



# Osceola County Safe & Secure Site Program

**Community Active Shooter Readiness  
Made Simple & Sustainable!**

[www.osceolaemd.us/Safe-and-Secure](http://www.osceolaemd.us/Safe-and-Secure)





## **Mark Watkins, Director**

### **Osceola County Emergency Management**

- Serving since 1996 / Promoted to Director 2000
- Chair of Osceola County Emergency Services / Safe & Secure Program

#### **Also...**

- 2017 Reed City Police (R)/Fire Dept. – assigned to public safety (site programs & special events)

# The Need for Active Shooter Preparedness

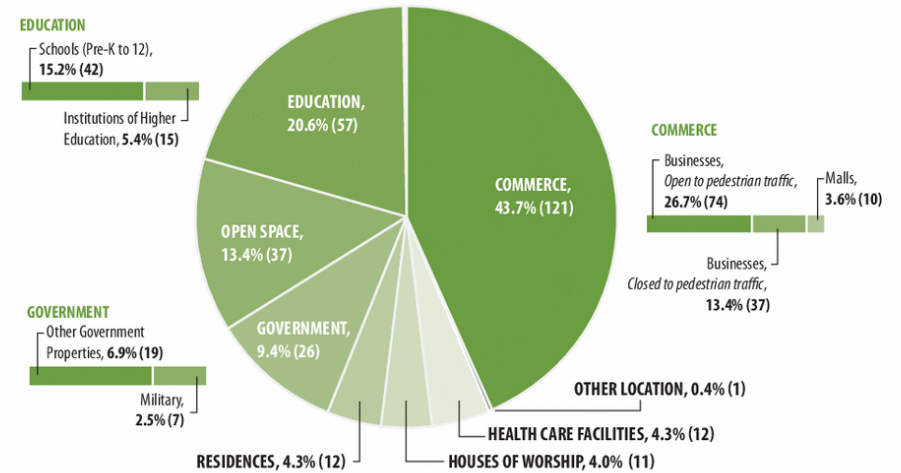


(CNN) — The United States suffered more casualties from “active shooter” incidents in 2022 than it did in the four years prior, according to an FBI report released Wednesday.

The report tallied 50 active shooter incidents in 2022 that left 313 casualties, including 100 people killed, not including the shooters. Casualty counts include both deaths and injuries.

Only nine of the incidents saw no casualties, the report said.

**Quick Look:** 277 Active Shooter Incidents in the United States Between 2000 - 2018  
**Location Categories**



Source: Federal Bureau of Investigation, 2018

Active Shooter preparedness is a need in multiple settings – not just schools! Businesses, special venues, government, and other sites.

# Integrated Response is Critical!



*At some point during an active shooter response, first responder actions and the site's are going to interface – whether that is a coordinated collaboration or a chaotic collision is determined prior to the incident.*

# Integrated Response is Critical!



**Initial Attack**



**Post Neutralization**



**Consequence Mgt**



**Initial Recovery**

*At some point during an active shooter response, first responder actions and the site's are going to interface – whether that is a coordinated collaboration or a chaotic collision is determined prior to the incident.*



*The science of active shooter preparedness & response isn't a mystery!*

*Standards by NFPA and other expert resources can guide you in developing a comprehensive active shooter program.*

**RECOMMENDED TAKE AWAY TASK:**

- 1) Go to NFPA's LiNK – sign up for a free 14 day trial
- 2) Set aside a day to review your active shooter program to NFPA's 3000 standards, set some goals

*NFPA LiNK is only \$114 per year (would also provide EM's access to NFPA1600 series)*

