



Department Of Emergency Management Business Plan

Fiscal Years: 2023 and 2024
(10/1/2022 through 9/30/2024)

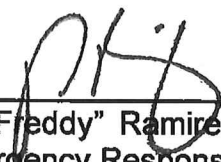


Approved by:


Pete Gomez, Department Director

February 3rd, 2023

Date


Alfredo "Freddy" Ramirez III, Chief of Safety
and Emergency Response

February 8th, 2023

Date

Plan Date: February 3rd, 2023

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DEPARTMENT OVERVIEW

Department Mission

Utilizing an all-hazards approach, the Department of Emergency Management's (DEM) mission is to coordinate Miami-Dade County's preparedness framework of resources and information, during blue-sky day and during times of disaster. The department is structured and aligns with the Federal Emergency Management Agency's (FEMA) five mission areas: prevention, protection, response, recovery, and mitigation, to support our community's needs.

Prevention is the ability to avoid or stop an imminent, threatened, or actual acts of terrorism. Activities include the ongoing enhancement of the County's Comprehensive Emergency Management Plan (CEMP), and other specialized disaster plans that address unique concerns such as terrorism, public health, chemical, biological, radiological, nuclear, and explosive related emergencies. DEM is intimately involved in the Turkey Point Nuclear Power Plant Response Plan. The department maintains Mutual-aid Agreements (MOA) and Memorandums of Understanding (MOU) to ensure resources are available and equitably provided during significant events and disasters. Additionally, DEM conducts ongoing trainings, exercises, and public education programs to ensure responders, volunteers, and the public have the necessary skills to address our community's disaster-related needs.

Protection is the ability to protect our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive. This is accomplished through DEM's involvement in the Southeast Florida Regional Domestic Security Task Force (SERDSTF) and intelligence monitoring and information sharing between the Region-7 Fusion Centers, which includes Miami-Dade County.

Response is the ability to respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident. Activities include the management of programs such as evacuations, sheltering, damage assessment, and commodity distribution. Engagement of partner agencies, interagency cooperation, and the support from a variety of public and private partners allows DEM to accomplish these activities. In the event a disaster threatens or affects the County, the activation of the Emergency Operations Center (EOC) brings county agencies and partners under one roof to optimize coordination and response.

Recovery is the ability to focus on the timely restoration, strengthening and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident. Activities include the coordination of programs, by the department, such as: debris clearance, financial assistance to individuals and governments, restoration of roads, bridges and critical facilities, and sustained mass care for affected populations. To ensure that recovery activities are well coordinated, DEM consistently engages our partner agencies, so that resources are available and equitably deployed in an organized, effective manner.



