

FLORIDA DIVISION OF EMERGENCY MANAGEMENT



2008 – 2013 STRATEGIC PLAN

Florida Division of Emergency Management
2555 Shumard Oak Blvd.
Tallahassee, Florida 32399-2100
Phone: (850) 413-9969 Fax: (850) 488-1016
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Introduction

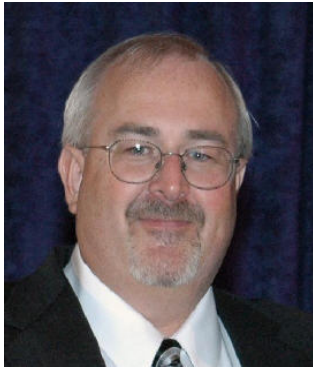
The Florida Division of Emergency Management (DEM) is the state agency responsible for administering emergency preparedness, response, recovery and mitigation programs in Florida. This is accomplished through established multi-agency partnerships to ensure that the needs of disaster survivors and emergency responders are met at all levels, including local, state, federal, private and volunteer agencies.

Chapter 252.32, Florida Statutes authorized the creation of a state emergency management agency to be known as the "Division of Emergency Management," to authorize the creation of local organizations for emergency management in the political subdivisions of the state, and to authorize cooperation with the Federal Government and the governments of other states. The Director of the Division of Emergency Management is appointed by the Governor of Florida, and serves as an agency head.

Chapter 252 which is also commonly referred to as the "Statewide Emergency Management Act" also provides for the planning and implementation of the state's response to natural and manmade hazards, the planning and implementation of the efforts to recover from natural and manmade disasters, and the mitigation of natural and manmade hazards. In addition, Chapter 252 also authorizes DEM to provide for the common defense of Floridians' lives and property, and to protect the public peace, health, and safety. Furthermore, DEM is charged with implementing programs whose goal is to avoid or reduce the impacts of natural or manmade disasters, decrease the time and resources needed to recover from the impacts of disasters, and discourages actions which increase the state's vulnerability to disasters.

Pursuant to Chapter 2006-70, Laws of Florida, on July 1, 2006, the Division became a direct reporting entity to the Executive Office of the Governor (EOG) on a full-time basis and is now known as the Florida Division of Emergency Management, or DEM. This allows DEM to report directly to the Executive Office of the Governor (EOG) and keep the same executive and management reporting structure as during a declared State of Emergency by the Governor. DEM continues to contract certain administrative support functions that include technological and administrative services through the Department of Community Affairs (DCA).

Message from the Director



It is my distinct pleasure to present the Florida Division of Emergency Management's (DEM) 2008-2013 Strategic Plan. It is well known that Florida is at risk to a large number of emergencies or disasters on a daily basis. It is incumbent upon DEM to continually set far reaching goals and objectives to ensure we meet the needs of our State before, during and after disasters. It is our ultimate goal to be the preeminent emergency program in the nation. This goal is not based upon the desire for accolades or recognition for DEM, but to make sure we are striving daily to improve our processes and refining our capabilities to respond to the needs of Floridians.

To gain a better perspective of how the State of Florida compares to other states in regard to state emergency management programs, DEM evaluated a recent survey conducted by the National Emergency Management Association. *See NEMA Profile of State Emergency Directors and their Agencies, Results of FY 2007 Survey.* This survey revealed that the DEM ranks 7th nationally in the number of full-time equivalent (FTE) emergency management positions, as compared to other state emergency management agencies. *See Chart "A."* The State of Mississippi has only one less FTE position than Florida, but serves almost fifteen million less people. *Id.* Additionally, the states of North Carolina, New Jersey, Indiana, Illinois and Pennsylvania have a larger number of emergency management FTE positions per capita than the State of Florida. *Id.* It is also important to note that in many cases these states being compared have a population that is 20-50% lower than Florida's.

In terms of funding, DEM ranks 6th nationally behind North Carolina, Pennsylvania, Indiana, Illinois, and California. All of these states, with the exception of California, have a smaller population by at least five (5) million people.

CHART "A": How Florida Compares to Other State Emergency Management (EM) Agencies:

State	2005 Population (1)	Full Time Equivalent EM Positions (FTE's) (2)	EM State Operating Budget (3)	Total Historical Presidentially Declared Disasters (4)
FLORIDA	17,789,864	138	\$7,800,000	59
California	36,132,147	538	\$35,374,000	72
Texas	22,859,968	176	\$1,300,000	78
Illinois	12,763,371	257	\$35,000,000	41
Indiana	6,271,973	270	\$12,000,000	32
Mississippi	2,921,088	137	\$5,600,000	42
New Jersey	8,717,925	300	\$3,400,000	23
North Carolina	8,683,242	178	\$9,077,073	35
Pennsylvania	12,429,616	158	\$8,000,000	42

Sources: (1) US Census Bureau, (2) National Emergency Management Association, (3) National Emergency Management Association & (4) Federal Emergency Management Agency (FEMA)

Florida's coastline length of 1350 statute miles is more than any other state in the nation. While this makes Florida vulnerable to a large number of weather related disasters, it also makes the state more vulnerable to various domestic security and immigration issues.

The State of Florida is also the 4th most populous state in the union. According to the U.S. Census Bureau 2005 survey, 17,789,864 people make their home in Florida. This figure does not take into account Florida’s immense tourist industry which significantly increases the number of people affected during natural or human generated disaster events.

The State of Florida, unfortunately has also had its share of presidential declared disasters during the past few years. However, it should also be noted that Florida has been impacted by a total of 26 Category 3,4 or 5 hurricanes in the last 100 years. In total, the State of Florida ranks 3rd in the number of declared disasters nationally (59 declared disasters according to the Federal Emergency Management Agency). The table below demonstrates that the State of Florida has been directly affected by seven of the ten most expensive Presidentially-declared disasters in the history of the United States.

MOST EXPENSIVE PRESIDENTIALLY-DECLARED DISASTERS*

EVENT	YEAR	FEMA FUNDING
Hurricane Katrina (FL ,LA,MS,AL)	2005	\$29,318,576,948*
Attack on America - WTC (NY, NJ, VA)	2001	\$8,818,350,120
Northridge Earthquake (CA)	1994	\$6,978,325,877
Hurricane Rita (TX,LA)	2005	\$3,749,698,351
Hurricane Ivan (LA,AL,MS, FL ,NC,GA,NJ,PA,WV,NY,TN)	2004	\$2,431,034,355
Hurricane Georges (AL, FL , MS, PR, VI)	1998	\$2,245,157,178
Hurricane Wilma (FL)	2005	\$2,110,738,364
Hurricane Charley (FL ,SC)	2004	\$1,885,466,628
Hurricane Andrew (FL ,LA)	1992	\$1,813,594,813

Source: Federal Emergency Management Agency (FEMA)

* Approximately 68 percent funded.

