



Palm Beach County
Department of Public Safety
Division of Emergency Management



2019-2024 Five Year Strategic Plan



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Mission

To minimize the impact of emergencies and disasters to our community through education, planning, and response by coordinating information and resources.

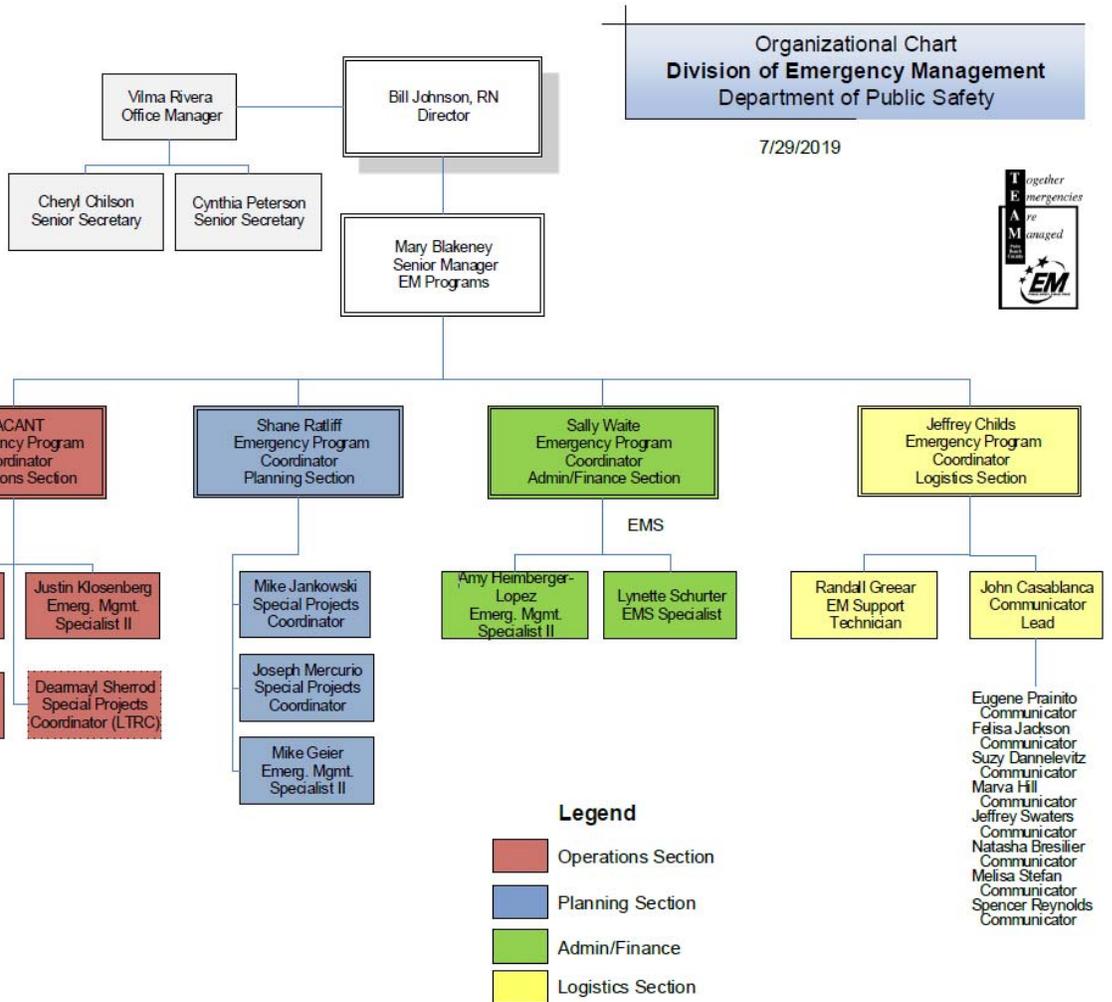
Vision

To be a world class emergency management agency keeping our community safe and resilient by working together with our partners and the public as a team.