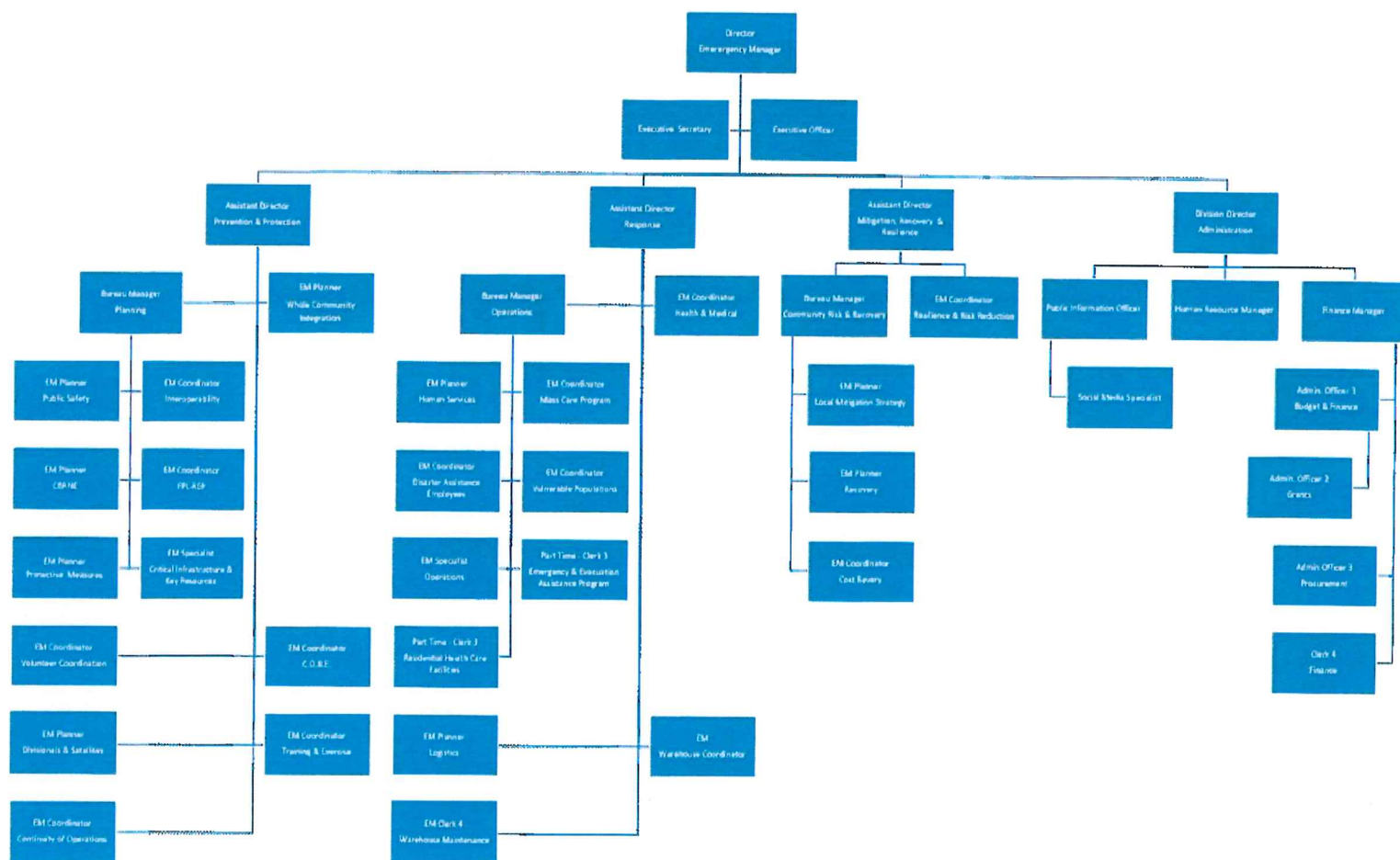
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Mitigation is the ability to reduce the loss of life and property by lessening the impact of future disasters. Activities are coordinated through the management of programs such as the Local Mitigation Strategy (LMS) and Urban Area Security Initiative (UASI), which prioritize and allocate funding from federal and state agencies to those projects that enhance our community's preparedness. The LMS and UASI programs have a tangible impact on the safety and resilience of the County.

DEM's *Whole Community* approach is accomplished by coordinating participation from county departments, the County's 34 municipalities, healthcare providers, businesses, volunteer agencies, non-profits, faith-based organizations, residents, and visitors to accomplish our mission and strive to attain our vision of having a "Disaster Ready Community".

Additionally, the Miami-Dade County Department of Emergency Management is one of 44 local government emergency management agencies, that is fully accredited through the nationally recognized Emergency Management Accreditation Program (EMAP), which is an affiliate of the Council of State Governments.

Table of Organization



Our Customers

DEM serves the approximate 2.8 million residents of Miami-Dade County. This is inclusive of both unincorporated and incorporated areas. In addition, DEM understands its role in meeting the needs of its internal customers by building upon inter-personal and inter-relationship skills, team building, cross-training, and education.

DEM considers its customers' needs and requirements by being mindful of, and strategically aligned with, the County Mayor's Four E's: *equity, engagement, environment, and economy*.

We embrace and engage the whole community as our customer base which includes the residents, visitors, and commuters that live, work, and play in our county. To provide **equitable** services and meet the needs of the whole community; especially vulnerable populations which may require additional assistance - particularly during a disaster; businesses which are the economic engine of the County; governmental agencies (local, state, federal); and faith-based & community organizations that aid, assist, and support during emergencies and disasters.

DEM frequently **engages** our community through public education campaigns, community outreach, Community Emergency Response Team (CERT) trainings, customer surveys, social media engagement, municipal and whole community meetings. Additionally, DEM continuously receives feedback from outreach events and meetings with partners and solicits feedback from customers throughout the year.

