



Department of Emergency Management Business Plan

Fiscal Years: 2024 and 2025*
(10/1/2023 through 9/30/2025)

Approved by:

A blue ink signature of Pete J. Gomez.

Pete J. Gomez, Department Director

A blue ink signature of JD Patterson.

JD Patterson, Chief of Preparedness & Forensics

07/11/2024

Date

7/15/24

Date

Plan Date: July 15, 2024

TABLE OF CONTENTS

DEPARTMENT OVERVIEW	Page 2
Departmental Mission	
Table of Organization	
Our Customers	
Strategic Alignment, 4E, and Thrive305 Summary	
KEY ISSUES	Page 9
PRIORITY INITIATIVES	Page 11
FUTURE OUTLOOK	Page 13
ATTACHMENT 1	Page 15
BUSINESS PLAN REPORT	



DEPARTMENT OVERVIEW

Department Mission

The Department of Emergency Management (DEM) cultivates a culture of whole community preparedness and resiliency through strategic partnerships and by implementing comprehensive prevention, protection, planning, training, exercising, education, technology, and mitigation efforts, while also maintaining coordinated response and recovery management.

The Department manages the County's Emergency Operations Center (EOC), which develops, and coordinates emergency response and recovery plans, supports key decisions and operations to maximize the use of available resources within Miami-Dade County. Through a "whole community" approach, DEM collaborates with federal and state agencies, county departments, local municipalities, and non-governmental organizations such as, the private sector, faith-based communities, and not-for-profit organizations, to accomplish its mission.

The Department's organizational structure includes four (4) distinct Divisions, each playing a crucial role in safeguarding Miami-Dade County through a comprehensive approach to emergency management:

Prevention and Protection Division

Provides a continuity of operations program to ensure critical County services; and plans for specialized emergencies and coordinates inter-agency agreements.

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), Continuity of Operations Plan (COOP), and the Continuity of Government Plan (COG), and other specialized disaster plans that address unique concerns such as terrorism, public health, chemical, biological, radiological, nuclear, and explosive related emergencies. The Prevention and Protection Division 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, Prevention and Protection 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 Division

Coordinates pre-disaster readiness, evacuations, shelters, and recovery operations.

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 allowing the Response Division 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. In addition, Response oversees the countywide Emergency Operations Center (EOC), Critical Infrastructure, Health and Human Services Public Safety, disaster assistance employees, vulnerable populations, mass care, countywide municipal coordination, and debris removal recovery operations and redevelopment.

Mitigation, Recovery and Resilience Division

Maintains the Local Mitigation Strategy (LMS), Threats Hazards Incident Regulation Area (THIRA), and aids in county and community economic recovery and disaster assistance.

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.

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/critical infrastructure/facilities, and sustained mass care for affected populations. To ensure that recovery activities are well coordinated, the Mitigations, Recovery and Resilience Division consistently engages our partner agencies and other county departments, so that resources are available and equitably deployed in an organized, effective manner.

Resilience enhances the effectiveness of emergency management functions by strengthening preparedness, improving response capabilities, promoting sustainable recovery, reducing vulnerability, and fostering adaptive capacity in the face of uncertainty and environmental changes.



