

TAMPA FIRE RESCUE
OFFICE OF EMERGENCY MANAGEMENT
AUDIT 25-12
JULY 19, 2025



City of Tampa

Jane Castor, Mayor

Internal Audit Department

315 E. Kennedy Boulevard
Tampa, Florida 33602

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July 19, 2025

Honorable Jane Castor
Mayor, City of Tampa
1 City Hall Plaza
Tampa, Florida

RE: Tampa Fire Rescue – Office of Emergency Management, Audit 25-12

Dear Mayor Castor:

Attached is the Internal Audit Department's report on Tampa Fire Rescue – Office of Emergency Management. We thank the management and staff for their cooperation and assistance during this audit.

Sincerely,

/s/ Christine Glover

Christine Glover
Internal Audit Director

cc: John Bennett, Chief of Staff,
Barbara Tripp, Fire Chief
Dennis Rogero, Chief Financial Officer
John Antapasis, Emergency Management Director
Megan Birnholz-Couture, Assistant City Attorney

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/s/ Angela Mitchell

Auditor

/s/ Vivian Walker

Lead Senior Auditor

/s/ Christine Glover

Audit Director

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BACKGROUND

The Office of Emergency Management (OEM) is responsible for managing and coordinating the City of Tampa (City's) preparedness, response, recovery, and mitigation efforts for all types of emergencies and disasters. OEM has a critical role of ensuring public safety and continuity of government operations during incidents ranging from natural disasters, public health crises to community, and special events. OEM is tasked with developing and maintaining the city's emergency operation plans, managing the Emergency Operations Center (EOC), administering public alert systems, organizing training exercises, drills and community preparedness events, and facilitating interagency coordination. OEM also works closely with first responders, Tampa Police Department, and other community organizations to ensure a comprehensive and collaborative emergency management operation.

STATEMENT OF OBJECTIVES

This audit was conducted in accordance with the Internal Audit Department's FY 2025 Audit Agenda. The objectives of this audit were to ensure that:

1. The system of internal controls related to OEM is adequate.
2. OEM is in compliance with emergency preparedness training requirements.
3. Emergency supplies are adequately tracked, documented, and maintained.

STATEMENT OF SCOPE

The audit period covered activities and operations that occurred from January 2023 to December 2024. Areas of review include emergency exercises and drills, EOC activation and deactivation protocols, the City's mass notification system, development and implementation of Incident Action Plans (IAPs), documentation of

After-Action Reports (AARs) and Improvement Plans (IPs), inventory management, training certifications, and the Community Emergency Response Team (CERT) program. Crisis Track and Everbridge systems were the sources of information reviewed. Both systems have been evaluated and deemed reliable.

Tests were performed to determine whether OEM personnel were fulfilling their stated duties and responsibilities in an effective and efficient manner. Original records as well as copies were used as evidence and verified through observation and physical examination.

STATEMENT OF METHODOLOGY

The objectives for this audit were completed by performing the following steps:

- Conducted interviews with management and staff to gain an understanding of internal controls, emergency management practices, and operational challenges.
- Performed walkthroughs of the EOC, the mezzanine level of Fire Rescue Headquarters, and the Conex storage unit to assess inventory and emergency readiness supplies, equipment availability and space utilization.
- Reviewed and discussed key documents including the Comprehensive Emergency Operations Plan, the Continuity of Operations Plan, training schedules and courses, IAPs, AARs, IPs, and the CERT program.
- Examined Hurricane Helene and Milton storm logs, checklists and records related to the EOC, training exercises and drills to assess accuracy, timeliness, and completeness.
- Analyzed records and reports from previous storm events to evaluate adherence to established standard operating procedures and emergency response protocols.
- Reviewed agreements, contracts, and coordination plans with public safety

and health partners.

- Examined the Know Your Role program processes and procedures for alignment and consistency with the City's mass notification system protocols.
- Assessed compliance with applicable federal, state, and local emergency management standards, and the National Incident Management System training requirements.
- Researched internal policies and standard operating procedures to assess compliance with organizational guidelines governing emergency management administration practices.
- Tested selected internal controls related to training documentation, inventory and emergency supply management.
- Determined that there are no relevant performance metrics for 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.

AUDIT CONCLUSIONS

Based upon the test work performed, we conclude that:

1. The system of internal controls related to OEM is adequate.
2. OEM is in compliance with emergency preparedness training requirements.
3. Emergency supplies are adequately tracked, documented, and maintained.