In summary, Florida’s expansive coastline, population, and thriving tourist economy, along with its history of enduring numerous disaster related events, makes clear the need for the state to enhance its emergency management preparedness and response capabilities. While Florida remains a national leader in emergency management, this review has identified that additional resources are needed to ensure that DEM remains the premier emergency management agency in the nation. Positive outcomes for the people remain at the forefront of the DEM’s mission, but as public servants of the people we must always be diligent to ensure that we are moving forward to improve our readiness and operational capabilities.

We are only as good as our last response! If we are not measuring the progress in reaching our goals and objectives it is hard to validate our effectiveness and success as well as areas we need to improve in. When it comes to a disaster threatening or impacting our State, “*Failure is not an Option!*”

Respectfully,



W. Craig Fugate
Director

Florida Division of Emergency Management

Our Mission:

Working together to ensure Florida is prepared to respond to emergencies, recover from them, and mitigate against their impacts.

Our Vision:

“Failure is *not* an option.”

Our Values:

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

Our Goals:

1. To be the preeminent Emergency Management Agency in the nation.
2. Provide superior coordination and support oversight in all phases of emergency management to Florida’s 67 counties.
3. Work tirelessly on behalf of all Floridians to ensure that our agency is prepared to respond on their behalf and improve outcomes of a disaster.
4. To be open and transparent in the way we operate as we work to serve the people of Florida.
5. Utilize all Floridians in times of emergency to foster an environment to allow survivors of a disaster to play a key role in ensuring their community recovers and it is strengthened for the future.
6. Coordinate with the federal government in a unified command to ensure the needs of the state and its people are met.
7. Ensure that the needs of Florida’s most vulnerable citizens are constantly evaluated and planned for.

Principles:

Comprehensive – Emergency Managers consider and take into account all hazards, all phases, all stakeholders and all impacts relevant to disasters.

Progressive – Emergency Managers anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.

Risk-driven – Emergency Managers utilize sound risk management principles: hazard identification, risk analysis, and impact analysis. Priorities and resources are assigned on the basis of this process.

Integrated – Emergency Managers are responsible for ensuring to the highest possible degree of unity of effort among all levels of government and all elements of a community.

Collaboration – Emergency Managers create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.

Coordination – Emergency Managers organize all relevant stakeholders with a common purpose.

Flexibility – Emergency Managers rely on creative and innovative approaches to solving disaster challenges. This is especially the case after disasters when predefined approaches may be inadequate to the situation at hand.

Professionalism – Emergency Managers value a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship and continuous improvement.

Courtesy: FEMA's Emergency Management Institute (EMI)

Key Processes:

DEM’s key processes are linked to the four phases of emergency management: Prepare, Respond, Recover and Mitigate. The chart below provides details on key processes, products, and services.

Key Processes, Products and Services	Emergency Management Phase			
	Prepare	Respond	Recover	Mitigate
Information: <ul style="list-style-type: none"> • Collection • Analysis • Dissemination • GIS • Inventory 	X	X	X	X
Planning <ul style="list-style-type: none"> • Florida Comprehensive Emergency Management Plan (CEMP) • Continuity of Operations Plan (COOP) • Technical Assistance • State and Local mitigation strategy 	X	X	X	X
Grants Management / Contract Management	X	X	X	X
Coordination: <ul style="list-style-type: none"> • State Emergency Response Team (SERT) • Partnerships (Local, Private Sector, Regional, State, Interstate, EMAC, Federal) 	X	X	X	X
Regulatory Responsibilities: <ul style="list-style-type: none"> • HazMat • Enforcement 	X			
Critical Facilities <ul style="list-style-type: none"> • State Emergency Operations Center (SEOC) • State Logistics Response Center (SLRC) • Camp Blanding 	X	X		
Leveraging Resources and Partnerships: <ul style="list-style-type: none"> • Florida Domestic Security Oversight Council (DSOC) • State Working Group (SWG) • Regional Domestic Security Task Forces (RDSTFs) • State Emergency Response Commission • State Hazard Mitigation Advisory Council 	X	X		X

Key Processes, Products and Services	Emergency Management Phase			
	Prepare	Respond	Recover	Mitigate
Training & Exercises (with stakeholders)	X	X	X	X
Technical Assistance (to stakeholders)	X	X	X	X
Resource Inventory	X	X		
State Emergency Response Team (SERT)	X	X	X	X
Shelter Program	X	X		X
Regional Evacuation Study & Plans	X	X		

DEM also has many key support processes that enable it to achieve its mission. Some of these support processes are managed internally, while others are provided under contract with the Department of Community Affairs (DCA) including functions that include technological and administrative services. Many of these support services are required to rapidly surge to provide support during and after an emergency. The chart below details these support processes:

The Division of Emergency Management Director reports directly to Florida’s Governor. The Executive Committee is comprised of the Director, Deputy Director, and their direct reports. The Senior Leadership Team is comprised of the select exempt service managers for each section. DEM employs 138 fulltime employees, over 130 temporary (OPS) employees, and 40 contract employees. The headquarters is in Tallahassee Florida and the Florida Recovery Office is located in Orlando, Florida. Regional Coordinators are located in each of all 7 of DEM’s regions to provide onsite assistance and state liaison capabilities to all 67 counties.

DEM utilizes numerous mechanisms to provide its services and communicate to its customers and stakeholders. These include emergency management conferences twice a year, a website, regional meetings, training, and participation in meetings with state, federal, local, private and volunteer agencies. DEM also participates in various commissions, boards and task forces. Conference calls, phone calls, satellite conferences, email, weekly DEM Executive Committee meetings, monthly video leadership team meetings, and a quarterly newsletter are also primary communication mechanisms for DEM.

2008 –2013 Strategic Goals and Objectives

THE DIVISION’S TOP 5 STRATEGIC GOALS:

1. Develop the capability and capacity to shelter and meet the basic needs of **10,000 survivors** with on hand resources.
 - Cots, blankets, pillows, food, water, emergency roofing supplies, etc...
 - On scene within 6 hours from time of a no notice incident.
2. Develop and implement **response and recovery strategies** from a catastrophic disaster.
 - ”1926 Great Miami Hurricane” – 2009 Statewide Hurricane Exercise
3. Focus public preparedness on the **role of the survivor** as a resource rather than a liability, how to mitigate the effects of natural hazards, and neighbors helping neighbors. (CERT, volunteering)
4. All Counties and the State meet the **EM Standard** – either through accreditation under EMAP, or through State administered capability assessments.
5. Develop **standards** for a professional emergency management workforce for all counties and within the Division of Emergency Management

GOAL #1: ENSURE AN EFFECTIVE LEADERSHIP SYSTEM TO GUIDE AND SUSTAIN THE ORGANIZATION

Objective 1.1: Establish an Emergency Management Advisory Working Group. Maintain an ongoing dialogue with this group and meet at a minimum twice each year.

