

**TAMPA FIRE RESCUE  
EMERGENCY MANAGEMENT  
AUDIT 17-04  
MAY 11, 2017**



# CITY OF TAMPA

Bob Buckhorn, Mayor

Internal Audit Department

Christine Glover, Internal Audit Director

May 11, 2017

Honorable Bob Buckhorn  
Mayor, City of Tampa  
1 City Hall Plaza  
Tampa, Florida

RE: Tampa Fire Rescue Emergency Management, Audit 17-04

Dear Mayor Buckhorn:

Attached is the Internal Audit Department's report on Tampa Fire Rescue Emergency Management.

We thank the management and staff of the Office of Emergency Management for their cooperation and assistance during this audit.

Sincerely,

/s/ Christine Glover

Christine Glover  
Internal Audit Director

cc: Dennis Rogero, Chief of Staff  
Sonya Little, Chief Financial Officer  
Ernest Mueller, Chief Assistant City Attorney  
Tom Forward, Fire Chief

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/s/ Kat Estelle

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Auditor

/s/ Christine Glover

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Audit Director

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**BACKGROUND**

The Tampa Fire Rescue Office of Emergency Management (OEM) develops emergency planning strategy for mitigation, preparedness, response, and recovery efforts of natural and manmade disasters.

The City of Tampa (City) maintains an Emergency Operations Center (EOC) to provide standard local coordination and control of emergency, special events, or disaster response and relief operations. EOC is managed by the Fire Chief and/or Emergency Coordinator, in accordance with the National Incident Management System. When the EOC is activated, OEM leads the coordination efforts with City departments. They work together to maintain safety and City operations by enabling efficient use of City personnel, other agencies, and support of field response operations. Important information and resource requests are collected and shared between City departments and among local, state, and federal governments, private organizations, and the community; before, during, and after the event.

OEM hosts outreach meetings throughout the year with community partners, such as homeowner associations, urging residents to prepare for emergencies. OEM also works with City departments and the community to train individuals on their roles and responsibilities during various types of incidents (i.e., hurricane, active shooter, infrastructure failure, etc.). This training is put into action through drills and exercises so it becomes “second-nature” when the time comes to react during a crisis. OEM evaluates each exercise and completes an after action report identifying exercise weaknesses and corrective actions. The information is used for improving training and exercises in preparation of future disasters and emergencies.

OEM also provides technical assistance to City departments in developing continuity planning for facilitating the performance of essential functions during all-hazards emergencies or other situations that may disrupt normal operations.

**STATEMENT OF OBJECTIVE**

This audit was conducted in accordance with the Internal Audit Department's FY2017 Audit Agenda. The objective of the audit was to determine the adequacy and effectiveness of the internal control system for emergency management services.

**STATEMENT OF SCOPE**

The audit period covered emergency management activities and projects from October 1, 2015, to September 30, 2016. Original records as well as copies were used as evidence and verified through observation and physical examination.

### **STATEMENT OF METHODOLOGY**

We assessed internal controls related to emergency management services through discussions with OEM staff. Also, we reviewed documentation for completed drills and exercises and conducted walkthroughs to verify that OEM staff fulfilled their stated duties and responsibilities in an effective and efficient manner. Also, an observation of the EOC was conducted during the Gasparilla Children's parade to verify that EOC standard operating procedures were followed for the event. The data used for review was obtained from spreadsheets and reports maintained by OEM.

### **STATEMENT OF AUDITING STANDARDS**

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

### **NOTEWORTHY ACCOMPLISHMENTS**

The West Central Storm Ready Advisory Board recognized the City as a storm ready community. As a result of OEM efforts in applying for and receiving this recognition, the City is better prepared to save lives from hazardous weather conditions through better planning, education, and awareness. This recognition may be used by the City to notify the Insurance Services Organization for consideration of favorable flood insurance rates, through the Community Rating System of the National Florida Insurance Program.

Also, OEM continues to take advantage of technological improvements. AlertTampa was activated for citywide use in October 2016 to send out messages to City residents and/or employees. OEM uses AlertTampa to send out EOC activation/deactivation notices and also to send alerts to residents on severe weather events.

### **AUDIT CONCLUSION**

Based upon the test work performed, we conclude that OEM's system of internal control is adequate and effective.