DEM works to protect and build a more resilient **environment** through its partnership with local community stakeholders, working to develop and carry out the Local Mitigation Strategy (LMS). To protect Miami-Dade County's environmental and ecological systems, we also aspire to become a more resilient community by addressing environmental concerns that may arise during natural or man-made disasters. Additionally, during disasters, DEM coordinates information and resources surrounding air and water quality monitoring, sustainability, and waste and debris management.

One of DEM's post-disaster, responsibilities, is to support the **economy** by coordinating the delivery of recovery aid through federal Individual Assistance (IA), Small Business Administration (SBA) and Public Assistance (PA) programs. DEM also takes a Whole Community approach in growing and building back a more resilient Miami-Dade County through its partnerships with non-governmental, non-profit, community, faith-based organizations, and local businesses to provide aid to residents and business owners in need of assistance. In addition, the DEM disseminates personal financial and business preparedness materials as well as conducts business preparedness presentations at outreach events throughout the year.

Lastly, DEM aims to be inclusive and diverse in its community and employee interactions. DEM focuses on delivering services to underserved communities and strives to create a work environment where all can flourish and be accepted.



Strategic Alignment, 4E, and Thrive305 Summary

DEM's business plan is in-line with the Mayor's strategic goals initiatives. Listed below, are the department's assigned goals:

PS2 Reductions in Preventable Death, Injury and Property Loss

PS2-2: Improve effectiveness of outreach and response*

PS3 Effective Emergency & Disaster Management

PS3-1: Increase countywide preparedness and community awareness

PS3-2: Ensure recovery after community and countywide disasters and other emergencies

PS3-3: Protect key infrastructure and enhance security in large gathering places

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Public Outreach Events	Engagement	Action 2.1
Training & Exercises	Engagement	Action 2.1
Disaster Shelter Access (General Population, Special Needs, Medical Needs, etc.)	Equity	Action 12.1
Disaster Assistance Employee Training	Equity	Action 12.2
Miami-Dade Alerts System	Engagement	Action 12.1
County Departments with Compliant Continuity of Operations Plans	Economy	Action 1.2

KEY ISSUES

For Fiscal Year (FY) 2023, the Department of Emergency Management has performed a self-evaluation resulting in an analysis which depicts its *strengths, weaknesses, opportunities, and threats*. This analysis, compared with the accomplishments made in FY2022, becomes the driving force for the department's strategic planning and future enhancement needs.

SWOT Analysis

STRENGTHS

- Highly educated, experienced, and diverse Emergency Management (EM) staff that provides guidance & best practices to other communities – nationally and internationally.
- Florida's second accredited county emergency management agency through the Emergency Management Accreditation Program (EMAP).
- Forward leaning and adaptive emergency operations capabilities shared by EM staff and partner agencies.



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WEAKNESSES

- Historical workloads have hindered innovation and cross-training of staff.
- Aging Emergency Operations Center infrastructure and equipment.
- Limited community-wide comprehension of emergency management and its role in preparing and protecting the public.

OPPORTUNITIES

- Restructuring from a Division of Miami-Dade Fire-Rescue (MDFR) to a stand-alone Department of Emergency Management (DEM).
- Increase in staffing will allow DEM to innovate, expand community outreach, and build capacity and resiliency throughout the County.
- Investment in a new Emergency Operations Center (EOC) and emerging technology will improve information sharing, hazard detection, as well as response and recovery capabilities.

THREATS

- Increased frequency and complexity of hazardous events.
- Climate change and sea-level rise impacts on aging critical infrastructure within the County.
- Reduction in budget or grant funding would inhibit the ability to innovate, build capacity, and deliver essential services to the community.

FY2022 Accomplishments

1. DEM received the support of the Mayor and the Board of County Commissioners (BCC) by being named its own county department for FY2023. With this monumental change in the organization, staffing levels were increased by 19 personnel who will be dedicated to disaster planning and coordination, and administrative duties. This show of support will allow DEM to fulfill its mission of ensuring public safety and disaster preparedness as well as help facilitate the efficient completion of the County and State of Florida statutory missions.
2. DEM submitted Miami-Dade County's Comprehensive Emergency Management Plan (CEMP) to the Florida Division of Emergency Management for review and approval. The CEMP was then adopted by the BCC, during the fourth quarter of FY2022.
3. In FY2022, the department procured an asset tracking system for the DEM warehouse that will augment the ability to inventory, track, and deploy resources during times of disasters. This effort will significantly improve deployment of resources to emergency evacuation centers.
4. DEM's success is tied to the commitment of its stakeholders in the planning, training, and exercise process. A prime example of this, is the continued commitment and support of all county departments to the Disaster Assistance Employee (DAE) program through the commitment of resources, staffing, and training. DEM is dedicated to the



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enhancement of training curricula and facilitating their implementation in conjunction with County departments.