Objective 1.2: Develop a Marketing Plan

Objective 1.3: Identify and improve leadership processes

- Groom future leaders

Objective 1.4: Prepare the agency, customers and stakeholders for response to catastrophic incidents

- Define threats (Category 5 hurricane, pandemic influenza, nuclear, etc.)
- Paradigm/Cultural Shift
- Gap Analysis
- Identify Solutions
- Systems vs. Individuals

Objective 1.5: Explore use of the Sterling Management System

GOAL #2: INSTITUTIONALIZE AN EFFECTIVE PROCESS TO DEVELOP AND DEPLOY STRATEGIC OBJECTIVES

Objective 2.1: Align funding, staffing, legislation, and rules to the agency strategic plan.

GOAL #3: ENSURE CUSTOMER SATISFACTION

Objective 3.1: Develop a systematic process to gather and use customer satisfaction and dissatisfaction data

- Transactional surveys
- Annual customer satisfaction survey
- Customer complaint management process

GOAL #4: ENSURE THE AGENCY HAS THE DATA AND KNOWLEDGE TO ACHIEVE ITS MISSION

Objective 4.1: Develop a traffic light scorecard

- Leadership will communicate importance
- Executive Committee reviews weekly
- Efficient Allocation of Resources

Objective 4.2: Develop and implement an Information Technology Strategic Plan

Objective 4.3: Develop a knowledge management system that collects and transfers knowledge, experience and best practices throughout the organization

- Pilot – rotating five bureau deputies

GOAL #5: SUSTAIN A MOTIVATED, SATISFIED AND HIGH-PERFORMING WORKFORCE

Objective 5.1: Incorporate mission, vision, principles and values into the hiring process

Objective 5.2: Implement a Systematic Ethics Program

- Orientation to Ethics Policy during employment orientation
- Yearly ethics training for all staff.

Objective 5.3: Reduce employee turnover

- Explore, improve and implement pay equity/benefits
- Increase employee sense of ownership
- Reduce burnout
- Establish an employee satisfaction survey
- Implement exit interviews
- Establish an employee complaint process
- Telecommuting

Objective 5.4: Implement an employee recognition program

- Employee of the month and year
- Publish accomplishments
- \$100 cash awards (Authorized under Section 110.1245(4)(b), Florida Statutes)
- Davis Productivity Awards
- Informal recognition processes

Objective 5.5: Establish a process to set employee expectations and standards, and provide feedback

- Measurable performance measures for all employees (FTEs, contract, OPS)
- Annual appraisals

Objective 5.6: Establish a Learning Management System

- Identify training needs via survey of all employees annually
- Supervisory and Management Training
- New Employee Orientation
- Track and evaluate training

Objective 5.7: Establish an employee health and safety program

- Partner with the Department of Health
- Physical standards and drug screening policy for deployment personnel

Objective 5.8: Increase employee diversity

- Increase recruitment activities (Example: colleges and universities)
- Ensure that a diverse workforce is maintained that is representative of the demographic makeup of the State of Florida.
- Continually encourage diversity at the Executive, Senior Leadership and Management levels.

GOAL #6: REDUCE THE AVERAGE COST AND TIME SPENT ON TRANSACTIONAL PROCESSES (PERSONNEL, TRAVEL, PROCUREMENT, CONTRACTS) WITHIN THE DIVISION

Objective 6.1: Conduct an assessment of business processes (including all processes for requisitions, procurement, contracts, travel and document management) and streamline processes accordingly.

Objective 6.2: Update and maintain applicable standard operating policies and procedures

Objective 6.3: Improve Personnel processes through development and utilization of a paperless system

Objective 6.4: Maintain national accreditation

Objective 6.5: Map, measure and improve the grants processes

Objective 6.6: Analyze services provided by DCA to maximize effectiveness of support services

- Support
- Technical
- Administrative

Objective 6.7: Improve the budget process

- Identify allocations/tracking expenditures
- Identify position funding

GOAL # 7: THE STATE AND COUNTIES WILL MEET THE EMERGENCY MANAGEMENT STANDARD WITHIN THE NEXT 5 YEARS

Objective 7.1: CEMP (Including Capability Assessment) (Including County Plans) – Update the compliance criteria to meet national standards.

Objective 7.2: 10% of counties EMAP accredited within the next 5 years.

Objective 7.3: Update Rule 9G within the next two years.

Objective 7.4: Regularly maintain EMAP required plans and documentation.

GOAL #8: REDUCE THE LOSS OF LIFE AND IMPACTS OF TROPICAL SYSTEMS

Objective 8.1: Building Codes - Replace the Florida Building Code's Public Shelter Design Criteria (s. 423.25, FBC—Building) with adoption of the hurricane provisions of the International Code Council's Standard for the Design and Construction of Storm Shelters (ICC 500).

Objective 8.2: Complete all Regional Evacuation Studies by the end of 2009.

Objective 8.3: Adequate Shelter Space - Eliminate the statewide deficit of public hurricane evacuation shelter space.

- Survey 200 buildings per year to maintain a ten-year statewide survey cycle
- Identify 25,000 new public hurricane evacuation shelter spaces per year
- Publish the annual Shelter Retrofit Report

GOAL #9: SUPPORT THE SUCCESSFUL LICENSURE OF TWO NEW NUCLEAR REACTORS AND MAINTAIN THE LICENSURE OF EXISTING NUCLEAR FACILITIES IN THE STATE OF FLORIDA

Objective 9.1: Ensure licensure of existing facilities is maintained and the licensing of two new nuclear reactors is successful.

Objective 9.2: Radiological Emergency Preparedness (REP): Successfully fulfill all preparedness related expectations in coordination with FEMA and the power companies each year.

GOAL #10: PROFESSIONALIZE THE PROFESSION OF EMERGENCY MANAGEMENT IN THE STATE OF FLORIDA BY DEVELOPING SPECIFIC GUIDELINES AND STANDARDS FOR EMERGENCY MANAGERS STATEWIDE

Objective 10.1: Identify, maintain, schedule, and offer training sufficient to meet the needs of the DEM mission by use of internal and external sources as appropriate.

Objective 10.2: Establish a training matrix for all experience levels (entry, mid-level, advanced) of emergency managers by the end of 2009.

Objective 10.3: Establish a public information campaign to promote the EM profession at Florida colleges and universities that offer EM or other related degrees.

Objective 10.4: Establish and offer an EM academy more along the lines of a traditional paramilitary academy environment (longer duration and more substantial than the current format). Offer academy training multiple times each calendar year.

Objective 10.5: Establish specific guidelines and standards for emergency managers statewide in law.

GOAL #11: BETTER MEASURE THE EFFECTIVENESS OF PUBLIC INFORMATION/EDUCATION OUTREACH AND TAILOR FUTURE ACTIVITIES TO THOSE FINDINGS

Objective 11.1: Ensure that the public education campaign each year includes a pre and post campaign behavioral study and polling that will provide assistance with determining the effectiveness of the messaging and will provide needed input from external stakeholders for the public education campaign for future years.

Objective 11.2: Measure public school participation in the annual Statewide Tornado Drill beginning in 2008 and increase participation each subsequent year.

Objective 11.3: Solicit input from teachers statewide in an effort to improve Florida's annual Hazardous Weather Awareness Guide.

