



**Sumter County
Emergency
Management
Self-Assessment Report**

March 5, 2012

Emergency Management Self-Assessment Report

Executive Summary

Chapter 252, Florida Statutes, authorizes Sumter County to create an emergency management agency, which shall have a director. It also provides that the agency shall develop a county emergency management plan and program that is coordinated and consistent with the state comprehensive emergency management program. This agency will perform emergency management functions within the territorial limits of the county.

On October 1, 2011, the Sumter County Board of County Commissioners (BOCC) regained direct responsibility for the county's emergency management program from the Sumter County Sheriff's Office. The BOCC recognized the added value of having direct oversight of a public safety program that is not discipline-specific and assigned that oversight responsibility to the County Administrator. Taking direct control of the emergency management program was one of many recent reorganization activities the county implemented in attaining better efficiencies.

The purpose of this self-assessment is two-fold. First, it serves as a current snapshot (baseline) by identifying strengths and areas for improvements. This baseline provides a starting point for building the program's elements or making existing elements stronger. A stronger program is needed due to Sumter County's rapid growth. The self-assessment provides that foundation of taking the program to the next level.

Second, this self-assessment follows the Emergency Management Accreditation Program (EMAP) Standard and its outline. Program elements are cited within Chapters 3 and 4 of the standard. EMAP Standard's Chapters 1 and 2 are not addressed in this assessment since they are descriptions and definitions. Following this format allows the emergency management program to work towards continuous improvement and ultimately accreditation, if the county chooses to pursue it.

The self-assessment's results show that the county's program has many areas that require attention. It is important to note that these areas may require improvement as a direct result of the reorganization, rather than an indication of inattention. The emergency management program clearly has strengths in areas of training and exercises. Large strides in recovery planning activities have been made, but need to be completed or taken up a notch. Healthcare planning and the special needs program are two programs that clearly need immediate attention in order to comply with state laws.

Emergency Management Self-Assessment Report

Section 1: Administration

There are no standards contained in this EMAP Chapter for the self-assessment.

Section 2: Definitions

There are no standards contained in this EMAP Chapter for the self-assessment.

Section 3: Emergency Management Program

3.1 Program Administration, Plans and Evaluation

Standard 3.1.1

The jurisdiction has a documented program that includes an executive policy or vision statement for emergency management, a multi-year strategic plan, developed in coordination with program stakeholders that defines the mission, goals, objectives, and milestones for the emergency management program and includes a method for implementation.

The **Sumter County Emergency Management Strategic Plan 2010-2015** contains a mission statement: Ensure Sumter County is **Prepared to Respond** to emergencies, **Recover** from them, and **Mitigate** their impact.

The Vision Statement is "To develop, structure, and maintain an Emergency Management program that will be effective and that will be recognized within the State of Florida as well as the United States."

The Values are listed as:

Professionalism	Loyalty	Commitment	Collaboration
Teamwork	Flexibility	Agility	Responsiveness
Respectful	Ethical	Leadership	Courage
Initiative	Compassion	Decisive	Fiscal Responsibility
Accountability			

The strategic plan further contains the program's goals and objectives, along with past accomplishments. The plan briefly describes the planning cycle (process) in which the plan was to be developed.

Emergency Management Self-Assessment Report

Observation

The ***Sumter County Emergency Management Strategic Plan 2010-2015*** is now out of date due to the transition of the EM program from the Sumter County Sheriff's Office to the Board of County Commissioners. It requires an update.

The plan's planning cycle illustrates a good process; however, it seems to be written as to what should have happened in the plan development, not what actually did occur. The stakeholders listed in the plan were very limited. It did not capture a good representation of the EM stakeholders.

Corrective Action

The Emergency Management Director will develop a new strategic plan with the input of an Emergency Management Advisory Committee and working groups, as they are established. Document the planning process that leads up to the completion of the plan.

Standard 3.1.2

The Emergency Management Program has a documented method and schedule for evaluation, maintenance, revision and corrective actions for elements contained in Chapter 3 and Chapter 4 and shall conduct an evaluation of the objectives consistent with the program policies.

Observation

The County does not have a methodology for its program review. Some evaluation elements were present, but nothing was consistent.

Corrective Action

In conjunction with developing a new strategic plan, the Emergency Management Director shall include in the planning process, methods for:

- Conducting an annual review of the strategic plan to determine if any adjustments are necessary to accomplish the goals and objectives of the division.
- Encouraging inputs from staff and stakeholders throughout the planning process.
- Identifying strengths, opportunities and challenges to accomplishing the goals and objects of the strategic plan.
- Aligning action plans and processes to the goals and objectives of the strategic plan.
- Measuring results.

Emergency Management Self-Assessment Report

3.2: Program Coordination

Standard 3.2.1

There shall be a designated emergency management agency, department or office established for the jurisdiction empowered with the authority to administer the program on behalf of the jurisdiction.

Sumter County has had an emergency management program and a full-time director since 1995. In 2007, the program was transferred from the Board of County Commissioners (BOCC) to the Sumter County Sheriff. Effective Oct 1, 2011, the Sumter BOCC regained responsibility for the program. The Board established an annual budget, administrative resources, and two staff members. The Emergency Management Director reports directly to the County Administrator.