5. DEM Planners assisted our local area partners with the review and submission of the Threat and Hazard Identification and Risk Assessment (THIRA) plan. By continuing to bridge identified gaps, outlining enhanced capabilities, and identifying strategies the County solidifies its relationships to all programs, plans, and partners. *Note: DEM must continue to monitor discussions surrounding the reduction of risk priorities and requirements, at the federal level, which could possibly reduce homeland security revenue streams and weaken local protective measures.*
6. DEM worked with multiple county departments to utilize audio/visual and other innovative technology to mitigate against the spread of COVID-19 and ensure the safety of personnel assigned to the County's EOC, while maintaining the continuity of coordination efforts to efficiently fulfill the mission of ensuring the public's safety and the County's ability to address its disaster needs.
7. DEM was successful in enhancing Miami-Dade's evacuation center operations by coordinating the timely opening and deployment of resources and the equitable provision of services to evacuees. This was accomplished with the support from county administration by appropriating funding for shelter operations which allowed DEM to identify a facility to conduct warehouse operations. With this key asset in place, DEM must collaborate with County departments to ensure that assets are appropriately allocated to execute a successful resource deployment strategy.
8. DEM staff verified Miami-Dade County's readiness to respond to cyber threats by conducting a tabletop exercise testing the County Cyber Security Plan, during the fourth quarter of FY2022.
9. DEM's Residential Health Care Facilities (RHCFs) Program has been working with the Information and Technology Department (ITD) to build out a new website to better streamline the review and approval process of the Comprehensive Emergency Management Plans (CEMPs) for the estimated 1200 RHCFs, located within Miami-Dade County. The website will assist facilities in generating a thorough CEMP, thus further ensuring that a facility can meet the needs of its clients and staff throughout all phases of an emergency. DEM staff has been diligently working with RHCF owners and administrators throughout the year to ensure a smooth transition to the new website.

FY2023 Enhancement needs

1. Miami-Dade County and the role of emergency management in public safety has increasingly evolved over the past several years. To meet these expectations, DEM must continue to address increased workloads on its staff and expand its involvement in preparedness, response, mitigation, and resilience capabilities. DEM will require additional personnel to accomplish its all-hazard disaster-related missions.
2. DEM must also expand its whole community resilience by partnering with and investing in its disaster volunteers. This requires the expansion of the Community Emergency



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Response Team (CERT) Program, whereby DEM will coordinate multiple CERT teams that blend into the emergency response network.

3. Miami-Dade County's Emergency Management Program is viewed as one of the premier programs in the country. Its Emergency Operations Center (EOC) must rise to the level of this expectation in its technology needs. DEM would benefit greatly by receiving audio-visual and technology upgrades, which have been postponed and/or neglected in years past. This investment would allow for all county departments, who utilize the EOC, to flourish during and after major disasters.
4. The Department of Emergency Management resides within the Headquarters of Miami-Dade Fire-Rescue. With the approval of additional DEM personnel, the department will require an increase in office space and related functional equipment. DEM facilities have not been updated in over 20 years and require significant refurbishing and remodeling to meet employee service delivery needs.
5. DEM's Emergency & Evacuation Assistance Program (EEAP) has been working with the Information and Technology Department (ITD) to build out its website which will assist vulnerable populations in registering for the evacuation program. In FY2023, the website's capabilities will need to be stress tested to ensure that the County can meet the evacuation needs of its EEAP registrants.