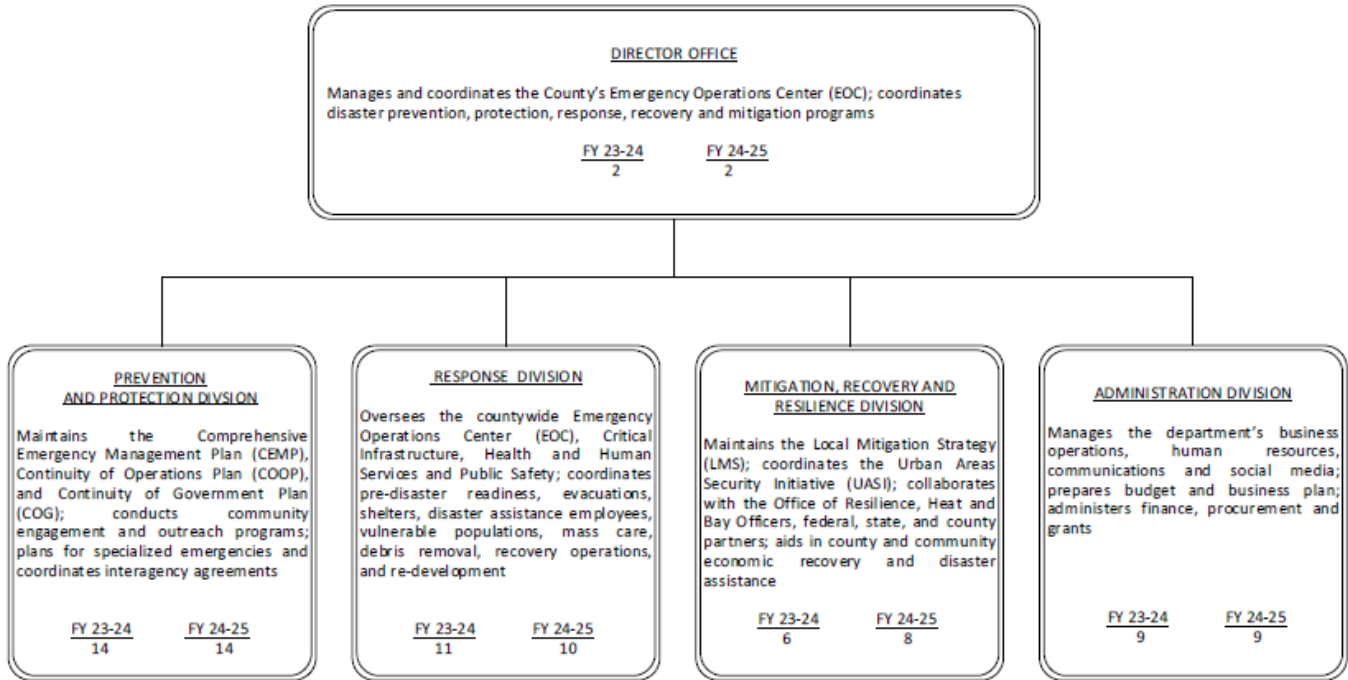
Departmental Business Plan and Outlook
Department of Emergency Management
FY2024-25 & FY2025-26

The **Administration Division** manages the department's business operations, human resources, communication, and social media. Additionally, prepares operating budget and develops the Annual Business Plan, manages finance, procurement, and grant programs. Also, responsible for recruitment and retention, payroll, travel, and employee assistance. Lastly, creates community engagement and information content and monitors social media and crisis communications.