Standard 3.2.2

There is a designated individual empowered with the authority to execute the program on behalf of the jurisdiction.

The Sumter County Board of County Commissioners has appointed a full-time Emergency Management Director with the authority to manage the EM program. The County Administrator supervises the director. A current position control number is established with the FY 2011-2012 budget and is funded by the Emergency Management Preparedness and Assistance Grant. There is a current job description.

3.3: Advisory Committee

Standard 3.3.1

There shall be a documented, ongoing process utilizing one or more committees that provides for coordinated input by program stakeholders in the preparation, implementation, evaluation, and revision of the program.

In February 2012, the Sumter County Board of County Commissioners adopted a local Emergency Management ordinance that provides for an Emergency Management Advisory Committee. The Sumter County Local Mitigation Strategy (LMS) Plan establishes a LMS Working Group to coordinate mitigation activities.

Standard 3.3.2

The advisory committee(s) shall meet with a frequency determined by the program sufficient to provide for regular program input.

Emergency Management Self-Assessment Report

Observation

The Local Mitigation Strategy Working Group has not been meeting on a consistent basis. The Emergency Management Advisory Committee has yet to meet.

Corrective Action

The Emergency Management Director shall develop annual schedules of the LMS Working Group and EMAC meetings.

Section 4: Emergency Management Program Elements

4.1 Administration and Finance

Standard 4.1.1

The Emergency Management Program shall develop financial and administrative procedures or follow existing jurisdiction-wide procedures for use before, during, and after an emergency or disaster.

Observation

The Florida Division of Emergency Management's Office of the Inspector General conducted an audit on the FY 2009/10 Emergency Management Preparedness and Assistance Grant. The auditor noted that financial controls were acceptable, but could be stronger and clearer.

Corrective Action

The Emergency Management Director shall develop a set of guidelines that will include internal procedures that correspond with the county's overall financial procedures, as well as, state and federal requirements relating to grants. These guidelines will include:

- Purchasing
- Payroll
- Grant management
- Asset management

Standard 4.1.2

Procedures exist to provide for maximum flexibility to expeditiously request, receive, manage, and apply funds in emergency situations to ensure timely delivery of assistance and cost recovery.

Emergency Management Self-Assessment Report

Observation

The Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Program is the primary financial grant program that provides assistance to Sumter County so that it can quickly recover from a major disaster. Many divisions and departments do not have procedures requesting or managing federal disaster aid.

Corrective Action

Sumter County agencies are responsible for identifying damage, providing sufficient data for FEMA to develop cost estimates for emergency work, approving grants, and managing the projects funded under the PA Program.

The Emergency Management Director shall provide technical assistance to county departments and agencies developing their financial cost recovery procedures and plans. The Director shall provide training opportunities to better understand the FEMA Public Assistance Program. The training and procedures may include:

- FEMA Public Assistance Program
- Emergency acquisition and procurement
- Risk management/insurance claims
- Mutual aid procedures
- Emergency contracting procedures
- Information management
- Financial transactions and accounting
- Grants management
- Payroll procedures
- Resource management

4.2 Laws and Authorities

Standard 4.2.1

The emergency management program shall comply with applicable legislation, regulations, directives and policies. Legal authorities provide flexibility and responsiveness to execute emergency management activities in disaster and non-emergency situation. The emergency management program and the program's responsibilities are established in state and local law. Legal provisions identify the fundamental authorities for the program, planning, funding mechanisms and continuity of government.

Sumter County's Emergency Management program complies with Chapter 252.38, F.S. In February 2012, the Board of County Commissioners adopted a local Emergency

Emergency Management Self-Assessment Report

Management ordinance that establishes the Emergency Management Program under the BOCC, outlining local emergency powers, establishing the EM Advisory Committee, and the emergency planning organization.

Standard 4.2.2

The program has established and maintains a process for identifying and addressing proposed legislative and regulatory changes.

The Emergency Management Director is a member of the Florida Emergency Preparedness Association and the International Association of Emergency Managers. The director monitors legislative actions through their governmental services. The County Administrator also monitors legislative actions that may affect the Emergency Management program.

4.3 Hazard Identification, Risk Assessment, and Consequence Analysis

Standard 4.3.1

The program shall identify the natural and human-caused hazards that potentially impact the jurisdiction using a broad range of sources. The program shall assess the risk and vulnerability of people, property, the environment, and the program/entity operations from these hazards.

The **Sumter County Local Mitigation Strategy** contains a county profile including municipal demographics. The strategy also includes a hazard identification section with a corresponding vulnerability assessment. The **Sumter County Comprehensive Emergency Management Plan** summarizes some of the same information.

Observation

The hazard identification sections and analyses within these documents can be improved upon using current information. Some source data maybe outdated. Also, the hazard sections do not capture important hazards. Others contain superficial information. For example, the LMS hazard section does not discuss, in detail, the CSX Railroad hazards that may potentially impact the community. The LMS hazard section does not mention the Groundhog Day Tornadoes in its historical section.

Corrective Action

Develop an all-hazard, risk-based, hazard vulnerability analysis (HVA) that provides more specific information and identifies the communities at risk. The HVA should incorporate modern geographical information system (GIS) mapping and data management. Ideally, the HVA should incorporate FEMA's computer

Emergency Management Self-Assessment Report

modeling programs that estimate potential losses from floods and hurricanes within the specific communities. Sumter County has limited GIS resources and would need to acquire the services of a private firm to develop an ideal HVA.