PRIORITY INITIATIVES

Priority initiatives are ranked from highest to lowest and may be completed out of order based on the complexity of the initiative. They are:

1. Enhance countywide disaster response operations by relocating the County's Department of Emergency Management to include its Administrative Offices, the Emergency Operations Center (EOC), and a Continuation of Government (COG) component for the Mayor's Office and County Elected Officials to a Category 5 facility by the end of FY 2023-2024. Award for building design was presented to the BCC in the fourth quarter of FY2022. This initiative also addresses DEM office space and functional needs.
2. DEM will focus on Strategic Planning and evolving its proactive position in the community. This will be accomplished through employee involvement and development, community outreach, public education engagement and participating in resiliency initiatives. Additionally, DEM will focus on filling its position enhancements, training departmental personnel on the "No wrong door" approach to government and evaluating departmental policies and procedures.
3. In conjunction with community partners, perform a gap analysis of DEM's ability to deliver service in each emergency management mission area. In addition, the evaluation will focus on expansion on the County's whole community program's capabilities to meet the need of its underserved communities.



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4. Evaluate the County's ability to respond to incidents at Turkey Point Nuclear Power Plant by successfully conducting a Federal Emergency Management Agency (FEMA) evaluated functional exercise, by the end of the second quarter of FY2023.
5. Increase community responsiveness by expanding the Community Emergency Response Team (CERT) program and provide training to a minimum of 150 new residents by the end of Fiscal Year 2023.
6. Participate in the development of a unified Public Safety All-Hazards Incident Management Team. To be accomplished by the fourth quarter of FY2023.
7. Increase operational effectiveness throughout all phases of an emergency by collaborating with other Miami-Dade County departments and municipalities, including state and federal agencies, to further enhance countywide Unmanned Aircraft Systems (UAS) resources and the County's UAS Work Group. To be completed by third quarter of FY2023.
8. Ensure continuity of operations and overall readiness by reviewing and approving the Continuity of Operations Plans (COOPs) for the County's 28 departments by the third quarter of Fiscal Year 2023.
9. Develop a Closed Point-of-Dispensing (POD) online training which will include the development of a high-quality online video course and pocket guidebook for Miami-Dade County Departments to support disaster response, by the third quarter of FY2023.
10. Continue to strive for operational and professional excellence by completing the Emergency Management Accreditation Program (EMAP) reaccreditation process, by the second quarter of Fiscal Year 2023.

FUTURE OUTLOOK

For the Department of Emergency Management to be successful, over the next three to five years, its attention must be set on understanding what the future of emergency management holds.

The relocation of DEM's administrative offices; the County's EOC and a location for a COG component for the Mayor's Office and County Elected Officials to a Category 5 rated facility will augment DEM and the County's ability to facilitate the coordination of countywide response and recovery efforts. DEM will continue to invest in its most valuable resource, the Disaster Assistance Employee (DAE). DEM, along with HR and ITD, will continue to identify and train EOC Essential Disaster Assistance Employees in evacuation center operations. DEM will continue to procure evacuation center supplies and equipment, maintain a warehouse facility for the storing and disseminating of resources, and coordinate with County departments for seamless deployment of evacuation center supplies.

DEM must also continue to leverage its partnerships with federal, state, and local government agencies while embracing and collaborating with non-governmental organizations, to meet its mission. The various types of incidents to which Miami-Dade County is exposed places an



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emphasis on DEM's inherent ability to facilitate interagency and multidisciplinary collaboration through a whole community approach.

Increased investment in the modernization and implementation of innovative practices and technologies in DEM offices and the EOC will enhance information sharing, hazard detection, and response and recovery capabilities.

DEM's personnel increase will lead to expanding our public education and community outreach programs, which will enhance resiliency throughout our County and build capacity for disaster recovery.

In closing, all disasters are unpredictable, preparing for them should be routine. DEM's focus must be on innovation within the industry and supporting the emergency management mission areas. These actions will prove to be of value for the organization, the residents, business owners, and the tourism industry of Miami-Dade County.