*NFPA also offers an ASHER specialist online program for \$350*



# Active Shooter Foundation & Core



Osceola County ASHER Incident Action Plan (I.A.P.)	Osceola County ASHER Capability (Agencies)	Osceola County SAFE / SECURE SITE PROGRAM	Osceola County ASHER Recovery Plan I.A.P./R
Incident Mgt Structure Communications Plan Roles & Objectives Actions, Strategies, Tactics Scene Mgt Maps Resource Mgt Tools 9-1-1 Dispatch Card Public Information Safety Provisions	Active Shooter entry (awareness, ops, tech) Rescue Taskforce (awareness, ops, tech) 9-1-1 Telecommunicator (policy, training) Rescue Taskforce Bags (all MFR, EMS, and Law) School Resource Officers in all schools / communities	Annual site safety schedule Standardized Security Levels Threat Assessment (behavioral/physical) Dynamic drills & exercises Run-Hide-Fight & Safety Training Site Plan Interface w/ASHER I.A.P.	Incident Mgt Structure Communications Plan Roles & Objectives Actions, Strategies, Tactics Resource Mgt Tools Other resources



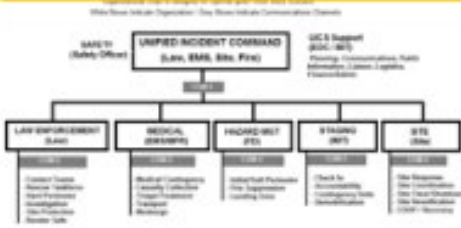
*These 4 core components are inter-related and should be continuous through your efforts.*

# The Shooter Has A Plan...Do You?



- Osceola County ASHER Incident Action Plan (I.A.P.)
- Incident Mgt Structure
- Communications Plan
- Roles & Objectives
- Actions, Strategies, Tactics
- Scene Mgt Maps
- Resource Mgt Tools
- 9-1-1 Dispatch Card
- Public Information
- Safety Provisions

## ICS Structure & Com Plan



## Site Maps



## Actions, Strategies, Tactics

Time	Action
(0-1 and 1-5)	Initial Incident recognized. Initial Resources alerted (see Law, EMS & Fire at call); Initial Action Plan as dictated by environment.
(0-10)	Communications plan implemented (see Fire & Law VNF 200 policies); Situation Services provided to all responding units.
(5-10)	Command Teams deployed to engage & contain threat; law enforcement primary entry point established; Initial Operations Area; other units/units become secondary entry/containment (EMSRMP); Initial EMS and NRE unit establish Medical Contingency and Rest on Trenches at Law Operations Area.
(10-15)	Initial Staff Function established by Fire (see appropriate and unassigned units).
(15-20)	Secondary Resources alerted/loaded.
(20-30)	Staging Manager - function established for resource management and accountability.
(30-45)	Law Supervisor/Section established at Operations Area; functions assessed / addressed.
(45-60)	Medical Supervisor/Section established at Operations Area; functions assessed / addressed.
(60-75)	Hazardous Supervisor/Section established at Operations Area; functions assessed / addressed.
(75-90)	Site Supervisor/Section established at Operations Area; functions assessed / addressed.
(90-120)	Incident Command established by 1st qualified Law, Fire, EMS, and/or NRE at Command Post.

## Essential Resources

Resource	Agency	Contact	Phone	Address	Notes
Law Enforcement	OSCEOLA COUNTY SHERIFF'S OFFICE	...	...	...	...
Medical	OSCEOLA COUNTY HEALTH DEPARTMENT	...	...	...	...
Fire/EMS	OSCEOLA COUNTY FIRE DEPARTMENT	...	...	...	...
Staging	OSCEOLA COUNTY STAGING AREA	...	...	...	...

## Incident Objectives

<b>Law Enforcement (LE/PE)</b>	<ul style="list-style-type: none"> <li>Establish and maintain perimeter around incident scene.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> </ul>
<b>Medical (MED/MS)</b>	<ul style="list-style-type: none"> <li>Provide medical treatment and transport of all injured by EMS/EMSRMP.</li> <li>Establish and manage medical triage area.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> </ul>
<b>Site (SITE)</b>	<ul style="list-style-type: none"> <li>Establish and maintain perimeter around incident scene.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> </ul>
<b>Fire/EMS (FIRE/EMS)</b>	<ul style="list-style-type: none"> <li>Establish and maintain perimeter around incident scene.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> </ul>
<b>Staging (STAG)</b>	<ul style="list-style-type: none"> <li>Establish and maintain perimeter around incident scene.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> <li>Identify and secure all critical evidence, weapons, vehicles, etc.</li> </ul>