Standard 4.3.2

The program shall conduct a consequence analysis for the hazards identified in 4.3.1 to consider the impact on the public; responders; continuity of operations including continued delivery of services; property, facilities, and, infrastructure; the environment; the economic condition of the jurisdiction and public confidence in the jurisdiction's governance.

Observation

The hazard sections in the **Sumter County Local Mitigation Strategy** and **Comprehensive Emergency Management Plan** vaguely discuss the risks to the communities, people, and critical infrastructure. There is no consequence analysis. The associated Critical Facility Inventory is incomplete and needs to be updated. Many county departments do not have current Continuity of Operation Plans that addresses the hazards they face.

Corrective Action

Include consequence analyses in the Hazard Vulnerability Analysis that discusses the impact to communities, people, and the critical infrastructure. Update the Critical Infrastructure Inventory as required by the EMPA grant scope of services. The emergency management director shall coordinate with the division directors on updating Continuity of Operation Plans based on the consequence analyses.

4.4 Hazard Mitigation

Sumter County has an established Local Mitigation Strategy adopted by the BOCC in April 2010, and approved by FEMA in July 2010. All municipalities and the Village Community Development Districts have adopted the strategy via resolution. The strategy complies with the Mitigation Act of 2000 and Chapter 9G-22, FAC.

Standard 4.4.1

The jurisdiction shall develop and implement a mitigation program to eliminate hazards or mitigate the effects of hazards that cannot be reasonably prevented. The mitigation program identifies ongoing mitigation opportunities and tracks repetitive loss. The Emergency Management Program implements mitigation projects according to a plan that sets priorities based upon loss reduction.

Emergency Management Self-Assessment Report

Observation

The LMS Working Group described in the strategy has not met in more than a year. The strategy states the working group shall meet a minimum of two times a year.

Corrective Action

Develop a schedule of meetings to include dates, times, and meeting locations. Ideally, the working group should meet in April each year. This allows for pre-hurricane season discussions and review of priorities. The working group should meet again in early December to recap the year's progress, reprioritize initiatives, and provide the Emergency Management Director the necessary information to complete the required annual report, in accordance with Chapter 9G-22, FAC. Additional meetings are encouraged, where opportunities exist.

Standard 4.4.2

The mitigation program includes participation in applicable federal, state/territorial, tribal, local, and/or public/private mitigation efforts.

Observation

Outside organization participation is sporadic. Federal Correction Center Coleman representatives have attended some meetings in the past. A University of Florida/IFAS representative has also attended. More outreach to outside partner organizations should be encouraged.

Corrective Action

The Emergency Management Director will work with the LMS Chairperson and committee members to recruit potential participants from the community.

Standard 4.4.3

The Emergency Management Program provides technical assistance consistent with the scope of the mitigation program such as implementing building codes, fire codes, and land-use ordinances.

Observation

The Emergency Management Director or staff members have not participated in community planning or provided input to code development.

Emergency Management Self-Assessment Report

Corrective Action

Coordinate with the Sumter County Development Services Director to see how best Emergency Management can provide input into local planning that affects public safety. Emergency Management should be allowed to provide input into land-use planning, stormwater and floodplain issues, etc.

Standard 4.4.4

The Emergency Management Program shall implement a process to monitor overall progress of the mitigation strategies, documenting completed initiatives and resulting reduction or limitation of hazard impact in the jurisdiction.

Observation

There is no methodology or standard mechanism to monitor mitigation progress even though some progress has been made. Emergency Management relied on its biannual meetings to receive input for stakeholders. Again, it has been more than a year since the last meeting was held with no updates to the initiatives.

Corrective Action

Develop a methodology, within the Local Mitigation Strategy, that allows stakeholders to report mitigation progress as they are completed, even if not contained in the priority listing. This will allow the Emergency Management Director to track progress. It will demonstrate the county's commitment to mitigation, if mitigation grant funds are made available.

Standard 4.4.5

The mitigation plan shall be based on the natural and human-caused hazards identified by the Emergency Management Program and the risk and consequences of those hazards. The mitigation plan for the jurisdiction is developed through formal planning processes involving Emergency Management Program stakeholders and shall establish interim and long-term strategies, goals and objectives, programs, and actions to reduce vulnerability to the hazards identified. The Emergency Management Program implements a process and documents project ranking based upon the greatest opportunity for loss reduction and documents how specific mitigation actions contribute to overall risk reduction.

Observation

Initially, the LMS Working Group developed several initiatives, prioritized them, and sought to move forward towards accomplishing the goals and objectives. The emphasis, however, lost momentum in late 2010.

Emergency Management Self-Assessment Report

Corrective Action

The EM Director shall work with the LMS Chairperson and committee members to revitalize the entire LMS program.

4.5 Prevention and Security

Standard 4.5.1

The jurisdiction shall develop and implement processes to prevent incidents. Prevention processes shall be based on information obtained from Section 4.3, intelligence activities, threat assessments, alert networks and surveillance programs and other sources of information obtained from internal and external stakeholders.

Observation

The EM Program does not have a prevention element to it. There is little action taken in prevention planning.