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ATTACHMENT 1 – BUSINESS PLAN REPORT

Business Plan Report Department of Emergency Management (2023) DEM											
Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	OEM Planning Bureau (multiple objectives)	PS3: Effective emergency and disaster management	PS3-2: Ensure recovery after community and countywide disasters and other emergencies	EOC activations (#)	2021 2020 FY	8 100		n/a n/a	n/a n/a	n/a n/a	n/a n/a
				Branch & Section specific trainings	21 FQ3	10	n/a	n/a	n/a	n/a	
				County Departments with Consistent COOPs (%) (RFRQ)	May 22	48%	n/a	100%	100%	100%	
				Volume CEMP IV Updates	2022 FY	75	n/a	n/a	n/a	n/a	
				Volume III CEMP Support Annex Updates	21 FQ3	100.00	n/a	n/a	n/a	n/a	
				Volume II CEMP updates	21 FQ4	100	n/a	n/a	n/a	n/a	
				Number of Advisory Committee Meetings	22 FQ1	11	5	n/a	n/a	n/a	
				EOC activations (#)	2021 FY	8 100	n/a n/a	n/a n/a	n/a n/a	n/a n/a	
				Branch & Section specific trainings	21 FQ3	10	n/a	n/a	n/a	n/a	
				County Departments with Consistent COOPs (%) (RFRQ)	May 22	48%	n/a	100%	100%	100%	
				Volume CEMP IV Updates	2022 FY	75	n/a	n/a	n/a	n/a	
				Volume III CEMP Support Annex Updates	21 FQ3	100.00	n/a	n/a	n/a	n/a	
				Volume II CEMP updates	21 FQ4	100	n/a	n/a	n/a	n/a	
				Number of Advisory Committee Meetings	22 FQ1	11	5	n/a	n/a	n/a	
OEM Operations Bureau (multiple objectives)	PS3: Effective emergency and disaster management	PS3-2: Ensure recovery after community and countywide disasters and other emergencies	PS3-2: Ensure recovery after community and countywide disasters and other emergencies	Public outreach events (#) (RFRQ)	21 FQ4	9	8	30	30	30	30
				Outreach Program attendees (#) (RFRQ)	21 FQ4	728	2,500	n/a	n/a	n/a	n/a
				Miami-Dade Alerts System - subscribers (#) (RFRQ)	22 FQ2	58,550	n/a	7,500	7,500	7,500	7,500
				Shelters - Pet Friendly Evacuation Centers (PFEC) Shelters - Non-FEC	2021 FY	5 10	2 10	n/a n/a	n/a n/a	n/a n/a	n/a n/a
				Emergency Evacuation Assistance Program registrants (#) (RFRQ)	22 FQ4	3,526	n/a	n/a	n/a	n/a	n/a
				Exercises (#)	22 FQ4	2	n/a	n/a	n/a	n/a	n/a
				Total number of plans reviewed for medical facilities	21 FQ4	107	108	1,296	1,296	1,296	1,296
				Branch & Section specific trainings	21 FQ3	10	n/a	n/a	n/a	n/a	n/a
				Community Emergency Response Team new members trained (#) (RFRQ)	22 FQ2	16	37	148	148	148	148
				Shelters Spaces - MEC (Special Needs) (RFRQ)	2021 FY	3,000	n/a	n/a	n/a	n/a	n/a
				Shelter Spaces - EC (General Population #) (RFRQ)	2021 FY	124,218	n/a	n/a	n/a	n/a	n/a
				Number of RHCF Administrators Trained	21 FQ1	0	20	80	80	80	80
				Revenue from Residential Health Care Facilities (RHCF) Comprehensive Emergency Management Plan (CEMP) Review Fee	22 FQ4	50,568	28,000	112,000	112,000	112,000	112,000
				Disaster Assistance Employees (DAEs) assigned to Evacuation Centers (EC) Trained	22 FQ4	2,209	n/a	n/a	n/a	n/a	n/a