GOAL #12: PROVIDE SAFE AND ACCESSIBLE SHELTERING FOR ALL HAZARDS FOR ALL EVACUEES (INCLUDING PETS)

Objective 12.1: More accurately define both special needs and pet-friendly public shelter space demands for all-hazards.

Objective 12.2: More accurately define public shelter essential features and accessory requirements for special needs, pet-friendly and persons with disabilities populations, to include electrical requirements for persons with disabilities.

Objective 12.3: Ensure that public shelters can accommodate persons with disabilities.

Objective 12.4: Provide strategies for establishment of pet-friendly public shelters.

Objective 12.5: Cooperatively establish and institute roles and responsibilities of public shelter stakeholder agencies.

GOAL #13: STABILIZE JURISDICTIONS IMPACTED BY A DISASTER WITHIN 72 HOURS

Objective 13.1: Maintain 24/7 readiness for an all hazards response statewide.

Objective 13.2: Maintain the ability to activate the State Emergency Operations Center to a Level 2 within 30 minutes of formal notification to key stakeholders.

Objective 13.3: Maintain the ability to activate the State Emergency Operations Center to a Level 1 within 30 minutes of formal notifications to key stakeholders.

Objective 13.4: Ensure the State Unified Logistics Section Program and State Logistics Response Center has adequate contracts, commodities and capabilities to activate and begin moving commodities within 6 hours of formal notification of key stakeholders.

Objective 13.5: Incident Management Teams (IMT) -Maintain the ability to deploy a state Incident Management Team within 2 hours of activation/direction by the SERT Chief.

- Establish a formal training/credentialing program for all State of Florida IMT members (All Hazards Course; Position Specific; Task Book/Shadowing; etc).

Objective 13.6: Urban Search and Rescue Team (USAR) Teams - Maintain the ability to deploy a search and rescue teams within 4 hours of activation/direction by the SERT Chief.

Objective 13.7: National Guard - Maintain the ability to deploy Florida National Guard to support security, logistic, intelligence and reconnaissance, and humanitarian missions within 24 hours of activation/direction by the State Coordinating Officer.

Objective 13.8: Communications - Implement the components of the Integrated Public Alerting and Warning System (IPAWS) that will improve or enhance the warning and alerting capabilities of the State of Florida. The Digital Emergency Alert System is one component of IPAWS that will be implemented by Florida as soon as possible, contingent upon its implementation by FEMA and DHS.

Objective 13.9: Mass Care – Ensure mass care services (sheltering, feeding, bulk distribution) are rapidly provided for the population and pets within the affected area.

GOAL #14: IMPROVE THE STAFF'S ABILITY TO ACCOMPLISH RECOVERY ACTIVITIES

Objective 14.1: Institute training and cross training of all recovery staff on individual assistance and public assistance processes.

Objective 14.2: Modify the use of disaster reservists outside of their normal role as part of Community Response Teams to include PDA activities.

GOAL #15: TIMELY ORIGINATION AND CLOSURE OF PROJECT WORKSHEETS

Objective 15.1: Place a stronger emphasis on closing projects out.

Objective 15.2: Close out 50% of the 2004-05 disasters outstanding project worksheets (70,000) by January 1, 2011.

GOAL #16: ACQUIRING FUNDING TO SUSTAIN OPERATIONS (SMAC)

Objective 16.1: Prepare documentation to obtain funding to sustain operational functions early in the process.

Objective 16.2: Establish procedures for drawing funding down from the federal government.

GOAL #17: SUBMITTAL OF DOCUMENTATION TO ASSIST THE STATE AND LOCAL ECONOMY

Objective 17.1: Transmit PDA assessment information for individual and public assistance electronically to facilitate timely declaration determinations.

Objective 17.2: Leverage the use of web-browser technology to access and process project worksheet closure.

Objective 17.3: Utilize web-browser technology to transmit contracts and funding agreements to enhance the disbursement of funds to local governments and other eligible entities.

GOAL #18: ALL OPEN DISASTERS CLOSED OUT WITHIN 5 YEARS

Objective 18.1: Examine federal data resources for any outstanding project worksheets and establish a comparative report to forecast closeouts.

Objective 18.2: Contact 100% of sub-grantees to complete remaining Final Inspections and closeout procedures.

Objective 18.3: Eliminate all additional (non-policy) unnecessary procedures to streamline the reimbursement process.

GOAL #19: MAXIMIZE FUTURE STAFFORD ACT DECLARATIONS FOR SURVIVORS, STATE AND LOCAL AGENCIES

Objective 19.1: Enhance coordination with Section 406 procedures to obtain additional funding for damaged structures.

Objective 19.2: Leverage pilot programs as opportunities to increase funding (i.e. PA Pilot Program).

Objective 19.3: Provide training to local and state agencies to maximize the coordination and communication of the processes in recovery.

GOAL #20: NON-STAFFORD ACT DECLARATIONS – ASSISTING SURVIVORS, STATE AND LOCAL AGENCIES

Objective 20.1: Develop a non-Stafford act plan for resources available to Floridians.

Objective 20.2: Develop an effective State of Florida Disaster Housing Plan with involvement from state agencies that have access to assets to assist survivors.

Objective 20.3: In coordination with local emergency managers, develop an effective communication plan and training for Community Responders in a non-declared disaster event.

GOAL #21: DEVELOP AN EFFECTIVE HOUSING STRATEGY FOR TEMPORARY HOUSING

Objective 21.1: Develop a plan that identifies a housing taskforce to include local jurisdictions.

Objective 21.2: Develop transitional housing solutions through pre-negotiated methods.

Objective 21.3: Enhance catastrophic planning involvement and exercising of temporary housing measures at the local level.

GOAL #22: MAXIMIZE MITIGATION PROGRAMS AND CONCEPTS TO REDUCE THE EFFECTS OF HAZARDS TO THE STATE AT A RATE GREATER THAN THE RATE OF INCREASING POSSIBLE LOSSES DUE TO POPULATION GROWTH

Objective 22.1: Support and assist local applicants through planning and technical assistance in order to maximize the number of approvable applications to ensure all available funds are received.

Objective 22.2: Manage the program effectively to ensure the speedy disbursement of funds and to close out disasters to keep the focus on actual mitigation.

Objective 22.3: Maintaining all county and/or regional mitigation strategies and maintain 100% participation in all municipalities.

Objective 22.4: Ensure all 67 counties are under a local mitigation strategy at either the county or regional level.

Objective 22.5: Accomplish 100% participation in the National Flood Insurance Program (NFIP) by all counties no later than January 1, 2012.

Objective 22.6: Work within the Division to achieve a rating of 90 or higher from the Insurance Services Office (ISO.) ISO professionals gather property and liability information to determine loss control and risk management capabilities, including identification of hazards, recommendations to reduce risk, replacement-cost valuations, internal protection systems (such as automatic sprinkler systems and fire alarms) and conformance to corporate loss-control and safety programs.

GOAL #23: ENHANCE NON-PROGRAMMATIC MITIGATION SUCH AS BUILDING CODE UPDATES, LOSS AVOIDANCE STUDIES AND BEST PRACTICES

Objective 23.1: Assure that after each Presidentially-declared disaster, post-disaster loss avoidance studies are conducted.