## Situation / Safety

<b>6a. Situation Summary (to be updated as incident evolves)</b>	<p>...</p>
<b>6b. Health and Safety Briefing (to be updated as incident evolves)</b>	<p>...</p>

## Crisis Information

<b>6c. Public Information Message (PIM) (to be updated as incident evolves)</b>	<p>...</p>
<b>6d. Public Information Message (PIM) (to be updated as incident evolves)</b>	<p>...</p>

Osceola's ASHER I.A.P. is a modified pre-filled ICS201 that sets our response core – it is less than 10 pages  
 The intent is to establish a rapid deployable baseline for both, response AND preparedness  
 This concept has been adopted in various levels across most District 6 counties

## Osceola County ASHER Capability (Agencies)

Active Shooter entry (awareness, ops, tech)

Rescue Taskforce (awareness, ops, tech)

9-1-1 Telecommunicator (policy, training)

Rescue Taskforce Bags (all MFR, EMS, and Law)

School Resource Officers in all schools / communities



## OSCEOLA COUNTY EMERGENCY SERVICES



Active Shooter response capability is a multi-agency, multi-faceted, multi-year effort!

# Safe & Secure Site Program



## Osceola County Safe/Secure Sites (2024 – 2025)

- 4 Public Schools
- 2 Private Schools
- 4 Licensed Daycares
- 2 Youth Care Sites
- 1 County Government
- 6 Churches
- 15 Small Businesses
- 2 Large Businesses

By far the common theme of ASHER after action reports, cited lack of planning, training, and exercising prior to the incident – on both, the public safety side & the sites!

This program is intended to be an extension of our active shooter program to the community.



## Osceola County SAFE / SECURE SITE PROGRAM

- Annual site safety schedule
- Standardized Security Levels
- Threat Assessment (behavioral/physical)
- Dynamic drills & multi-agency exercises
- Run-Hide-Fight & Safety Training
- Site Plan Interface w/ASHER I.A.P.

## Osceola County Safe & Secure Site Program 2023-2024 ANNUAL PROGRAM CARD

Goal / Activity	Status / Date	Description
<u>Planning/Organization</u> ANNUAL INFORMATION		Site has coordinated critical information, drill schedule, and annual plan with emergency services by Sept 15 <sup>th</sup> or prior to 1 <sup>st</sup> drill.
<u>Planning/Organization</u> THREAT ASSESSMENT		Site has Behavioral Threat Assessment Procedures in place & conducted a baseline Physical Threat Assessment of campus buildings
<u>Planning</u> THREAT/SAFETY CARDS		Site has implemented Osceola ES Threat/Safety conditions for LOCKDOWN (RHF), SECURE, LOCKED, EVACUATION, IN-PLACE SHELTER into safety procedures.
<u>Planning</u> EMERGENCY PLAN		Site has an established emergency plan with baseline emergency procedures in place.
<u>Training</u> RUN-HIDE-FIGHT		Site has established a safety training plan and conducted at least 1 training annually.
<u>Exercise</u> RESPONSE DRILLS		Site conducts proactive & dynamic response drills including random activation & variety of conditions.
<u>Training/Exercise</u> IAP TABLETOP		Site conducts at least 1 joint incident tabletop in conjunction with emergency services.
<u>Equipment</u> INVESTMENT		Site actively invests in a physical security / safety equipment improvement.
<u>Additional 1</u>		Site has conducted an additional Planning, Training, Drill, and/or Equipment Effort:
<u>Additional 2</u>		Site has conducted an additional Planning, Training, Drill, and/or Equipment Effort:

The Program Card is used as a guide by the site and public safety in ensuring that core active shooter investments are completed in an 'adjusted' calendar year.

# Goal #1: Ensure Partnerships



Goal / Activity	Status / Date	Description
<u>Planning/Organization</u> ANNUAL INFORMATION		Site has coordinated critical information, drill schedule, and annual plan with emergency services by Sept 15 <sup>th</sup> or prior to 1 <sup>st</sup> drill.