Corrective Action

The EM Director shall include prevention measures commensurate to the threats and incorporate them in the overall Comprehensive Emergency Management Plan.

Standard 4.5.2

The jurisdiction shall have a strategy among disciplines to coordinate prevention activities, to monitor the identified threats and hazards, and adjust the level of prevention activity commensurate with the risk.

Observation

Sumter County does not have an overall strategy among its agencies to coordinate prevention activities. There are no unilateral procedures for monitoring or disseminating homeland security threats.

Corrective Action

The Emergency Management Director will facilitate discussions with the Emergency Management Working Group to develop a strategy to coordinate prevention activities.

Emergency Management Self-Assessment Report

Standard 4.5.3

Procedures shall be developed to exchange information among internal and external Emergency Management Program stakeholders to prevent incidents.

Observation

There are no procedures developed to exchange information among Sumter County's various agencies, as it relates to homeland security prevention activities. While Sumter County is located in the Tampa Bay Regional Security Task Force, little information sharing is provided by its fusion center outside of law enforcement circles.

The Villages Public Safety Emergency Management Specialist is a trained Intelligence Liaison Officer for the Central Florida Intelligence Exchange (CFIX). The specialist does share information with partner agencies as she receives it. The Emergency Management Director participates in the Homeland Security Information System.

Corrective Action

Through coordination of the Emergency Management Working Group, the Emergency Management Director will determine the best method of information sharing and how to accomplish it.

4.6 Operational Planning

Standard 4.6.1

The Emergency Management Program, through formal planning processes involving stakeholders, has developed the following plans: communications (see 4.10.1), emergency operations, recovery, continuity of operations, and continuity of government. The process addresses all hazards identified in Chapter 4.3, and provides for regular review and update of plans.

Observation

The County has the following plans:

Comprehensive Emergency Management Plan – 2011
EOC Operations Plan - 2010
Local Mitigation Strategy – 2010
Strategic Plan - 2010-2015
Continuity of Operations Plan - 2009
Debris Management Plan – 2009

Emergency Management Self-Assessment Report

Updates are needed in all plans.

Corrective Action

The EM Director shall update all plans, beginning with the Continuity of Operations Plan for County Administration, and the EOC Operations Plan. The director shall further develop a schedule for plan updates using the input from the EM Working Group.

Observation

The Emergency Management staff did not properly review and approve healthcare facility Comprehensive Emergency Management Plans, as required by Florida Statutes. EM personnel approved plans containing outdated information, information applicable to other jurisdictions, incorrect information, and missing agreements. One healthcare facility representative stated that EM staff signed approval letters without reading the plans.

Corrective Action

The Emergency Management Director shall immediately develop a process to accept, review, and approve healthcare plans. The director shall notify all healthcare facility owners of the proper planning coordination procedures. A healthcare emergency planning workshop shall be offered to healthcare providers. The EM staff shall provide any technical assistance to healthcare providers to ensure their plans meet state statutes.

Standard 4.6.2

The emergency operations plan, communications, recovery, continuity of operations and continuity of government plans shall address the following:

- (1) Purpose, scope and/or goals and objectives*
- (2) authority*
- (3) situation and assumptions*
- (4) functional roles and responsibilities for internal and external agencies, organizations, departments and positions*
- (5) logistics support and resource requirements necessary to implement plan*
- (6) concept of operations*
- (7) plan maintenance*

Observation

Most of the plans have the above elements, some do not. All need to be updated.

Emergency Management Self-Assessment Report

Corrective Action

The EM Director shall update all plans beginning with the Continuity of Operations Plan for the County Administration and the EOC Operations Plan. The director shall further develop a schedule for plan updates with the input from the EM Working Group.

Standard 4.6.3

The emergency operations/response plan shall identify and assign specific areas of responsibility for performing essential functions in response to an emergency or disaster. Areas of responsibility to be addressed include:

- *direction/control and coordination;*
- *information and planning;*
- *detection and monitoring;*
- *alert and notification;*
- *warning;*
- *communications;*
- *emergency public information;*
- *resource management;*
- *evacuation;*
- *mass care;*
- *sheltering;*
- *needs and damage assessment;*
- *mutual aid;*
- *military support;*
- *donation management;*
- *voluntary organizations;*
- *law enforcement;*
- *firefighting/fire protection;*
- *search and rescue;*
- *public health and medical;*
- *agriculture;*
- *animal management;*
- *food, water and commodities distribution;*
- *transportation resources;*
- *energy and utilities services;*
- *public works and engineering services;*
- *and hazardous materials;*
- *special needs populations; and*
- *fatality management and mortuary services.*

Observation

The CEMP has many of the above elements. All the Emergency Support Functions (ESF) annexes need to be updated. A mass fatality plan is needed.

Emergency Management Self-Assessment Report

Corrective Action

The EM Director shall update the CEMP. The director shall further develop a schedule for plan updates, with the input from the EM Working Group. A mass casualty and fatality plan or procedures will be incorporated into the process.

Standard 4.6.4

The recovery plan or strategy shall address short- and long-term recovery priorities and provide guidance for restoration of critical functions, services, vital resources, facilities, programs, and infrastructure to the affected area.

Observation

The county does not have a comprehensive Recovery Plan, Logistics and Resource Management Plan, or a Post Disaster Redevelopment Plan.