Values

Adaptability	to be able to adjust readily to different and changing conditions
Commitment	the act of engagement, involvement
Excellence	the fact or state of excelling; superior in knowledge
Integrity	adherence to moral and ethical principles
Knowledge	the fact of state of acquaintance or familiarity gained by sight, experience, or report
Leadership	the position or function of a person who guides or directs a group
Professionalism	the standing, practice, or methods of a professional, as distinguished from an amateur
Teamwork	cooperative or coordinated effort on the part of a group of persons acting together as a team or in the interests of a common cause.

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Director's Welcome

Welcome

to this year's edition of the Palm Beach County Division of Emergency Management's (DEM) Strategic Plan. I am very proud of the accomplishments that our world class team has made during the past fiscal year – and the future looks just as encouraging.



In preparation for this document, the Division conducted a full-day strategic planning session with all DEM staff on July 23, 2019. We held it at the beautiful Pahokee Marina. It was a very productive day, full of energy and great ideas. The outcomes of this session were compiled into this document along with additional review and comment from the EM TEAM, as well as, the DEM management team.

During our strategic planning session, we realized that in the coming year, we will encounter considerable change and numerous challenges. First and foremost, after nearly an 11-year drought, we have been impacted by hurricanes *Matthew*, *Irma*, and *Michael* over the past three years. The lessons we learned from these storms and the EOC activations (and mutual aid) were substantive. We will spend this upcoming year conducting further review of our lessons learned and addressing improvement opportunities, focusing on further enhancement of several of our programs. Next, DEM earned its accreditation by the Emergency Management Accreditation Program (EMAP) in 2016. This coming year we will initiate work on re-accreditation (due in 2021) to prove the capabilities of our disaster preparedness and response systems. Additionally, we have several significant legislative initiatives, as well as, new ePKI performance measures to work on. And finally, we plan to work hard to maintain our operational readiness and sustain our momentum and progress on our projects and programs.

I am very proud of the accomplishments that our world class Division of Emergency Management staff has made over the past year. As you read through this document, I know that you will be proud of where we as a Division have been and the direction that we are heading.

The entire DEM Team looks forward to working with all of our partners throughout Palm Beach County, municipal governments, the private sector, faith-based and non-profit communities, and the 1.5 million County residents to bring about the outcomes set forth in this Plan. Your support and encouragement will ensure our collective success.

Thank you.

Bill Johnson, RN, Director

October 15, 2019
Date

2018-19 Accomplishments

Hurricane Dorian approached this year and allowed us to test the previous two years of process improvements while still working to accomplish the goals for the 2018-2019 fiscal year. Working together as a team, we took the challenge head on and made some tremendous accomplishments. Some of those accomplishments include:

Duty Officer Notification and Response

- 1,215 Duty Officer Notifications

Response and Activations

- Two DEM staff responded for 14 days to Calhoun County in response to *Hurricane Michael*
- One DEM staff responded for 14 days to Bay County in response to *Hurricane Michael*
- Two real-world Unusual Events (UE) occurred at the Port St. Lucie Nuclear Power Plant
- EOC Level III activation due to the Customs and Border Patrol Importation Plna
- Multiple EOC Level III activations due to visits of the President of the United States (POTUS)
- EOC Level III Activation (6 days) in response to *Hurricane Dorian*
- EOC Level II Activation (3 days) in response to *Hurricane Dorian*
- EOC Level I (3 days) Activation in response to *Hurricane Dorian*
- EOC Level II Activation (3 days) in response to *Hurricane Dorian* Bahamian Evacuees
- EOC Level III Activation (10 days) in response to *Hurricane Dorian* Bahamian Evacuees

CWP (County Warning Point)

- Everbridge Notification system
 - 60 AlertPBC Notifications sent resulting in 442,303 Citizens Notified
 - 166,216 E-mail Notifications

Operations Readiness: Shelters

- Created content/updates for the Disaster Resource Training site
- Assigned 621 County staff to work shelters
- Conducted 17 shelter trainings to all 15 general population shelter staff which resulted in trianing 334 staff
- Conducted Special Need shelter training to Department of Health staff
- Updated and distributed a *Shelter Field Operations Guide*
- Held two shelter health services meetings
- Updated the Special Needs Shelter Level of Care Matrix
- Reconfigured the Special Needs Shelter layout to maximize space