**Program participation begins with an agreement between public safety and the involved site:**

- Initial Program Meeting w/public safety
- Discussion of past & future activities (draft schedule for schools)
- Site information (contacts, maps, etc.)
- Information goes into a shared Google Spreadsheet for access by EM, police, fire, medical, 911, and mutual aid schools
- Site is appointed an official liaison responsible for supporting program activities

*At absolute minimum – contacted site’s know of the program, provide their information, and have an established point of contact.*


# Goal #2: Prevent Attacks!



Goal / Activity	Status / Date	Description
<u>Planning/Organization</u> THREAT ASSESSMENT		Site has Behavioral Threat Assessment Procedures in place & conducted a baseline Physical Threat Assessment of campus buildings

### Concerning Activity Reporting Systems


[Report A Crime via Silent Observer](#)



**SILENT OBSERVER**

800 528-8234 / 231 779-9215


[Report a Concern to OK2SAY](#)



Stop the Silence. Help End the Violence.

855 565-2729 (8555OK2SAY)

[Report Suspicious Activity to the Michigan Intelligence Operations Center](#)



Report Suspicious Activity

Call 1-855-MICH-TIP (855-642-4847) or visit [www.michigan.gov/michtip](http://www.michigan.gov/michtip)

855 MICH-TIP

### Physical & Behavioral Threat Assessment

Threat Assessment Process



Situations/Subjects of Concern



### Workplace Violence Prevention Policy





**STOP WORKPLACE VIOLENCE**

POLICY + PLAN + PRACTICE = PREVENTION

\*[icatrainingacademy.com](http://icatrainingacademy.com)\*

# Goal #3: Review & Update the Emergency Plan



Goal / Activity	Status / Date	Description
Planning EMERGENCY PLAN		Site has an established emergency plan with baseline emergency procedures in place.

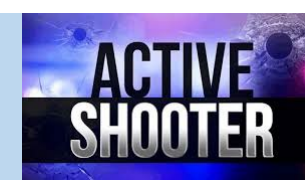


Significant Review Points:

- Basic Safety Procedures
- Unified Incident Command
- Communications
- Reunification
- Public Information
- All hazard & active shooter procedures

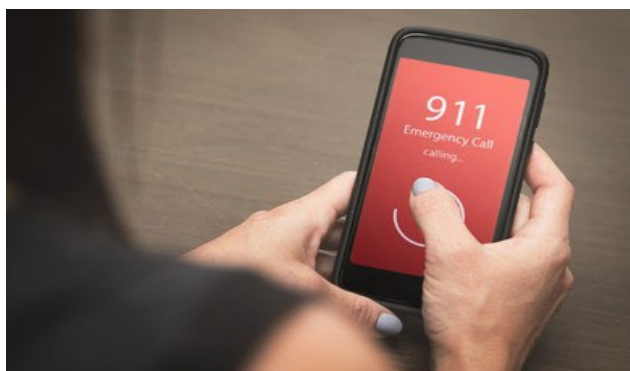
The site reviews and updates it's emergency plan, followed by a subsequent review from public safety focusing on interface issues.

# Goal #4: Integrate Security Conditions



Security conditions must be universally understood between 911, public safety and the site!  
They also must be able to be executed immediately at the point of recognition.

**PRECAUTIONARY** external situations requiring basic elevated security measures



**LOCKED  
LOCK OUT  
NORMAL  
Etc.**

**CONFIRMED** dangerous situations in or on campus requiring advanced measures



**SECURE  
SOFT LOCKDOWN  
HOLD  
SHELTER IN PLACE**

**ACTIVE** attacks requiring full range of response including Run-Hide-Fight




**LOCKDOWN / Run Hide Fight  
LOCKDOWN  
CODE RED  
Etc.**

# Goal #4: Integrate Threat Procedures




Goal / Activity	Status / Date	Description
<u>Planning</u> THREAT/SAFETY CARDS		Site has implemented Osceola ES Threat/Safety conditions for LOCKDOWN (RHF), SECURE, LOCKED, EVACUATION, IN-PLACE SHELTER into safety procedures.