Objective 23.2: Assure that at least once each year, best mitigation practices in Florida are published.

Objective 23.3: Work with local officials to encourage Code+ practices as well as other "soft" mitigation-oriented activities in their communities; report on these.

GOAL #24: ALL OPEN DISASTER MITIGATION PROJECTS CLOSED OUT WITHIN 5 YEARS

Objective 24.1: Streamline mitigation project processes.

Objective 24.2: Commit to consistent communication (at a minimum one a month) with local project managers.

Objective 24.3: Set up internal, individual project deadlines that can be checked, in order to continually assess project status.

Overview of Plan Development and Timeline

Mission: Create and implement DEM Strategic Plan by 7/1/08

Process:

- True Colors (personality assessment). Used as icebreaker and to establish ground rules: (begin & end on time, cell phones/Blackberrys off--one designated individual to take emergency calls, active participation by all, listen to all points of view / disagree with concepts, not individuals, decision making by consensus (thumbs up, I agree to support; thumbs sideways, need to discuss more; thumbs down, I cannot support)
- Strategic Planning Overview
- Created DEM Organizational Profile (including review of mission, creation of vision and draft list of values, products/services/delivery mechanisms, workforce profile, facilities/technology/equipment, organizational structure & governance, key customers and requirements, stakeholders/partners, competitive position, key measures, performance improvement system)
- Environmental Scan (reviewed inputs, including Long Range Program Plan, DEM Response to Governor's Executive Order 07-01, EMAP Standards, Summary of DEM Capabilities 2005-2006, and Florida Domestic Security Strategy; discussed legislative, environmental, industry, workforce and technology issues and potential changes)
- SWOT Analysis (identified, grouped and prioritized strategic advantages and strategic challenges)
- Agreed to five year planning process (2008-2013), with annual review of process and plan (always in the first year of the plan).
- Identified strategic goals objectives
- Identified deployment steps (with responsible individual and timeline)
- Conducted daily evaluation of process (plus/delta)
- Plan to conduct anonymous online survey following session

Timeline:

September 10-11, 2007- A two day strategic planning session was held at Wakulla Springs State Park and was facilitated by staff from the Florida Department of Health. The framework for a strategic plan was completed.

September 23, 2007 – A draft of the strategic plan was distributed to all stakeholders for review and development of more specific objectives and goals.

Winter 2007-Spring 2008 – Internal and External Review Processes Ongoing.

June 12-13, 2008 – Executive Staff convened a final review and adoption session at the State Logistics Response Center in Orlando, Florida.

June 20, 2008 – After final discussions with the Director it was determined that the Strategic Plan would be tentatively adopted as of July 1, 2008, however modifications would be needed to add more mission specific goals and objectives.

July 1, 2008 – The Florida Division of Emergency Management’s 2008-13 Strategic Plan was adopted.

October 27, 2008 – Executive Staff convened for a plan update review session at the Department of Management Services conference facility to complete the mission specific goals and objectives as requested by the Director.

November 1, 2008 – The new goals and objectives compiled at the October 27, 2008 were adopted and included into the strategic plan.

November 14, 2008 – The final plan was completed along with an implementation plan and milestones to date for the plan were documented.

December 2, 2008 – Director Fugate specified the top 5 strategic goals for the Division to accomplish in the coming year.

Future Deadlines:

July 1, 2009 – All Strategic Plan Objective Owners as detailed in this plan should report on milestones and progress within their objectives for the past year.

2008 –2013 Strategic Goals and Implementation Plan
(Short-term objectives should be completed by 2010, long-term objectives should be completed by 2013.)
Updates on progress for all objectives is due July 1, 2009

THE DIVISION’S TOP 5 STRATEGIC GOALS:		
1. Develop the capability and capacity to shelter and meet the basic needs of 10,000 survivors with on hand resources. <ul style="list-style-type: none"> ▪ Cots, blankets, pillows, food, water, emergency roofing supplies, etc... ▪ On scene within 6 hours from time of a no notice incident. 		
2. Develop and implement response and recovery strategies from a catastrophic disaster. <ul style="list-style-type: none"> ▪ "1926 Great Miami Hurricane" – 2009 Statewide Hurricane Exercise 		
3. Focus public preparedness on the role of the survivor as a resource rather than a liability, how to mitigate the effects of natural hazards, and neighbors helping neighbors. (CERT, volunteering)		
4. All Counties and the State meet the EM Standard – either through accreditation under EMAP, or through State administered capability assessments.		
5. Develop standards for a professional emergency management workforce for all counties and within the Division of Emergency Management.		
GOAL #1: ENSURE AN EFFECTIVE LEADERSHIP SYSTEM TO GUIDE AND SUSTAIN THE ORGANIZATION		
OBJECTIVE	OWNER	TIMEFRAME
Objective 1.1: Establish an Emergency Management Advisory Working Group. Maintain an ongoing dialogue with this group and meet at a minimum twice each year.	Legal	Short-term
Objective 1.2: Develop a Marketing Plan	External Affairs	Short-term
Objective 1.3: Identify and improve leadership processes <ul style="list-style-type: none"> • Groom future leaders 	Deputy Director	Short-term
Objective 1.4: Prepare the agency, customers and stakeholders for response to catastrophic incidents <ul style="list-style-type: none"> • Define threats (Category 5 hurricane, pandemic influenza, nuclear, etc.) • Paradigm/Cultural Shift • Gap Analysis • Identify Solutions • Systems vs. Individuals 	Director	Short-term
Objective 1.5: Explore use of the Sterling Management System	Deputy Director	Short-term

GOAL #2: INSTITUTIONALIZE AN EFFECTIVE PROCESS TO DEVELOP AND DEPLOY STRATEGIC OBJECTIVES		
Objective 2.1: Align funding, staffing, legislation, and rules to the agency strategic plan.	Finance & Admin. and External Affairs	Short-term
GOAL #3: ENSURE CUSTOMER SATISFACTION		
Objective 3.1: Develop a systematic process to gather and use customer satisfaction and dissatisfaction data <ul style="list-style-type: none"> • Transactional surveys • Annual customer satisfaction survey • Customer complaint management process 	External Affairs	Short-term
GOAL #4: ENSURE THE AGENCY HAS THE DATA AND KNOWLEDGE TO ACHIEVE ITS MISSION		
Objective 4.1: Develop a traffic light scorecard <ul style="list-style-type: none"> • Leadership will communicate importance • Executive Committee reviews weekly • Efficient Allocation of Resources 	External Affairs	Short-term
Objective 4.2: Develop and implement an Information Technology Strategic Plan	Preparedness	Short-term
Objective 4.3: Develop a knowledge management system that collects and transfers knowledge, experience and best practices throughout the organization <ul style="list-style-type: none"> • Pilot – rotating five bureau deputies 	Preparedness	Short-term
GOAL #5: SUSTAIN A MOTIVATED, SATISFIED AND HIGH-PERFORMING WORKFORCE		
Objective 5.1: Incorporate mission, vision, principles and values into the hiring process.	Deputy Director	Short-term
Objective 5.2: Implement a Systematic Ethics Program <ul style="list-style-type: none"> • Orientation to Ethics Policy during employment orientation • Yearly ethics training for all staff. 	Legal	Short-term