Healthcare Program

- Reviewed 802 CEMP's and Emergency Environmental Control (EEC) plans
- Began active participation in the State Attorney's Elder Abuse Task Force
- Provided Health Care Plan Review overview training to the State Attorney's Office
- Worked with the Healthcare Emergency Response Coalition to incorporate long term care into the organization

Program Enhancements

- Employee Disaster Response Program (EDRP) Department Essential – 4,355 employees
 - EOC Essential – 357 employees
 - EOC and EIC
 - Disaster Service Agents – 989 employees
 - Disaster Field Workers – 80 employees
 - Disaster Team Leaders – 62 employees
- Processed seven new employees through the New Employee Orientation process
- Conducted seven CERT Training classes with 110 attendees

Volunteer/Intern Program

- Recruited nine volunteers and four intern that served 971 hours
- Held second annual Volunteer Appreciation Breakfast

Emergency Medical Services (EMS)

- Participated in the EMS Awards ceremony, accepted the EMS Proclamation by the Board of County Commissioners (BCC)
- Completed 290 EMS inspections for 16 agencies
- Issued two COPCN's
- Attended three Statewide EMS Meetings
- Awarded a total of \$160,000 to ten EMS agencies

Budget / Grant Activities

- \$800,255 total grant awards
- \$46 million in reimbursements for *Hurricane Irma*

Plans

- 11 Plans were revised, re-written and approved, including:
 - Administration/Finance Coordinating Procedure
 - Cold Weather Emergency Shelter Plan
 - Community Outreach Plan
 - Computer Maintenance & Replacement Plan
 - Hazardous Materials Plan
 - Hazard Specific Plan Template
 - Local Mitigation Strategy
 - Operations Section Coordinating Procedure
 - Planning Section Coordinating Procedure
 - Section Coordinating Procedure Template

- Strategic Plan

- Revised the Local Mitigation Strategy and received approval from the State

Equipment and Facilities

- Re-calibrated 32 radiation survey kits through the Bureau of Radiation Control (BRC) and checked nine radiation portal monitors saving DEM \$8,000
- Put four new vehicle rinse bars into the two REP trailers
- Procured one new trailer
- Purchased 486 Point of Distribution safety vests
- Created seven new emergency contracts

Local Mitigation Strategy

- Worked with municipalities to increase participation in the Project Prioritization List (PPL)
- Finished the Hazard Mitigation Grant Program (HMGP) for *Hurricane Matthew*; two remaining projects to be awarded at \$570,000
- Finished the HMGP process for *Hurricane Irma*; 23 projects applied at a cost of \$121.4 million

Training and Exercises

- Published 20 bi-weekly training announcements
- Drafted Task Work Orders for six courses and created eleven courses in SERT Trac
- Coordinated the following Exercises
 - Participated in three Communication drills with the St. Lucie Power Plant
 - Participated in Cobalt Magnet 19
 - Statewide Hurricane Exercise 19
 - 121 participants in EOC
 - Participated in Operation Heatshield III

SARA-HA Grant 2019

- 94 site visits and 47 telephone updates were completed
 - 276 hours of staff time to conduct visits
 - 100 hours of staff time by other divisions/departments

Outreach and Social Media Activities

- Conducted 29 Outreach presentations which reached 4,553 citizens
- Generated 197 Facebook posts and 173 tweets on Twitter which reached 788,111 people
- Updated the DEM Website having 310,247 visits
- Coordinated Public Safety Booth at the South Florida Fair reaching an estimated 2,000 people

Radiological Emergency Preparedness (REP)

- Conducted the 2019 St. Lucie Power Plan Off-Year Exercise in the form of four stakeholder workshops
- Seven Pre-Operations Refresher Training Courses conducted
- Provided 14 radiological safety briefings to 125 Palm Tran operations
- Provided annual radiological program briefing to DOH resident physicians