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**EVACUATE – Get Outside, Stay Outside!**  
 Used fires, gas leaks, and other emergencies where the building is unsafe!  
 Usually involves police & emergency services response to resolve the situation




**SHELTER IN PLACE – Get Inside, Stay Inside!**  
 Used for severe weather, hazardous materials spills, and other 'outside' emergencies.  
 Usually involves site sheltering until the 'all clear' is given


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**LOCKDOWN – Run, Hide, Fight!**  
 Used for active inside/outside threats requiring maximum protection & response  
 Involves active response from site staff, students, visitors & full public safety response!



**SECURE – Everyone secure inside interior rooms!**  
 Used during a variety of outside and/or inside threats requiring significant security  
 All staff/students/visitors inside room at the ready, all actions done via police security



**LOCKED – Outside doors locked / everyone inside building!**  
 Used as a baseline security / safety condition for outside threats  
 Any coming/going from school done under staff or police security

# Goal #5: Train Like You Fight



Goal / Activity	Status / Date	Description
<u>Training</u> RUN-HIDE-FIGHT		Site has established a safety training plan and conducted at least 1 training annually.



- ALERT & ACTIVATE**
- SECURITY MODE**
- CALL 9-1-1**
- RUN – HIDE - FIGHT**

Should Include Supporting Skills:  
 Radio Communications  
 First Aid / Stop the Bleed  
 Incident Command & Public Safety Interface  
 Others identified in planning & exercising

# Goal #6 & 7: Drills & Exercise / Build Experience



Goal / Activity	Status / Date	Description
<u>Exercise</u> RESPONSE DRILLS		Site conducts proactive & dynamic response drills including random activation & variety of conditions.
<u>Training/Exercise</u> IAP TABLETOP		Site conducts at least 1 joint incident tabletop in conjunction with emergency services.



- *You DO NOT need overwhelming scary simulations to test activation of drills!*
- *You DO NOT need to simulate a full police contact team to test emergency building access*
- *You DO NOT need halls lined with police to watch students/staff secure themselves behind doors*
- *You DO need commitment to test critical functions and be willing to push outside of your comfort zone! It is important that your mindset be that this is an investment (not an inconvenience).*

# Don't Let Drills Set You Up For Failure!



10:03am AN  
ASSAILANT ENTERS  
THE SITE AND IS  
SHOOTING...



## ALERT & ACTIVATE

All 3 drills are activated by the same person, same mechanism, and same authorization at a **known** time (active shooters don't make appointments). Staff not empowered to activate security modes

## CALL 9-1-1

911 not directly involved OR is called from unsecured position – response agencies not 'tested' for critical components (access, communications, etc.)

## RUN – HIDE - FIGHT

Staff & Students not ready to act if room breached or or have never practiced running away from site

## SECURITY MODE

All 3 drills only test 1 security mode (i.e. Lockdown), inability to transition to other modes as appropriate

Many of these drills can be simply modified in virtually any setting to test critical functions of an active shooter without 'traumatizing' staff and/or visitors.

# A Sample 'Basic' Drill (15 – 30 minutes)



Element	Description
SCENARIO	Randomly select scenario from standard drill set (may be augmented via workplace violence or behavioral threat assessment scenario)
ALERT/ACTIVATION	ExVest (Controller) randomly selects campus entrance points, first contact is starting point. Staff must choose security mode and vocalize actions.
CALL 9-1-1	Both activator AND campus sites call 9-1-1
SECURITY MODE / ACTIONS	Staff should rapidly 'walk through' implementing appropriate security actions.
Incident Command & Communications	Public safety and Site timed on establishment of communications & command (in-person, via radio, or via 9-1-1 relay). Exercise must include 1 security mode transition
Information Sharing	Access of site camera information & real time response of the ExVest – goal is to link law enforcement with ExVest
Scene Management	9-1-1 / Law enforcement / site challenged with demonstrating site access
Room Training	Review of Advanced Barricading or other safety policy review

All drills reviewed at Incident Command Post upon drill completion. Optional add-ons may include public information, reunification, or other discussions.

