

FLORIDA DIVISION OF EMERGENCY MANAGEMENT



2014 – 2019 STRATEGIC PLAN

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Message from the Director

As the Florida Division of Emergency Management (FDEM) staff began to formulate the strategic goals and objectives outlined in this document, we recognize that we have tremendous challenges and opportunities ahead of us. Our challenges include increasingly frequent and more expensive natural and manmade disasters across the country, a continually growing and changing population in the state of Florida, a constrained budget environment, a high percentage of divisional staff that has not experienced a land-falling hurricane during their tenure, and a shifting set of operating and fiscal parameters at the federal level. While there are challenges to overcome, there are opportunities to set Florida emergency management apart from our counterparts across the country. We have the ability to ensure that our programs are positioned to handle these changes and meet the needs of Floridians while simultaneously improving how we conduct business internally. Over the next couple of months, we will fully align our strategic goals and objectives with those in the yearly business plan. The business plan goals will tie directly into the employee's goals and objectives for the year, ensuring that each employee has a vested interest in the success of the Division.



In April 2013, Division staff met for three days to review and determine the goals and objectives as outlined in this strategic plan. Day one was devoted to an overall review of the state of emergency management in Florida and the United States. A bureau-by-bureau review of current operating environment and the progress made over the last five years. The next two days were spent developing and refining the goals and objectives for the Division for the next five years. Prior to the onsite discussion, members of the State Emergency Response Team were given an opportunity to provide information for the Division staff to consider while writing the goals and objectives.

As you read this, you will note that this strategic plan is much shorter and broader than previous versions. This is purposeful; it allows us to step back and ensure that we are focused on the big picture, but provides enough direction to ensure that our business plan is headed in the right direction. It also ties a thread between each employee and the overall mission of the division. As it is implemented, this brevity and conciseness will allow us to revisit it more frequently as well as allow us to modify or course-correct as necessary. Much of what was in the previous version of the strategic plan that remains unfinished will now be manifested in the Division's annual business plan, as will be any specific recommendations for this strategic plan that were more specific than appropriate for this document. The development of this year's business plan has been done with the strategic plan as its overarching guidance.

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 an established multi-agency partnership, known as the State Emergency Response Team (SERT). These partnerships ensure that the needs of disaster survivors and emergency responders are met at all levels, including local, state, federal, private, and volunteer agencies and organizations.

Chapter 252, Florida Statutes, commonly referred to as the “Statewide Emergency Management Act” authorizes the creation of a state emergency management agency to be known as the "Division of Emergency Management." The statute authorizes the creation of local organizations for emergency management in the political subdivisions of the state and authorizes cooperation with the Federal Government and the governments of other states. The Governor of Florida appoints the Director of the Division of Emergency Management, and serves as an agency head. 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.

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

Vision Statement – One Team, One Mission. (Failure is not an option)

OUR MOTTO – Semper Gumby - Always Flexible

DIRECTOR’S STANDING ORDERS

1. Take care of the needs of survivors.
2. Take care of the needs of responders.
3. When in doubt, re-read number one.

Goals and Objectives

- A. Goal 1:** Identify and analyze threats, risks, and capabilities of the whole community and be prepared to support its emergency management activities.

All emergency management professionals strive to meet this goal. The primary function of emergency management is to identify the needs, to coordinate the appropriate response for all types of emergencies, and to ensure that the plans in place will work in the time of a disaster. The needs and capabilities change constantly. Emergency management personnel must remain vigilant to ensure that efforts are properly aligned with the needs. This goal is to minimize overlaps and to eliminate gaps in the process. Although seemingly broad, many times this goal is one of the more difficult ones to achieve. The DEM team strives to meet this goal through partnerships with the SERT stakeholders. When necessary, plans and processes are reviewed and revised ensure this goal is being met. When appropriate news plans or processes are developed to ensure DEM is striving to meet this goal.