Corrective Action

The EM Director, along with the EM Working Group, shall develop a schedule and develop these plans.

Standard 4.6.5

Continuity of operations plans (COOP) shall identify and describe how essential program functions will be continued and recovered in an emergency or disaster. The plan(s) shall identify essential positions and lines of succession, and provide for the protection or safeguarding of critical applications, communications resources, vital records/databases, process and functions that must be maintained during response activities and identify and prioritize applications, records, processes and functions to be recovered if lost. Plan(s) shall be developed for each organization performing essential program functions. The plans address alternate operating capability and facilities.

Observation

The current COOPs were written in 2004 and 2005. Many have the above elements but are mostly outdated due to several reorganizations. Some divisions and departments do not have plans.

Corrective Action

The EM Director will work with internal and external departments to schedule and revise/develop local COOPs.

Emergency Management Self-Assessment Report

Standard 4.6.6

The continuity of government (COG) plan shall identify how the jurisdiction's constitutional responsibilities will be preserved, maintained, or reconstituted. The plan shall include identification of succession of leadership, delegation of emergency authority, and command and control.

Observation

There is no current Continuity of Government Plan for the Board of County Commissioners or Sumter County Constitutional Officers. Many departments have moved to other facilities. The county has reorganized several times since some COOPs were developed.

Corrective Action

The EM Director will coordinate with all departments and constitutional officers to schedule and develop COG/COOPs.

4.7 Incident Management

Standard 4.7.1

The program formally adopts an incident management system. The system shall include but not be limited to the following concepts: modular organization, unified command, multi-agency coordination, span of control, common terminology, action planning process, comprehensive resource management, integrated communications and pre-designated facilities.

The Board of County Commissioners adopted the tenants of the National Incident Management System (NIMS) on September 20, 2005. The following jurisdictions have also adopted NIMS by resolution:

Wildwood
Coleman
Center Hill
Webster
Bushnell
Village Community Development Districts

Standard 4.7.2

The program shall designate a single point of contact to serve as the coordinator for the incident management system implementation.

Emergency Management Self-Assessment Report

The EM Director is the single point of contact for the National Incident Management System and its activities.

Standard 4.7.3

The program shall ensure all personnel with an emergency response role receive training on its incident management system.

Observation

The EM Program has an aggressive NIMS training and exercise program. Most of the first response personnel have received ICS-700, ICS-100, and ICS-200 courses. Many EOC functional representatives have received ICS-300 training. Most have not had ICS-400 or All-Hazard Position Specific Courses. The county has not offered NIMS training since mid-2011.

Corrective Action

The EM Director completed FEMA's NIMS Train-the-Trainer course in January 2012. The EM Director will work with supporting departments to identify those employees needing training and to what level. He will develop a new NIMS training calendar for 2012 and offer classes in mid-summer 2012.

Standard 4.7.4

The program shall ensure that procedures address coordination activities with all personnel with an emergency response role including superior, subordinate and lateral elements as well as neighboring jurisdictions.

Observation

There are no procedures that address coordination activities.

Corrective Action

The EM Director shall address this with the EM Working Group, and develop procedures appropriately.

Standard 4.7.5

The incident management system shall include specific organizational roles and responsibilities for each incident management function.

Observation

Specific organizational roles and responsibilities are identified in the Comprehensive Emergency Management Plan. A revision of the plan is needed, as described in Standard 4.6.3.

Emergency Management Self-Assessment Report

Corrective Action

The Emergency Management Director shall update plans, incorporating NIMS principles.

4.8 Resource Management and Logistics

Standard 4.8.1

The program has a resource management system that includes implementing procedures that address the identification, location, acquisition, storage, maintenance and testing, timely distribution, and accounting for services and materials to address the hazards identified by the jurisdiction.

Observation

The county uses WebEOC as an incident management system. WebEOC does have a resource management component, but it is not populated with resources. There is no procedure developed for its implementation.

Corrective Action

The EM Director shall develop procedures for using WebEOC's resource management modules and provide training to users. Integrate WebEOC into the State EOC's EM Constellation application, once the EMC/WebEOC bridge application is available.

Standard 4.8.2

Resource management objectives shall be established by conducting a periodic gap analysis.

Observation

No resource management gap analysis has been conducted. Some preliminary resource management plans were started but were never finalized.

Corrective Action

The EM Director shall conduct a gap analysis and develop resource management objectives to guide the development of resource management plans.

Emergency Management Self-Assessment Report

Standard 4.8.3

Resource needs and shortfalls are identified by the Emergency Management Program through a comprehensive assessment that is conducted periodically. Resource needs and shortfalls are prioritized and addressed through a variety of initiatives, which include the budget process, executive process, mutual aid agreements, memoranda of understanding, contractual service agreements, or business partnerships and steps necessary to overcome any shortfalls.

Observation

Resource needs and shortfalls are not identified. There are some mutual aid agreements and pre-need contracts for debris operations.

Corrective Action

The EM Director shall identify resource needs and shortfalls, then prioritize.

Standard 4.8.4

The resource management system includes procedures that address the following:

- (1) Activating those processes prior to and during a disaster*
- (2) Dispatching resources prior to and during a disaster*
- (3) Deactivating or recalling resources during or after a disaster*

Observation

There is a resource management system included in WebEOC that can accomplish the above. Some work has been accomplished developing resource management boards. However, more work is needed to complete the resource management board.