# Interface Tabletop

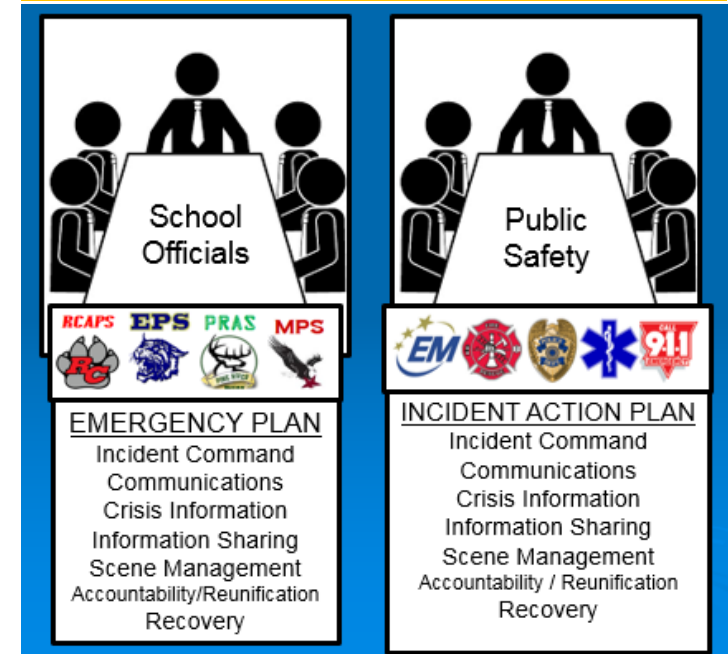


Goal / Activity	Status / Date	Description
<u>Training/Exercise</u> IAP TABLETOP		Site conducts at least 1 joint incident tabletop in conjunction with emergency services.

10:03am AN  
 ASSAILANT ENTERS  
 THE SITE AND IS  
 SHOOTING...



## Joint Site / Public Safety Tabletop Exercise



The goal is to practice the plan and provide simulated experience to key players!

# Goal #8: Smart Investments in Equipment



Goal / Activity	Status / Date	Description
<b>Equipment INVESTMENT</b>		Site actively invests in a physical security / safety equipment improvement.



Radios / Communications



Door & Lot Signs



Cameras / Monitoring



Door Locks / Barriers



Room Kits



Security Window Tint



Emergency Access



Other Investments

All purchase decisions should be based on addressing issues resulting from planning, training, and (mostly) exercises. A vendor should not be telling you what you need – it should match your gaps in capability.

# Goal #9 & #10: Address Other Gaps



Goal / Activity	Status / Date	Description
<u>Optional 1 / Extra</u>		Site has conducted an additional Planning, Training, Drill, and/or Equipment Effort:
<u>Optional 2 / Extra</u>		Site has conducted an additional Planning, Training, Drill, and/or Equipment Effort:



PLANNING EFFORTS	TRAINING
<input type="checkbox"/> Update of emergency plan <input type="checkbox"/> Procedure updates <input type="checkbox"/> Multi-year planning for investments <input type="checkbox"/> Public safety interface policies	<input type="checkbox"/> Radio communications training <input type="checkbox"/> Incident Command / NIMS <input type="checkbox"/> Reunification <input type="checkbox"/> Interface training (Rescue Taskforce)
EXERCISE	EQUIPMENT
<input type="checkbox"/> Tabletop Exercises <input type="checkbox"/> Drills – Security & Safety <input type="checkbox"/> Participation in community exercises <input type="checkbox"/> Off site reunification exercise <input type="checkbox"/> Continuity of Operations tabletop	<input type="checkbox"/> Alerting systems <input type="checkbox"/> Door Barricades / Locking <input type="checkbox"/> Radios communications <input type="checkbox"/> Security Systems – (cameras, access control, window tint)

The last 2 items allow for versatility in investment by the site to either reinforce/correct other areas OR provide focused investment projects (i.e. PA93 p97 funds, hosting public safety training, etc.)



“A YEAR FROM NOW, YOU MAY WISH THAT YOU HAD STARTED TODAY”  
- Karen Lamb



**Reed City Area Public Schools  
Safe & Secure Schools Program 2022-2023**



YEAR #10!