- Objective 1.1** Assess threats, risks, hazards, and their impacts.
- Objective 1.2** Assess capabilities and resources of the whole community.
- Objective 1.3** Identify shortfalls and develop solutions.
- Objective 1.4** Develop and/or update plans and procedures for all phases of emergency management.
- Objective 1.5** Implement and exercise plans and procedures.

- B. Goal 2:** Reduce the impacts of disasters.

Disasters have an impact on Floridians and guests physically, emotionally, and financially. Although the DEM team cannot eliminate all impacts, it is a goal to reduce them where possible. In order to do so it is important to understand the impacts in the current demographic and financial climate. The best way to reduce the impacts is through continued partnerships. Resources will be allocated to reduce impacts in the area with the greatest return and to meet the greatest need. All programs and processes should strive to operate with a minimal amount of administrative overhead. A reduction in administrative costs allows more resources to be directed to survivors and communities.

- Objective 2.1** Identify costs and impacts of disasters.
- Objective 2.2** Research and identify opportunities to minimize costs and impacts of disasters.
- Objective 2.3** Prioritize, implement, and facilitate those opportunities.
- Objective 2.4** Reduce the duration of disasters when and where possible.

C. Goal 3: Enhance emergency management workforce and programs.

A highly-qualified, highly-educated, and highly-trained workforce that communicates well and functions as a team provides the State of Florida with the expertise to respond to, recover from, and mitigate against all types of disasters. In order to improve the organizational structure to provide the highest level of service to the citizens of Florida, it is a goal and priority of the Division to ensure all personnel are trained to handle any type of an emergency situation.

- Objective 3.1** Implement programs as incentives for jurisdictions and emergency management partners to seek EMAP Accreditation. Reduce the barrier and streamline the process for accreditation.
- Objective 3.2** Continue to develop and promote the orientation program and ongoing education process for staff development.
- Objective 3.3** Continue to develop and promote an education program for SERT.
- Objective 3.4** Develop a system for staff coordination and communication. Focus on facilitating cooperation and communication amongst programs with overlapping impacts.
- Objective 3.5** Develop a system for inter-communication and coordination of the whole community.
- Objective 3.6** Analyze and refine the Division's talent management process.

D. Goal 4: Optimize the use of resources and funding.

Governmental emergency management is largely defined by processes and programs. With a reduction in funding and external resources that will be available, emergency management will need to identify ways to enhance plans and processes, while reducing costs. Personnel will be required to focus on the right issues and how apply human and financial resources appropriately to maximize the return of the taxpayer dollars. Opportunities to take advantage of the participation of stakeholder partners (including survivors themselves) will be key in assisting communities as they strive to return to normalcy following a disaster.

- Objective 4.1** Analyze and streamline processes to reduce administrative impact. Establish performance standards for each program and continue to analyze the needs of the customers, clients, and community.
- Objective 4.2** Conduct a whole community analysis and realign programmatic responsibilities where applicable.
- Objective 4.3** Create an environment of transparency for whole community awareness.
- Objective 4.4** Support whole community return to normalcy after a disaster.

E. Goal 5: Promote Florida as a safe place to live, work and play.

Florida is known as a leader in tourism, is a great place to operate a business, and for many people to retire. Florida is highly respected in the emergency management field both within the United States and internationally. The processes and programs that have been outlined in this strategic plan highlight the expertise that ensures Florida is a safe place to live, work and play. Communicating preparedness messaging to businesses, citizens, and visitors reassures people that Florida is prepared to respond to, recover from, and mitigate all types of disasters.

- Objective 5.1** Develop a public education campaign to provide citizens with information to build a family plan to prepare for all types of hazards.
- Objective 5.2** Work with stakeholders to provide information to tourist on the processes and programs in place to protect them in the event of a disaster.
- Objective 5.2** Develop a public education campaign to provide business owners with information on how to prepare for all types of hazards
- Objective 5.3** Work with stakeholders to provide information to business owners exploring the idea to relocate a business to Florida to ensure the decision makers understand that Florida is prepared to respond to all disasters, should they arise



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