Corrective Action

The EM Director shall complete the WebEOC development, and develop resource management procedures to accompany the boards.

Standard 4.8.5

The program maintains a system and a plan for obtaining internal and external resources.

Observation

There is no system in place for obtaining internal and external resources.

Emergency Management Self-Assessment Report

Corrective Action

The EM Director shall develop a system in conjunction with the WebEOC resource management system development process.

Standard 4.8.6

The Emergency Management Program shall have an implemented resource management process allowing for acceptance, management, and distribution of donation of goods and materials, services, personnel, financial resources and facilities either solicited and/or unsolicited.

Observation

A draft volunteer and donations plan was developed in 2009. It was not completed.

Corrective Action

The EM Director shall revise the draft plan and complete.

4.9 Mutual Aid

Standard 4.9.1

The program shall implement mutual aid agreements in plans and/or procedures.

The County and all of its municipalities are signatories of the Statewide Mutual Aid Agreement. The Sumter Fire EMS Division is a member of the Fire Chief's Association Mutual Aid Agreement. The Sumter County Sheriff is a member of the Florida Sheriff's Association Mutual Aid Agreement. Progress Energy, Sumter Electric Cooperative, and Withlacoochee Electric Cooperative are members of the Florida Municipal Electric Association Mutual Aid program.

Standard 4.9.2

The program shall maintain and implement mutual aid agreements, contractual service agreements, memoranda of understanding, and regional and/or other arrangements that provide additional equipment, supplies, facilities, and/or personnel.

The County and all of its municipalities are signatories of the Statewide Mutual Aid Agreement. The County is also a member of the Tampa Bay Regional Domestic Security Task Force, Tampa Bay Urban Area Security Initiative, and the District V Local Emergency Planning Committee.

Emergency Management Self-Assessment Report

4.10 Communications and Warning

Standard 4.10.1

The program has developed and maintains a plan to communicate both internally and externally with all stakeholder entities (higher, laterally and subordinate) and emergency personnel; system interoperability has been addressed in the development process. Communications have been designed for the specific hazards and requirements of the jurisdiction's potential operating environments, is sufficiently robust to support all components of the response and recovery plans, and includes redundancy to provide alternative means of communications in case of failure in primary system(s).

Observation

The Communications component to the Comprehensive Emergency Management Plan requires an update.

Corrective Action

The Emergency Management Director shall coordinate with the Sumter County Sheriff's Office to revise the communication plan to include addressing future changes to the county's communication systems.

Standard 4.10.2

Communications systems are regularly tested on an established schedule under operational conditions and results documented and addressed.

Observation

There are no regular tests of communications systems.

Corrective Action

The EM Director will routinely test existing communication systems and document. The documentation will be placed in a file and made part of the programs records management system.

Standard 4.10.3

The program has developed and maintains a plan to initiate, receive, and/or relay warnings to alert key decision makers and emergency personnel. This capacity has been designed for the specific hazards and requirements of the jurisdiction's potential operating environments, and includes redundancy to provide alternative means of notification in case of failure in primary system(s).

Emergency Management Self-Assessment Report

Observation

The program utilizes several tools to communicate threat information that includes Outlook, CodeRED, and WebEOC. WebEOC has extensive boards built to gather information from several sources. Very few agencies have taken advantage of using WebEOC for information sharing.

Corrective Action

The EM Director will coordinate with the EM Working Group to develop a comprehensive system of threat warning. WebEOC is the best tool to maintain information but will have to be supplemented by traditional means such as email.

Standard 4.10.4

Notification systems are regularly tested on an established schedule under operational conditions and results documented and addressed.

Observation

There are no regular tests of communication and warnings.

Corrective Action

The EM Director shall develop a system test schedule and document all tests.

Standard 4.10.5

The program has developed and maintains a plan to disseminate emergency alerts and warnings to the public potentially impacted by an actual or impending emergency and to communicate reliably with the population in its jurisdiction. Communications have been designed for the specific hazards and requirements of the program's potential operating environments, and include redundancy to provide alternative means of warning in case of failure in primary system(s). The plan addresses dissemination of alerts and warnings to vulnerable populations as defined by the program.

Observation

There are no plans to disseminate emergency alerts and warnings to the public. The county utilizes CodeRED telephone notification system to disseminate warnings. Specific area messages can be created for immediate areas threatened by events, such as hazardous material spills. Weather warnings are available for those who choose to opt in the CodeRED notification program.

Emergency Management Self-Assessment Report

Corrective Action

The EM Director shall coordinate with the EM Working Group to develop a comprehensive plan of warning and notification to the public that incorporates existing technology and methods.

Standard 4.10.6

Warning systems are regularly tested on an established schedule under operational conditions and results documented and addressed.

Observation

Warning systems are not regularly tested.

Corrective Action

The EM Director shall develop a process to regularly test warning systems and document those tests.

Standard 4.10.7

The program has developed and maintains formal written procedures to ensure personnel familiarity with and the effective operation of the systems and capabilities of the Communications (4.10.1), Notification (4.10.2) and Warning (4.10.3) systems. These procedures address the specific hazards and requirements of the jurisdiction's potential operating environments, clearly delineate any decision making processes or triggering events, and are reviewed and updated regularly on an established schedule. The review/update process is recorded and documented.