Division Statistics

Metric	2016-17	2017-18	2018-19	3 year average
Trainings	27	12	18	19 trainings/year
Training Attendees	607	284	344	411 trainees/year
Exercises	7	6	6	6 Exercises
Exercise Participants	260	333	280	291 participants/year
% EOC Staff NIMS Compliance	76%	76%	77%	76%
Duty Officer Notifications	949	1,101	1,215	1,088 notifications/year
Duty Officer Responses	2	4	0	2 responses/year
CWP Telephone Calls	78,399	39,928	45,258	54,528 calls/year
Text Activity	32,756	3,574	19,416	18,582 texts/year
CWP Radio Traffic	11,615	7,866	6,867	8,782 radio transmissions/year
CWP Fax Activity	11,930	636	497	4,354 faxes/year
Other CWP Activity (EMnet Requests, Walk-ins, E-mails, etc.)	8,228	8,616	8,473	8,439 other activities per year
Notifications to State Watch Office (SWO)	699	568	772	679 SWO notifications per year
Visits to DEM Website	428,076	40,830	310,247	259,717 visits/year
Average Duration of Visit	6 min 40 sec	2 min 13 sec	2 min 29 sec	3 min 27 sec per website visit
Number of Posts to Facebook	269	68	197	178 posts/year
Number of People Reached	130,050	136,707	373,255	213,337 people reached/year
Number of Tweets	389	84	173	215 Tweets/year
Number of Community Outreach Events	32	52	29	37 events/year
Number of Outreach Attendees	1,480	5,593	4,553	3,875 attendees per year
Number of Facilities Submitting CEMPs	225	723	802	583 CEMPs/year
Average Amount of Time Per Review	48 min	86 min	106 min	1 hour 20 min per review
Healthcare Program Revenue	\$13,779.75	\$35,820.13	\$45,154	\$31,684.62 per year

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Division Goals

Goal 1: Prepare the Whole Community

Strategies (Objectives)	Tactics (Tasks)	Target Completion Dates	Champion
Provide engaging outreach opportunities	Educate the community with short multi-lingual messages (i.e., evacuation, what to bring to shelters)	May 2020	Special Projects Coordinator – Planning Section
	Identify interns to develop a messaging campaign	June 2021	EMS Specialist – Volunteer/Intern Coordinator Admin/Finance Section
Promote Community Resiliency	Work with FDEM in obtaining a Logistics Capability Assessment Tool (LCAT) evaluation	July 2020	EM Program Coordinator – Logistics Section
	Identify county contracts that contain resources which may be needed in an emergency or disaster and request DEM to be added to existing contract(s)	April 2020	EM Program Coordinator – Logistics Section
Further Enhance our Resource Capabilities	Inventory county agency resources	July 2020	EM Program Coordinator – Logistics Section
	Enhance our Business & Industry program and engage participants by working with Discover and the Chambers of Commerce	April 2020	Long Term Recovery Coalition Coordinator – Operation Section
	Develop protocol(s) on receipt, storage, and sharing of information from the Fusion Center	June 2020	EM Program Coordinator – Admin/Finance Section
	Clarify information sharing procedures for the Fusion Center Unit Leader	June 2020	EM Program Coordinator – Admin/Finance Section

Strategies (Objectives)	Tactics (Tasks)	Target Completion Dates	Champion
	Consolidate information pamphlets, update messaging, make information focused and interesting (review Tax Collectors)	December 2020	Special Projects Coordinator – Planning Section
	Create informational products (e.g., opioid crisis, domestic security trends, etc.) that can be distributed to our stakeholders to keep them better informed	June 2020	EM Program Coordinator – Admin/Finance Section
Create a Division Branding Campaign	Develop a comprehensive EM 101 educational program	April 2020	Senior Manager
	Educate Stakeholders on EM 101	June 2020	Senior Manager
	Create a detailing maintenance program for equipment and vehicles utilizing a vendor or trustee labor for public imaging	March 2020	Special Projects Coordinator – Planning Section
	Evaluate standard “Hurricane Presentation” and see about making it more All Hazards – incorporate more core functions (active shooter, terrorism, etc.)	March 2020	Special Projects Coordinator – Planning Section
Enhance collaboration between DEM and PBSO Fusion Center	Develop a dignitary visit SOG with the assistance of the Fusion Center	September 2020	EM Program Coordinator - Admin/Finance Section
	Work with ISS on procedures to respond to cyber-attacks	September 2020	EM Program Coordinator – Admin/Finance Section