<p>Objective 5.3: Reduce employee turnover</p> <ul style="list-style-type: none"> • Explore, improve and implement pay equity/benefits • Increase employee sense of ownership • Reduce burnout • Establish an employee satisfaction survey • Implement exit interviews • Establish an employee complaint process • Telecommuting 	Finance & Admin	Long-term
<p>Objective 5.4: Implement an employee recognition program</p> <ul style="list-style-type: none"> • Employee of the month and year • Publish accomplishments • \$100 cash awards (Authorized under Section 110.1245(4)(b), Florida Statutes) • Davis Productivity Awards • Informal recognition processes 	Deputy Director	Short-term
<p>Objective 5.5: Establish a process to set employee expectations and standards, and provide feedback</p> <ul style="list-style-type: none"> • Measurable performance measures for all employees (FTEs, contract, OPS) • Annual appraisals 	Division-wide	Short-term
<p>Objective 5.6: Establish a Learning Management System</p> <ul style="list-style-type: none"> • Identify training needs via survey of all employees annually • Supervisory and Management Training • New Employee Orientation • Track and evaluate training 	Preparedness	Short-term
<p>Objective 5.7: Establish an employee health and safety program</p> <ul style="list-style-type: none"> • Partner with the Department of Health • Physical standards and drug screening policy for deployment personnel 	External Affairs	Short-term

Objective 5.8: Increase employee diversity <ul style="list-style-type: none"> Increase recruitment activities (Example: colleges and universities) Ensure that a diverse workforce is maintained that is representative of the demographic makeup of the State of Florida. Continually encourage diversity at the Executive, Senior Leadership and Management levels. 	Finance & Admin.	Long-term
GOAL #6: REDUCE THE AVERAGE COST AND TIME SPENT ON TRANSACTIONAL PROCESSES (PERSONNEL, TRAVEL, PROCUREMENT, CONTRACTS) WITHIN THE DIVISION		
Objective 6.1: Conduct an assessment of business processes (including all processes for requisitions, procurement, contracts, travel and document management) and streamline processes accordingly.	Finance & Admin.	Short-term
Objective 6.2: Update and maintain applicable standard operating policies and procedures.	Finance & Admin.	Short-term
Objective 6.3: Improve Personnel processes through development and utilization of a paperless system.	Finance & Admin.	Short-term
Objective 6.4: Maintain national accreditation.	External Affairs	Short-term
Objective 6.5: Map, measure and improve the grants processes.	Finance & Admin.	Short-term
Objective 6.6: Analyze services provided by DCA to maximize effectiveness of support services <ul style="list-style-type: none"> Support Technical Administrative 	Deputy Director	Short-term
Objective 6.7: Improve the budget process <ul style="list-style-type: none"> Identify allocations/tracking expenditures. Identify position funding. 	Finance & Admin.	Short-term
GOAL # 7: THE STATE AND COUNTIES WILL MEET THE EMERGENCY MANAGEMENT STANDARD WITHIN THE NEXT 5 YEARS		
Objective 7.1: CEMP (Including Capability Assessment) (Including County Plans) – Update the compliance criteria to meet national standards.	Preparedness	Short-term
Objective 7.2: 10% of counties EMAP accredited within the next 5 years.	External Affairs	Long-term

Objective 7.3: Update Rule 9G within the next two years.	Legal	Short-term
Objective 7.4: Regularly maintain EMAP required plans and documentation.	Division-wide	Short-term
GOAL #8: REDUCE THE LOSS OF LIFE AND IMPACTS OF TROPICAL SYSTEMS		
Objective 8.1: Building Codes - Replace the Florida Building Code's Public Shelter Design Criteria (s. 423.25, FBC—Building) with adoption of the hurricane provisions of the International Code Council's Standard for the Design and Construction of Storm Shelters (ICC 500).	Response	Short-term
Objective 8.2: Complete all Regional Evacuation Studies by the end of 2009.	Preparedness	Short-term
Objective 8.3: Adequate Shelter Space - Eliminate the statewide deficit of public hurricane evacuation shelter space. <ul style="list-style-type: none"> • Survey 200 buildings per year to maintain a ten-year statewide survey cycle • Identify 25,000 new public hurricane evacuation shelter spaces per year • Publish the annual Shelter Retrofit Report 	Response	Short-term
GOAL #9: SUPPORT THE SUCCESSFUL LICENSURE OF TWO NEW NUCLEAR REACTORS AND MAINTAIN THE LICENSURE OF EXISTING NUCLEAR FACILITIES IN THE STATE OF FLORIDA		
Objective 9.1: Ensure licensure of existing facilities is maintained and the licensing of two new nuclear reactors is successful.	Preparedness	Short-term/ Long-term
Objective 9.2: Radiological Emergency Preparedness (REP): Successfully fulfill all preparedness related expectations in coordination with FEMA and the power companies each year.	Preparedness	Short-term
GOAL #10: PROFESSIONALIZE THE PROFESSION OF EMERGENCY MANAGEMENT IN THE STATE OF FLORIDA BY DEVELOPING SPECIFIC GUIDELINES AND STANDARDS FOR EMERGENCY MANAGERS STATEWIDE		
Objective 10.1: Identify, maintain, schedule, and offer training sufficient to meet the needs of the DEM mission by use of internal and external sources as appropriate.	Preparedness	Short-term

Objective 10.2: Establish a training matrix for all experience levels (entry, mid-level, advanced) of emergency managers by the end of 2009.	Preparedness	Short-term
Objective 10.3: Establish a public information campaign to promote the EM profession at Florida colleges and universities that offer EM or other related degrees.	External Affairs	Short-term
Objective 10.4: Establish and offer an EM academy more along the lines of a traditional para-military academy environment (longer duration and more substantial than the current format). Offer academy training multiple times each calendar year.	Preparedness	Short-term
Objective 10.5: Establish specific guidelines and standards for emergency managers statewide in law.	Deputy Director	Short-term
GOAL #11: BETTER MEASURE THE EFFECTIVENESS OF PUBLIC INFORMATION/EDUCATION OUTREACH AND TAILOR FUTURE ACTIVITIES TO THOSE FINDINGS		
Objective 11.1: Ensure that the public education campaign each year includes a pre and post campaign behavioral study and polling that will provide assistance with determining the effectiveness of the messaging and will provide needed input from external stakeholders for the public education campaign for future years.	External Affairs	Short-term
Objective 11.2: Measure public school participation in the annual Statewide Tornado Drill beginning in 2009 and increase participation each subsequent year.	External Affairs/ Meteorology	Short-term
Objective 11.3: Solicit input from teachers statewide in an effort to improve Florida's annual Hazardous Weather Awareness Guide.	External Affairs/ Meteorology	Short-term
GOAL #12: PROVIDE SAFE AND ACCESSIBLE SHELTERING FOR ALL HAZARDS FOR ALL EVACUEES (INCLUDING PETS)		
Objective 12.1: More accurately define both special needs and pet-friendly public shelter space demands for all-hazards.	Disability Coordinator/ Response	Short-term
Objective 12.2: More accurately define public shelter essential features and accessory requirements for special needs, pet-friendly and persons with disabilities populations, to include electrical requirements for persons with disabilities.	Disability Coordinator/ Response	Short-term