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR Flag	Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	OEM Operations Bureau (multiple objectives)	PS3: Effective emergency and disaster management	PS3-2: Ensure recovery after community and countywide disasters and other emergencies	Total number of plans reviewed for medical facilities	21 FQ4	107	108	1,296	1,296	1,296	1,296
				Branch & Section specific trainings	21 FQ3	10	n/a	n/a	n/a	n/a	n/a
				Community Emergency Response Team new members trained (#) (RFRQ)	22 FQ2	16	37	148	148	148	148
				Shelters Spaces - MEC (Special Needs) (RFRQ)	2021 FY	3,000	n/a	n/a	n/a	n/a	n/a
				Shelter Spaces - EC (General Population #) (RFRQ)	2021 FY	124,218	n/a	n/a	n/a	n/a	n/a
				Number of RHCF Administrators Trained	21 FQ1	0	20	80	80	80	80
				Revenue from Residential Health Care Facilities (RHCF) Comprehensive Emergency Management Plan (CEMP) Review Fee	22 FQ4	50,568	28,000	112,000	112,000	112,000	112,000
				Disaster Assistance Employees (DAEs) assigned to Evacuation Centers (EC) Trained	22 FQ4	2,209	n/a	n/a	n/a	n/a	n/a
				Disaster Assistance Employees (DAEs) assigned to Points of Distribution (PODs) Trained	21 FQ4	188	n/a	n/a	n/a	n/a	n/a
				Assembly Evacuation Center Kits for Deployment	21 FQ4	100	n/a	n/a	n/a	n/a	n/a
				Public outreach events (#) (RFRQ)	21 FQ4	9	8	30	30	30	30
				Outreach Program attendees (#) (RFRQ)	21 FQ4	728	2,500	n/a	n/a	n/a	n/a
				Miami-Dade Alerts System - subscribers (#) (RFRQ)	22 FQ2	58,550	n/a	7,500	7,500	7,500	7,500
				Shelters - Pet Friendly Evacuation Centers (PFEC) Shelters - Non-FEC	2021 FY	5 10	2 10	n/a n/a	n/a n/a	n/a n/a	n/a n/a
				Emergency Evacuation Assistance Program registrants (#) (RFRQ)	22 FQ4	3,526	n/a	n/a	n/a	n/a	n/a
				Exercises (#)	22 FQ4	2	n/a	n/a	n/a	n/a	n/a
				Total number of plans reviewed for medical facilities	21 FQ4	107	108	1,296	1,296	1,296	1,296
				Branch & Section specific trainings	21 FQ3	10	n/a	n/a	n/a	n/a	n/a
				Community Emergency Response Team new members trained (#) (RFRQ)	22 FQ2	16	37	148	148	148	148
				Shelters Spaces - MEC (Special Needs) (RFRQ)	2021 FY	3,000	n/a	n/a	n/a	n/a	n/a
				Shelter Spaces - EC (General Population #) (RFRQ)	2021 FY	124,218	n/a	n/a	n/a	n/a	n/a
				Number of RHCF Administrators Trained	21 FQ1	0	20	80	80	80	80



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ATTACHMENT 1 – BUSINESS PLAN REPORT (continued)

Perspective - Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Details	As of	VR	Flag	Actual	Target	FY2022-23 Annualized Target	FY2023-24 Annualized Target
Customer	OEM Operations Bureau (multiple objectives)	PS-1 Effective emergency and disaster management	PS-1.1 Increase community preparedness and continuity of operations	Administrators Trained Revenue from Residential Health Care Facilities (RHCF) Comprehensive Emergency Management Plan (CEMP) Review Form	FQ1 '22 FQ4			50,958	28,000	112,000	112,000
			Disaster Assistance Employees (DAEs) assigned to Evacuation Centers (EC) Trained		'22 FQ4			2,209	n/a	n/a	n/a
			Disaster Assistance Employees (DAEs) assigned to Points of Distribution (PODs) Trained		'21 FQ4			186	n/a	n/a	n/a
			Assemble Evacuation Center Kits for Deployment		'21 FQ4			100	n/a	n/a	n/a

Key: - Initiative - Featured Objective

Initiatives										
Objective Name	Initiative	As Of	Status	Budget	Timing	Quality	Risk	Scope	Owners	
OEM Operations Bureau (multiple objectives)	Complete Evacuation Center Resource Mobilization Operations Guide by Q3 of FY20-21.	12/16/2021	Complete						Fernandez, Alejandro (OEM); Gomez, Pete (OEM)	
OEM Planning Bureau (multiple objectives)	Develop a local working group to provide greater input into Operation Vigilant Sentry Plan (federal mass migration response plan)	2/23/2021	In Progress						Fernandez, Alejandro (OEM); Gomez, Pete (OEM)	
	Complete the Emergency Management Accreditation Program (EMAP) reaccreditation process	2/4/2022	In Progress						Fernandez, Alejandro (OEM); Gomez, Pete (OEM)	
	Conduct FEMA Evaluated Functional Exercise by end of 2nd Quarter FY 2020-2021	12/16/2021	Complete						Borlisa, Niel (MDFR); Semano, Nixsa (MDFR)	