Strategies (Objectives)	Tactics (Tasks)	Target Completion Dates	Champion
	Develop a THIRA for cyber security in collaboration with ISS	September 2020	EM Program Coordinator – Admin/Finance Section
	Write a plan/procedure regarding EOC's roles during a Cyber Attack	December 2020	EM Program Coordinator – Admin/Finance Section

Goal 2: Coordinate Community Resources

Strategies (Objectives)	Tactics (Tasks)	Target Completion Dates	Champion
Develop clear position specific checklists to effectively implement actionable plans	Conduct position checklist workshop(s) with each Section leadership (i.e., branch managers) to develop content for the position specific checklists	March 2020	EM Program Coordinators – Admin/Finance, Logistics, Operations, and Planning Section
	Post new/revised checklists in WebEOC Position Checklist Board(s)	April 2020	EM Specialist II – Operations Section
	Train EOC staff on new/revised checklists	May 2020	EM Program Coordinators – Admin/Finance, Logistics, Operations, and Planning Section
Optimize stakeholder collaboration	Support the Patient Tracking Task Force and work to incorporate recommendations into appropriate plans.	December 2020	EM Program Coordinator – Admin/Finance Section
EMAP Re-Accreditation (due 2021)	Conduct Section pre-assessments	February 2020	EM Program Coordinators – Admin/Finance, Logistics, Operations, and Planning Section
	Create a monthly EMAP progress report	April 2020	EM Program Coordinator – Planning Section
	Implement monthly EMAP progress reports updates at Senior Staff meetings	May 2020	EM Program Coordinators – Admin/Finance, Logistics, Operations, and Planning Section
	Conduct mock on-site assessment	January 2021	EM Program Coordinator – Planning Section
Evaluate a cadre of response volunteers	Research liabilities of a volunteer workforce	June 2021	EMS Specialist – Volunteer/Intern Coordinator Admin/Finance Section
	Identify volunteer projects during blue and grey skies	June 2021	EMS Specialist – Volunteer/Intern Coordinator Admin/Finance Section

Strategies (Objectives)	Tactics (Tasks)	Target Completion Dates	Champion
	Create a vetted list of volunteer available during grey skies	June 2021	EMS Specialist – Volunteer/Intern Coordinator Admin/Finance Section
Advance our expertise	Form an RTIPP group to provide input into the MyTEP to do more focused discussion and planning	March 2020	Special Projects Coordinator - Planning Section
	Expand training for county employees. To include, creating and facilitation of training – more staff to be involved in the EDRP training program	July 2020	EM Program Coordinator - Logistics Section
	Establish and maintain subject matter experts by supporting participation in targeted, yet advanced training	December 2020	EM Program Coordinators – Admin/Finance, Logistics, Operations, and Planning Section
	Conduct regular meetings with staff on coordination of grant programs, available resources, and deadlines.	June 2020	EM Program Coordinator – Admin/Finance Section
Improve and enrich DEM’s Speakers Bureau program	Recruit multi-lingual presenters from existing stakeholders; bolster our volunteer program in order to increase the number of DEM volunteers	June 2021	EMS Specialist – Admin/Finance Section
	Identify subject matter experts (floods, insurance, hazards, etc.) to fill the speaking requests	January 2020	EM Program Coordinators – Admin/Finance, Logistics, Operations, and Planning Section
	Train the speakers on common DEM outreach request topics	November 2019	Special Projects Coordinator - Planning Section
	Evaluate the speakers and their ability to present information accurately and effectively	February 2020	Special Projects Coordinator - Planning Section

Strategies (Objectives)	Tactics (Tasks)	Target Completion Dates	Champion
	Evaluate the quality of the Speaker's Bureau program	May 2020	EM Program Coordinator - Planning Section
	Implement corrective actions based on evaluation of program; incorporate into the MYTEP as necessary	July 2020	EM Program Coordinator - Planning Section

Goal 3: Promote efficiency through modernization of emergency management processes.