Objective 12.3: Ensure that public shelters can accommodate persons with disabilities.	Disability Coordinator	Short-term
Objective 12.4: Provide strategies for establishment of pet-friendly public shelters.	Response	Short-term
Objective 12.5: Cooperatively establish and institute roles and responsibilities of public shelter stakeholder agencies.	Disability Coordinator/ Response	Long-term
GOAL #13: STABILIZE JURISDICTIONS IMPACTED BY A DISASTER WITHIN 72 HOURS		
Objective 13.1: Maintain 24/7 readiness for an all hazards response statewide.	Response	Short-term
Objective 13.2: Maintain the ability to activate the State Emergency Operations Center to a Level 2 within 30 minutes of formal notification to key stakeholders.	Response	Short-term
Objective 13.3: Maintain the ability to activate the State Emergency Operations Center to a Level 1 within 30 minutes of formal notifications to key stakeholders.	Response	Short-term
Objective 13.4: Ensure the State Unified Logistics Section Program and State Logistics Response Center has adequate contracts, commodities and capabilities to activate and begin moving commodities within 6 hours of formal notification of key stakeholders.	Response	Short-term
Objective 13.5: Incident Management Teams (IMT) -Maintain the ability to deploy a state Incident Management Team within 2 hours of activation/direction by the SERT Chief. <ul style="list-style-type: none"> Establish a formal training/credentialing program for all State of Florida IMT members (All Hazards Course; Position Specific; Task Book/Shadowing; etc). 	Response	Long-term
Objective 13.6: Urban Search and Rescue Team (USAR) Teams - Maintain the ability to deploy a search and rescue teams within 4 hours of activation/direction by the SERT Chief.	Response	Short-term
Objective 13.7: National Guard - Maintain the ability to deploy Florida National Guard to support security, logistic, intelligence and reconnaissance, and humanitarian missions within 24 hours of activation/direction by the State Coordinating Officer.	Response	Short-term

Objective 13.8: Communications - Implement the components of the Integrated Public Alerting and Warning System (IPAWS) that will improve or enhance the warning and alerting capabilities of the State of Florida. The Digital Emergency Alert System is one component of IPAWS that will be implemented by Florida as soon as possible, contingent upon its implementation by FEMA and DHS.	Response	Short-term
GOAL #14: IMPROVE THE STAFF'S ABILITY TO ACCOMPLISH RECOVERY ACTIVITIES		
Objective 14.1: Institute training and cross training of all recovery staff on individual assistance and public assistance processes.	Recovery	Short-term
Objective 14.2: Modify the use of disaster reservists outside of their normal role as part of Community Response Teams to include PDA activities.	Recovery	Short-term
GOAL #15: TIMELY ORIGATION AND CLOSURE OF PROJECT WORKSHEETS		
Objective 15.1: Place a stronger emphasis on closing projects out.	Recovery	Short-term
Objective 15.2: Close out 50% of the 2004-05 disasters outstanding project worksheets (70,000) by January 1, 2011.	Recovery	Long-term
GOAL #16: ACQUIRING FUNDING TO SUSTAIN OPERATIONS (SMAC)		
Objective 16.1: Prepare documentation to obtain funding to sustain operational functions early in the process.	Recovery	Short-term
Objective 16.2: Establish procedures for drawing funding down from the federal government.	Recovery	Short-term
GOAL #17: SUBMITTAL OF DOCUMENTATION TO ASSIST THE STATE AND LOCAL ECONOMY		
Objective 17.1: Transmit PDA assessment information for individual and public assistance electronically to facilitate timely declaration determinations.	Recovery	Short-term
Objective 17.2: Leverage the use of web-browser technology to access and process project worksheet closure.	Recovery	Short-term

Objective 17.3: Utilize web-browser technology to transmit contracts and funding agreements to enhance the disbursement of funds to local governments and other eligible entities.	Finance & Admin.	Short-term
GOAL #18: ALL OPEN DISASTERS CLOSED OUT WITHIN 5 YEARS		
Objective 18.1: Examine federal data resources for any outstanding project worksheets and establish a comparative report to forecast closeouts.	Recovery	Short-term
Objective 18.2: Contact 100% of sub-grantees to complete remaining Final Inspections and closeout procedures.	Recovery	Short-term
Objective 18.3: Eliminate all additional (non-policy) unnecessary procedures to streamline the reimbursement process.	Recovery	Short-term
GOAL #19: MAXIMIZE FUTURE STAFFORD ACT DECLARATIONS FOR SURVIVORS, STATE AND LOCAL AGENCIES		
Objective 19.1: Enhance coordination with Section 406 procedures to obtain additional funding for damaged structures.	Recovery	Short-term
Objective 19.2: Leverage pilot programs as opportunities to increase funding (i.e. PA Pilot Program).	Recovery	Short-term
Objective 19.3: Provide training to local and state agencies to maximize the coordination and communication of the processes in recovery.	Recovery/ Preparedness	Short-term
GOAL #20: NON-STAFFORD ACT DECLARATIONS – ASSISTING SURVIVORS, STATE AND LOCAL AGENCIES		
Objective 20.1: Develop a non-Stafford act plan for resources available to Floridians.	Division-wide	Short-term
Objective 20.2: Develop an effective State of Florida Disaster Housing Plan with involvement from state agencies that have access to assets to assist survivors.	Recovery	Short-term
Objective 20.3: In coordination with local emergency managers, develop an effective communication plan and training for Community Responders in a non-declared disaster event.	Response/ Preparedness	Short-term
GOAL #21: DEVELOP AN EFFECTIVE HOUSING STRATEGY FOR TEMPORARY HOUSING		
Objective 21.1: Develop a plan that identifies a housing taskforce to include local jurisdictions.	Recovery	Short-term