Goal / Activity	Status / Date	Description
<u>Planning/Organization</u> ANNUAL INFORMATION	COMPLETE (August 23, 2022)	<b>Goal: Coordinate with public safety &amp; submit drill, contact, map, &amp; plan information by Sept 15<sup>th</sup> or 1<sup>st</sup> drill.</b> RCAPS has submitted Drill Schedule, Maps, and Contact Information
<u>Planning</u> EMERGENCY PLAN	COMPLETE: (October 19 <sup>th</sup> , 2022)	<b>Goal: Maintain current emergency plan, update emergency response procedures by end of school year.</b> Plan approved by board and signed.
<u>Planning</u> THREAT GUIDES	COMPLETE (September 7 <sup>th</sup> 2022)	<b>Goal: Maintain use of Osceola ES Threat/Safety cards by school.</b> RCAPS re-distributed 2022 Safety Cards to all rooms and in serviced to staff September 7 <sup>th</sup> .
<u>Training</u> RUN-HIDE-FIGHT	COMPLETE (AUGUST 22, 2022)	<b>Goal: Conduct Run-Hide-Fight training with school staff according to progressive schedule.</b> Completed TEMS Bus Training (Aug 3 <sup>rd</sup> ); Completed 2 Staff Sessions for 80 staff (August 22 <sup>nd</sup> )
<u>Exercise</u> RESPONSE DRILLS	COMPLETE (May 24, 2023)	<b>Goal: Continue to conduct proactive &amp; dynamic school drills.</b> RCAPS completed series of Dynamic Drills in conjunction with Public Safety testing critical aspects of emergency response
<u>Training/Exercise</u> IAP TABLETOP	COMPLETE (May 24, 2023)	<b>Goal: Conduct a post-incident response command tabletop as an extension of 1 of the lockdown drills.</b> RCAPS conducted an ASHER I.A.P. Tabletop with public safety in conjunction with final drill.
<u>Equipment</u> INVESTMENT	COMPLETE (May 23, 2023)	<b>Goal: Actively invest in a physical security / safety equipment improvement.</b> RCAPS participated in Osceola School group efforts with PA93 p97a funding, collaborating on investments.
<u>Planning/Organization</u> THREAT ASSESSMENT	COMPLETE (8/15/2022)	<b>Goal: Coordinate with law enforcement on a physical or behavioral Threat Assessment process.</b> RCAPS Staff completed Level 2 Assessment Training with Law Enforcement, reviewed procedures.
<u>Optional 1 / Extra</u> PA93 P97 FUNDING	COMPLETE (May 23, 2023)	<b>Goal: Coordinate with School &amp; Public Safety on PA93 p97 funding.</b> RCAPS collaborated with other Osceola County Schools & public safety in collaborative efforts.
<u>Optional 2 / Extra</u> School or Safety Option	COMPLETE: (11/29/2022)	<b>Goal: Continue supportive safety programs of OK2Say and Cardiac Lifesaver.</b> Completed Cardiac Lifesaver program recognition and re-verified OK2SAY benchmarks.

- 2024 – 2025\*
- 2023 – 2024
- 2022 – 2023
- 2021 – 2022
- 2020 – 2021
- 2019 – 2020
- 2018 – 2019
- 2017 – 2018
- 2016 – 2017
- 2015 – 2016



## Bomb Threats – Unique Responses!

- Bomb threats remain a challenge, integrate response procedures into your ASHER preparedness
- Plan, train, and exercise for appropriate leveled bomb threat response –
- Unless actual indication of device or breach, Michigan State Police protocol and FBI guidance advises SECURE and rapid assessment



## Swatting – Fake Calls to Stimulate Law Enforcement to Threat

- Swatting is a very real and emerging threat – both you, and your public safety system need to have appropriate protocols
- It is highly recommended to have tabletop scenarios regarding Swatting incidents
- Swatting is included to the new ASHER Incident Action Plans



# Osceola County Safe & Secure Site Program

**Mark Watkins, Director**

**Osceola County Emergency Management**

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