Strategies (Objectives)	Tactics (Tasks)	Target Completion Dates	Champion
Utilize kiosks to reach our unique audiences in outreach opportunities	Analyze effectiveness of the revised kiosk program	June 2020	Special Projects Coordinator - Planning Section
	Research current options for kiosk replacements to be more user friendly (iPad, Surface, etc.)	June 2021	Special Projects Coordinator - Planning Section
Improve DEM's reach on social media	Expand social media with live videos on all platforms (Facebook live).	December 2020	Special Projects Coordinator - Planning Section
	Expand social media reach with the development of a YouTube channel, LinkedIn, Next Door, etc.	May 2021	Special Projects Coordinator - Planning Section
	Create social media scenarios to answer questions.	December 2021	Special Projects Coordinator - Planning Section
Evaluate the effectiveness of our community outreach through the use of technology	Create a "Make a Plan" template for use on the DEM website	June 2020	Special Projects Coordinator - Planning Section
	Evaluate the effectiveness of our community outreach through the use of polling software	May 2020	Special Projects Coordinator - Planning Section
Research and implement digital process improvements that promote readiness	Create an electronic registry for General Population shelters, working with School District and ISS	May 2021	Senior Manager
	Create an electronic system for EMS inspections utilizing an electronic form	September 2021	EM Program Coordinator – Admin/Finance Section
	Implement a software for grant management, to make the grant program more efficient	June 2020	EM Specialist II – Admin/Finance Section
	Review a system to provide training and tracking of attendees completing training	March 2021	Special Projects Coordinator - Planning Section

Strategies (Objectives)	Tactics (Tasks)	Target Completion Dates	Champion
	Map out an electronic system for data management of VRC/DMC and FASCC (WebEOC)	September 2021	EM Program Coordinator – Admin/Finance and Logistics Sections
	Improve resource tracking through WebEOC – know what we have, where it has gone, when it came back (to include condition)	July 2020	EM Program Coordinator – Logistics Section

Goal 4: Rebuild a Stronger Community

Strategies (Objectives)	Tactics (Tasks)	Target Completion Dates	Champion
Strengthen operational readiness of our facilities and resources	Staffing to return EOC to ready state (demobilization)	July 2020	EM Program Coordinator - Logistics Section
	Develop a DEM specific gray sky demobilization → blue sky remobilization plan for Division	June 2022	EM Program Coordinator - Planning Section
	EDRP specific demobilization plan (phased: EOC → ROC)	July 2020	EM Program Coordinator - Logistics Section
	Develop a warehouse reconstitution plan	July 2020	EM Program Coordinator - Logistics Section
	Identify an alternate COOP site for the EOC	July 2020	EM Program Coordinator - Logistics Section
	Develop a Public Assistance threshold and training	June 2020	EM Program Coordinator – Admin/Finance Section
	Create a Scope of Work for Public Assistance management	June 2020	EM Program Coordinator – Admin/Finance Section
Enhance the Local Mitigation Strategy and CRS Program	Increase participation of County Departments in the LMS Group	January 2021	Special Projects Coordinator – Planning Section
	Complete the CRS Audit Verification	May 2020	Special Projects Coordinator – Planning Section
Enhance EOC Plans and training	Incorporate more non-traditional responders (i.e., Victim Services, etc.) into the training and exercise program regarding active shooters.	October 2020	Special Projects Coordinator – Planning Section
	Incorporate Injection Pathway within the REP HSP	December 2019	Em Specialist II – Planning Section
	Create more robust Logistics Plans	July 2020	EM Program Coordinator – Logistics Section
	Develop a Shelter Deficit Strategic Plan	December 2020	EM Program Coordinator – Operations Section

Strategies (Objectives)	Tactics (Tasks)	Target Completion Dates	Champion
	Develop a Disaster Financial Management Plan	June 2021	EM Program Coordinator – Admin/Finance Section
Foster and enhance resiliency programs	Promote best practices of community preparedness, response, and recovery through review of disaster after action reports.	May 2020	EM Program Coordinators – Admin/Finance, Logistics, Operations, and Planning Section
	Revise/update the Recovery Plan	June 2020	EM Program Coordinator – Operations Section
	Enhance Long Term Recovery Coalition planning in the Recovery Plan revision	June 2020	Long Term Recovery Coalition Coordinator – Operations Section