( 0pt )

**Q3: Have you participated in exercises in the St. Lucie County Emergency Operations Center?** Yes,  
 If Yes, please describe briefly the role and responsibility that you conducted in exercises supporting overall activities of the municipality for domestic incident management.

**Q4: I feel confident that St. Lucie County is prepared to respond to, manage, recover from, and mitigate natural and human caused disasters impacting the community.**

(no label) Agree

**Q5: St. Lucie County is a disaster resilient community and has supported the development of strong disaster mitigation opportunities for the community.**

(no label) Not Sure

**Q6: Residents, businesses, and partner organizations within the community understand the risks they face and have developed family / business preparedness plans.**

(no label) Disagree

**Q7: As a member of the emergency response team, I understand my response roles and responsibilities before, during, and after a large scale disaster impacts my community.**

(no label)

Agree

**Q8: Briefly describe strengths of the St. Lucie County emergency management program and emergency response team.**

Invigorated program designed to meet the immediate needs of its community.

**Q9: Briefly describe items which you consider to be weaknesses of the St. Lucie County Emergency Management Program and emergency response team.**

Long range planning and maturity of programs that has familiarization of all ESF functions.

**Q10: I have the necessary skills and technical expertise to perform my assigned roles and responsibilities within the Emergency Operations Center or other assigned response facility.**

(no label)

Agree

**Q11: Describe your assigned role during a disaster response operation in St. Lucie County.**

ESF 5 responsibilities; more likely responsible to municipality

**Q12: I have worked within the Emergency Operations Center during an actual disaster response operation.**

1/2 pts \* At least once ( 1pt )

**Q13: Are you familiar with the National Incident Management System and how it functions within the Emergency Operations Center.**

2/3 pts \* Somewhat ( 2pts )

#7



**COMPLETE**

Collector: Web Link 1 (Web Link)  
 Started: Thursday, April 20, 2017 4:46:17 PM  
 Last Modified: Friday, April 21, 2017 11:05:33 AM  
 IP Address: 192.251.57.5

QUIZ SUMMARY

| SCORE | POINTS | RANK | PERCENTILE |
|-------|--------|------|------------|
| 67%   | 4/6    | 4/7  | 57%        |

Quiz Results

| Correct | Incorrect | Partially Correct | Skipped | Total Questions |
|---------|-----------|-------------------|---------|-----------------|
| 2       | 1         | 0                 | 0       | 3               |

PAGE 2: Programmatic Item

**Q1: Please describe briefly your current day-to-day role and what department you work for.**

Public Safety, My role is to be a liaison between the Power Plant and the emergency workers, ensure plans are up to date, Ensure the Special Needs Database is maintained, and the Assisted Living Facilities CEMP's are updated and reviewed.

**Q2: Do you feel you have been adequately trained to meet the needs to handle declared disasters?** 1/1 pt  Yes ( 1pt )

**Q3: Have you participated in exercises in the St. Lucie County Emergency Operations Center?** Yes,  
 If Yes, please describe briefly the role and responsibility that you conducted in exercises. Radiological Safety to ensure that guidelines are not over exceeded and ensure radiological kits are prepared and given to the emergency workers.

**Q4: I feel confident that St. Lucie County is prepared to respond to, manage, recover from, and mitigate natural and human caused disasters impacting the community.**

(no label) Agree

**Q5: St. Lucie County is a disaster resilient community and has supported the development of strong disaster mitigation opportunities for the community.**

(no label) Not Sure

**Q6: Residents, businesses, and partner organizations within the community understand the risks they face and have developed family / business preparedness plans.**

(no label) Not Sure

**Q7: As a member of the emergency response team, I understand my response roles and responsibilities before, during, and after a large scale disaster impacts my community.**

(no label)

Agree

**Q8: Briefly describe strengths of the St. Lucie County emergency management program and emergency response team.**

Everyone has always worked well together and I feel that is because they do exercises together at least once a year.

**Q9: Briefly describe items which you consider to be weaknesses of the St. Lucie County Emergency Management Program and emergency response team.**

Communications is always a weakness

**Q10: I have the necessary skills and technical expertise to perform my assigned roles and responsibilities within the Emergency Operations Center or other assigned response facility.**

(no label)

Agree

**Q11: Describe your assigned role during a disaster response operation in St. Lucie County.**

Logistics

**Q12: I have worked within the Emergency Operations Center during an actual disaster response operation.**

0/2 pts ✗ Never ( 0pt )

**Q13: Are you familiar with the National Incident Management System and how it functions within the Emergency Operations Center.**

3/3 pts ✓ Yes, absolutely ( 3pts )