Objective 21.2: Develop transitional housing solutions through pre-negotiated methods.	Recovery	Short-term
Objective 21.3: Enhance catastrophic planning involvement and exercising of temporary housing measures at the local level.	Recovery	Short-term
GOAL #22: MAXIMIZE MITIGATION PROGRAMS AND CONCEPTS TO REDUCE THE EFFECTS OF HAZARDS TO THE STATE AT A RATE GREATER THAN THE RATE OF INCREASING POSSIBLE LOSSES DUE TO POPULATION GROWTH		
Objective 22.1: Support and assist local applicants through planning and technical assistance in order to maximize the number of approvable applications to ensure all available funds are received.	Mitigation	Short-term
Objective 22.2: Manage the program effectively to ensure the speedy disbursement of funds and to close out disasters to keep the focus on actual mitigation.	Mitigation	Short-term
Objective 22.3: Maintaining all county and/or regional mitigation strategies and maintain 100% participation in all municipalities.	Mitigation	Short-term
Objective 22.4: Ensure all 67 counties are under a local mitigation strategy at either the county or regional level.	Mitigation	Long-term
Objective 22.5: Accomplish 100% participation in the National Flood Insurance Program (NFIP) by all counties no later than January 1, 2012.	Mitigation	Long-term
Objective 22.6: Work within the Division to achieve a rating of 90 or higher from the Insurance Services Office (ISO.) ISO professionals gather property and liability information to determine loss control and risk management capabilities, including identification of hazards, recommendations to reduce risk, replacement-cost valuations, internal protection systems (such as automatic sprinkler systems and fire alarms) and conformance to corporate loss-control and safety programs.	Mitigation	Long-term
GOAL #23: ENHANCE NON-PROGRAMMATIC MITIGATION SUCH AS BUILDING CODE UPDATES, LOSS AVOIDANCE STUDIES AND BEST PRACTICES		
Objective 23.1: Assure that after each Presidentially-declared disaster, post-disaster loss avoidance studies are conducted.	Mitigation	Short-term

Objective 23.2: Assure that at least once each year, best mitigation practices in Florida are published.	Mitigation	Short-term
Objective 23.3: Work with local officials to encourage Code+ practices as well as other "soft" mitigation-oriented activities in their communities; report on these.	Mitigation	Short-term
GOAL #24: ALL OPEN DISASTER MITIGATION PROJECTS CLOSED OUT WITHIN 5 YEARS		
Objective 24.1: Streamline mitigation project processes.	Mitigation	Short-term
Objective 24.2: Commit to consistent communication (at a minimum one a month) with local project managers.	Mitigation	Short-term
Objective 24.3: Set up internal, individual project deadlines that can be checked, in order to continually assess project status.	Mitigation	Short-term

***Division of Emergency Management
2008 – 2013 Strategic Plan
Deployment Plan***

WHAT	WHO	TIMEFRAME
STRATEGIC PLAN DEVELOPMENT		
Strategic Plan Champion (oversees finalizing and deployment of the plan)	John Cherry	9/07 – Ongoing
Objective owners identified for each objective (responsible for developing action plans, reporting progress)	See Strategic Goals and Implementation Plan	9/07 - Ongoing
Schedule ExCom meetings to finalize Strategic Plan	John Cherry	9/07 - Ongoing
Share with Orlando for input	John Cherry	10/10/07
Brief Governor's Office	Executive Committee	Late 2007
Finalize Strategic Plan	Executive Committee	7/1/2008
STRATEGIC PLAN DEPLOYMENT		
Action plans (IAPs with deliverables, assignments, milestones and measures)	Objective Owners	1 st Action Plan due 5/1/09
Approve action plans	Executive Committee	5/15/2009
Begin planning for long-term objectives (prioritize, assign objective owners, establish timeline for IAPs)	Executive Committee	4/1/2009
Review action plan progress; assign needed resources	Executive Committee	Weekly Executive Committee meetings beginning 7/1/2009
Identify process to make adjustments to strategic objectives, action plans, milestones	Executive Committee	12/2008
Review/update strategic planning and deployment process, and update strategic plan	DEM Leadership	Annually

Milestones to Date

- The Emergency Management Advisory Working Group was established on September 11, 2008.
- The first meeting of the Emergency Management Advisory Working Group was held on October 10, 2008 at the State Logistics Response Center in Orlando, Florida.
- The Division has created Deputy Bureau Chief's within each bureau to groom future leaders of the Division. The deputies will rotate to another bureau once a year. When these positions come open all staff is encouraged to participate in an open/competitive process to fill these positions.
- The Division has had ongoing planning sessions and meetings with federal, state and local stakeholders to develop a Catastrophic Plan. These meetings have been ongoing since 2007.
- The Division is in the process of finalizing a proposal to the Florida Legislature and the Executive Office of the Governor for the 2009 Legislative Session that would align funding, staffing, legislation and rules to meet the specific design of the Division's strategic plan.
- An "Employee of the Month" recognition program has been ongoing since the establishment of the strategic plan.
- A staff person in the Recovery Bureau was awarded a Davis Productivity Award in 2008 for his work that significantly and measurably increased productivity and promoted innovation to improve the delivery of state services and save money for Florida taxpayers and businesses.
- Executive Committee staff developed performance measures in conjunction with the Director and Deputy Director for their yearly performance evaluations.
- Annual performance appraisals were completed for all full-time equivalent employees.
- The Division has demonstrated statistically an improvement in employee diversity.
- The Division has automated several processes including travel and procurement activities which have greatly reduced time spent on those transactional processes.
- The internal budget process has been improved with improved allocation and tracking of budgets for the Director's office and bureau's within the Division.
- The Division published the Annual Shelter Retrofit report in 2008.
- The Division presented specific legislative language for consideration to the Executive Office of the Governor that would establish specific guidelines and standards for emergency managers statewide.
- A pre and post campaign behavioral study will be conducted in 2008 and 2009 for the public education campaign that began in September of 2008 and will conclude in August of 2009. The polling will be conducted by the Mason-Dixon polling service.
- In 2008 the Statewide Disability Coordinator created a Florida specific toolkit to define essential features, accessories and requirements for public shelters and conducted on site inspections and training to educate the shelters on these issues.

- In the Division's responses to wildfires and tropical systems in 2008 to date the following objectives were accomplished:
 - Maintained 24/7 readiness for an all hazards response statewide.
 - Maintained the ability to activate the State Emergency Operations Center to a Level 2 within 30 minutes of formal notification to key stakeholders.
 - Maintained the ability to activate the State Emergency Operations Center to a Level 1 within 30 minutes of formal notifications to key stakeholders.
 - Ensured the State Unified Logistics Section Program and State Logistics Response Center had adequate contracts, commodities and capabilities to activate and begin moving commodities within 6 hours of formal notification of key stakeholders.
 - Maintained the ability to deploy a state Incident Management Team within 2 hours of activation/direction by the SERT Chief.
 - Maintained the ability to deploy Florida National Guard to support security, logistic, intelligence and reconnaissance, and humanitarian missions within 24 hours of activation/direction by the State Coordinating Officer.
 - Ensured mass care services (sheltering, feeding, bulk distribution) were rapidly provided for the population and pets within the affected area.
- Began cross training of recovery staff on individual and public assistance processes.
- The Division of Emergency Management received approval from the Federal Emergency Management Agency (FEMA) for Florida's enhanced mitigation plan. This recognition will increase the amount of funding Florida receives to mitigate disasters in the state. The recent approval of the plan by FEMA increases the percentage of total federal assistance the state receives for mitigation activities from 15 percent to 20 percent. This increased funding will allow more individuals and communities in Florida to mitigate risks from disasters through projects designed to strengthen homes, businesses and communities.