Observation

The Sheriff's Office Communications Center is the county's designated County Warning Point (CWP). The CEMP tasks the CWP with notifying the State Watch Office and the EM staff of incidents. New procedures are needed due to the reorganization of the Emergency Management Office, and the decentralization of Fire and EMS dispatch duties.

Corrective Action

The Emergency Management Director shall coordinate warning and notification procedures with the Sheriff' Office, Sumter Fire EMS Division, and Rural Metro Communication Centers. He shall develop and formalize procedures that concur with state notification requirements and that employ the new Emergency Management Network System.

Emergency Management Self-Assessment Report

4.11 Operations and Procedures

Standard 4.11.1

The program shall develop procedures to implement all plans.

Observation

The Special Needs database for evacuation and sheltering services has not been updated in several years. Chapter 252, F.S. mandates the local Emergency Management program to maintain a registry of persons with special needs. The Emergency Management Office purchased a specialized application for \$2,000 three years ago but never implemented it. The staff did not process several hundred Special Needs registration forms, allowing them to pile up. The staff did not purge deceased persons or those no longer requiring the service.

Corrective Action

The Emergency Management Director shall immediately implement the procured special needs data management system and begin processing registration applications. All applicants, processed and not processed, will be contacted to verify their need. The director will archive those records for those not needing the services as per state records management rules.

Standard 4.11.2

Procedures shall reflect operational priorities including life, safety, health, property protection, environmental protection, restoration of essential utilities, restoration of essential functions and coordination among all levels of government.

Standard 4.11.3

Procedures will be applicable to all hazards identified in the program's Hazard Identification and Risk Assessment.

Standard 4.11.4

Procedures shall be developed to guide situation and damage assessment, situation reporting and incident action planning.

Observation

There are a few existing procedures that supplement various plans, as described by Standards 4.11.2 through 4.11.4. However, they are not consistent in content or scope. Some procedures are outdated. Some partner agencies such as Public Works and the School District have written procedures.

Emergency Management Self-Assessment Report

Corrective Action

The Emergency Management Director will coordinate with the EM Working Group to schedule procedures to be written. The director will update the EOC procedures as a priority as many items have changed.

4.12 Facilities

Standard 4.12.1

The program has a primary and alternate facility capable of coordinating and supporting sustained response and recovery operations consistent with the program's risk assessment.

Emergency Operation Center:

Observation

The Sumter County leased-location at 1010 N. Main St., Bushnell, hosts the primary Emergency Operation Center (EOC) in Room 074. The room has been reinforced with additional wind load-bearing material to protect it during a hurricane. The EOC and Dispatch Center were recently rewired and an additional generator was added as a backup.

The Villages Sumter County Service Center and Fire Station 44 are designated alternate Emergency Operation Centers. These structures are built to current building codes. The Villages Sumter county Service Center may need additional window protection during high wind events.

Corrective Action

The EM Director will conduct a critical facility inspection using ARC 4496/FDEM Least Risk Decision-Making criteria, to ensure the facilities are compliant enough to place personnel in the facilities during a high wind event.

Emergency Shelters:

Observation

The County's emergency shelter inventory does not match the state's inventory. Neither list indicates which buildings are to be used. Total risk (hurricane) shelter space allocations are not clear. The Comprehensive Emergency Management Plan cites there are 1,344 protected spaces available. Yet, the EM staff submitted a shelter report to the State last year showing 3,945 protected spaces were available.

Emergency Management Self-Assessment Report

Corrective Actions

The Emergency Management Director shall reconcile the various lists and update them so that they match.

Shelter Surveys:

Observation

The required emergency shelter inspection surveys are obsolete, non-existent, or missing. State-contracted engineers last inspected shelters in 2000. Common practice is to inspect emergency shelters every ten years because schools perform building retrofits, add new generators, and make other improvements. Additionally, there are no surveys available for the special needs shelters.

Corrective Actions

The Emergency Management Director shall request assistance from the state's Division of Emergency Management and the American Red Cross, to resurvey existing shelters. The surveys will be filed and maintained in accordance with state statutes.

Standard 4.12.2

The program has established and tested procedures for activation, operation, and deactivation of primary and alternate facilities.

Observation

Activation procedures are available but need to be revised due to the restructuring of the EM program. There are no procedures to relocate the primary EOC functions to the alternate/tertiary locations.

Corrective Action

The EM Director shall revise the EOC activation and operation procedures to reflect the new organization changes within the program. He will develop relocation procedures to the alternate facilities.

4.13 Training

Standard 4.13.1

The program has a formal, documented training program composed of training needs assessment, curriculum, course evaluations, and records of training. The

Emergency Management Self-Assessment Report

training needs assessment shall address all personnel with responsibilities in the program, including key public officials.

The EM staff participated in the 2010 and 2011 Multi-Year Training & Exercise Plan process for the State and Regional Domestic Security Task Force. Training has been conducted year-round with evaluations. The staff kept very good records of training. Training participants came from a variety of backgrounds and disciplines.

Standard 4.13.2

Emergency personnel receive and maintain training consistent with their current and potential responsibilities. Specialized training related to the threats confronting the jurisdiction is included in the training program.

Observation

Emergency personnel have been attending training. Very few emergency responders have ICS-400, Advanced Incident Command System. This appears to be an interpretation issue as to what level most responders need to satisfy the NIMS requirements.

Corrective Action

The EM Director, working in conjunction with the EM Working Group and the EM Advisory Committee, will develop a standard and provide it to supporting agencies.

Standard 4.13.3

Training is regularly scheduled and conducted in conjunction with the overall goals and objectives of the program. Training is based on the training needs assessment, internal and external requirements and mandates (i.e NIMS) and addresses deficiencies identified in the corrective action program.

Observation

Training has been strong component of the EM program for the last several years. There has been a lapse of training during the transition of the program in late 2011.

Corrective Action

The EM Director will produce a training calendar and resume course offerings beginning in the first quarter of Calendar Year 2012.

Emergency Management Self-Assessment Report

Standard 4.13.4

Records are maintained of the training program including names of those who received training, the types of training planned and conducted, names and qualifications of trainers. The length of time training records will be maintained shall be specified in the training program.

Records are maintained and archived for those that have received training by the EM staff, as specified above. The Employee Services Department maintains current NIMS-related training documentation for BOCC employees.

4.14 Exercises, Evaluations and Corrective Actions

Standard 4.14.1

A documented exercise program is established that regularly tests the skills, abilities, and experience of emergency personnel as well as the plans, policies, procedures, equipment, and facilities of the jurisdiction. The exercise program is tailored to the range of hazards that confronts the jurisdiction.

Observation

The program has had an active exercise program for many years. Exercises are well documented using the Homeland Security Exercise and Evaluation Program protocols.

Standard 4.14.2

The program shall evaluate program plans, procedures, and capabilities through periodic reviews, testing, post-incident reports, lessons learned, performance evaluations, and exercises. The products of these reviews are documented and disseminated within the program and to key stakeholders and selected partners.

Observation

Other than the exercise and corrective action reports, there is no evidence of a formal process to incorporate formal evaluations and lessons-learned reviews into the program.

Corrective Action

The EM Director shall develop a formal mechanism to incorporate evaluation tools and feedback into the program.

Emergency Management Self-Assessment Report

Standard 4.14.3

A process for corrective actions shall be established to prioritize and track the resolution of deficiencies in real world and exercise events and to revise the relevant program plan.

Observation

A process for corrective action seems to be lacking. While corrective action matrices were developed for each exercise conducted, it does not appear follow-up actions were taken on specific deficiencies noted in the reports.

Corrective Action

The EM Director shall develop a formal mechanism to incorporate evaluation tools and feedback into the program.

4.15 Crisis Communications, Public Education and Information

Standard 4.15.1

The program develops and maintains a documented plan and procedures for its public information function. The public information plan is designed to inform and educate the public about hazards, threats to public safety, and risk reduction through various media. Public information programs are capable of providing timely and effective information to protect public health and safety, including response to public inquiries and rumors. Protocols are developed to interface with public officials and VIPs. Procedures include a process for obtaining and disseminating public information materials in alternative formats.

Observation

A draft Sumter County Public Information Network Plan was develop but never finalized. There are no other public information plans or procedures available.

Corrective Action

The EM Director shall work with the Sumter County Public Information Network to develop plans and procedures for public information.

Standard 4.15.2

The program shall establish a disaster public information capability that includes:

- (1) a central contact facility for the media;*
- (2) pre-scripted information bulletins;*
- (3) method to coordinate and clear information for release;*

Emergency Management Self-Assessment Report

- (4) *capability of communicating with special needs populations;*
- (5) *and protective measure guidelines.*

Observation

The disaster public information function is extremely limited. The county does not have dedicated a public information officer. County agencies such as Fire EMS, FCC Coleman, Sumter County Sheriff's Office, and the Village Community Development Districts jointly developed a Public Information Network (PIN) to support each other during emergencies. The PIN meets periodically to discuss concepts of operations. The PIN is addressing the above items but have yet to finalize them to procedures.

Corrective Action

The EM Director will coordinate with the Sumter County PIN to build more capability to meet the public's information needs.

Standard 4.15.3

Procedures are in place and tested to support a joint information system and center.

Observation

Joint information system procedures are not developed.

Corrective Action

The EM Director will coordinate with the Sumter County PIN to develop Joint Information System procedures.

Standard 4.15.4

The program has designated and trained spokespersons qualified to deliver the program's message, appropriate to hazard and audience.

Observation

Currently, the County Administrator, or his designee, is authorized to provide public messages, on behalf of the county, during a crisis. The Sheriff's Office has trained and dedicated spokespersons. Other PIN members are trained in media relations and public information.

Standard 4.15.5

The program provides for information and education to the public concerning threats to life, safety, and property. These activities include information about

Emergency Management Self-Assessment Report

specific threats, appropriate preparedness measures, and actions to mitigate the threats including protective actions. Public outreach activities are initiated to ensure that diverse populations are appropriately advised.

The Emergency Management Department, Health Department, Sheriff's Office, Fire EMS, and the Village Community Development Districts have had active public education campaigns. Websites are available to provide information. The library system develops themes upon request for seasonal activities such as Severe Weather Week.