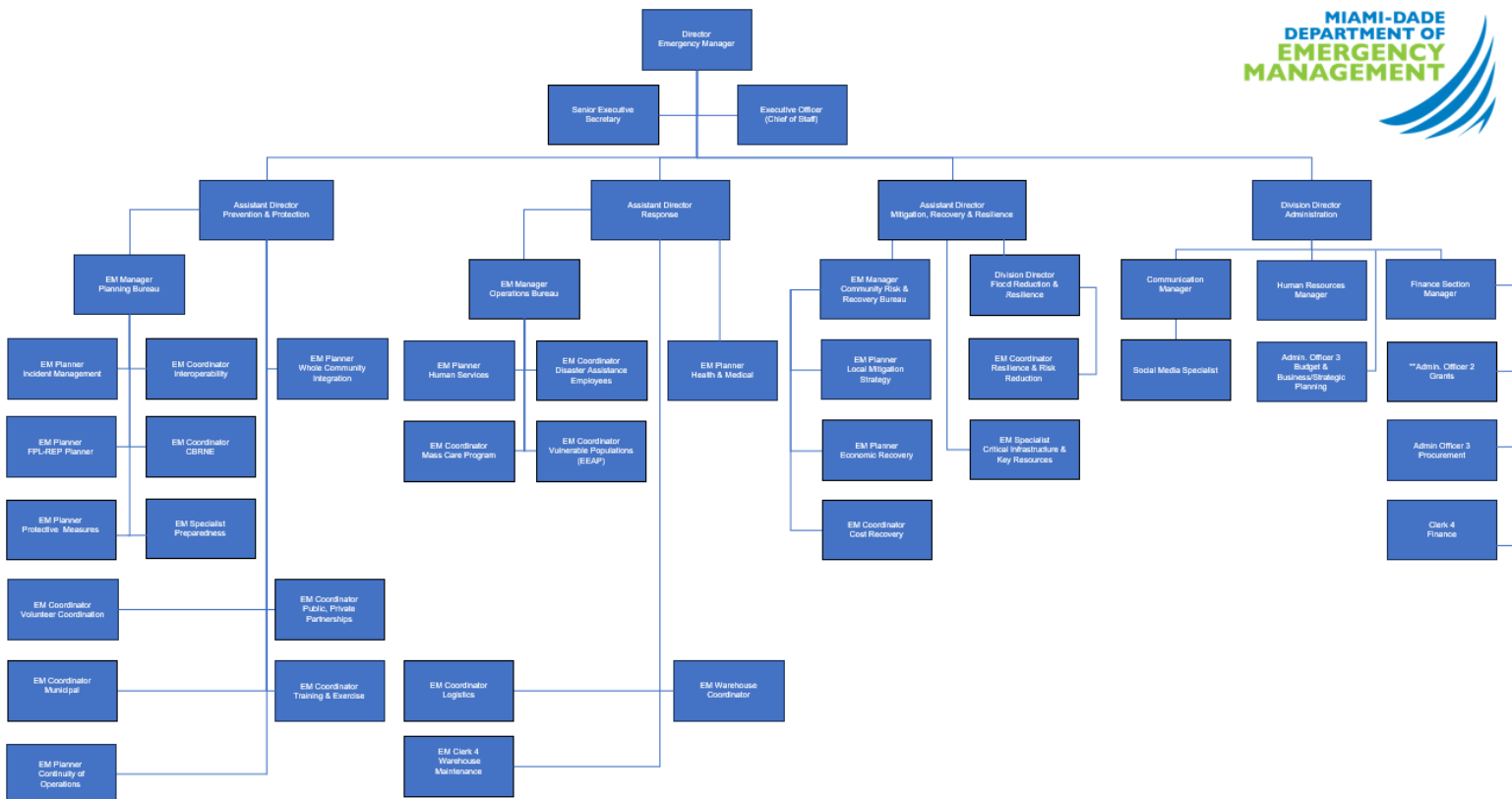


**Departmental Business Plan and Outlook
Department of Emergency Management
FY2024-25 & FY2025-26**

Table of Organization



The FY 2024-25 total number of full-time equivalent positions is 43



Our Customers

The Department of Emergency Management (DEM) serves approximately 2.8 million residents, inclusive of unincorporated and incorporated areas. DEM responsibilities under the Public Safety and General Government strategic areas include domestic preparedness; life-safety; emergency evacuation assistance; and coordination of health and medical needs arising from natural, technological, and human-generated disasters. The Threat and Hazard Identification and Risk Assessment (THIRA) plan assesses the impacts of 41 catastrophic threats and hazard and establishes capability targets to manage them. Incidents such as chemical, biological, radiological, nuclear, explosive emergencies, and cyber-attacks require sound preparation and preventative measures. Extreme conditions such as hurricanes, tornados, flooding, heat, and cold weather emergencies demonstrate the need for mitigation, resilience, and coordinated response efforts. To mitigate these events, DEM maintains and implements Miami-Dade County's Comprehensive Emergency Management Plan (CEMP), Continuity of Operations plans (COOP), Continuity of Government (COG) and the Local Mitigation Strategy (LMS) in compliance with federal, state, and local requirements. DEM also engages with the community to assist in disaster response and recovery by conducting community outreach programs, coordinating disaster volunteers, and managing the Community Emergency Response Team (CERT) and Citizens Corps. In addition, DEM maintains its readiness through various trainings, workshops, tabletop, and exercise programs which are utilized to evaluate all aspects of the emergency management system. This includes simulated activations of the Emergency Operations Center (EOC) to ensure its readiness.

The Department is also charged with intelligence and information gathering from key stakeholders to collaborate with MDC departments through intergovernmental agency collaboration to deliver accurate and effective messaging to the citizens of Miami-Dade County. DEM participates in the Regional Domestic Securities Task Force (RDSTF), Urban Area Work Group (UAWG) and receives intelligence from Homeland Security, Fusion Centers, and the National Weather Service. Public information is accomplished through press releases, social media, reverse 911, and communications platforms such as Wireless Emergency Alerts (WEA) and the Integrated Public Alert System (IPAWS). To meet its mission objectives and monitor key performance indicators, the Department of Emergency Management requires sound plans, governmental and non-governmental partnerships, community engagement, readiness initiatives, and reliable information sharing.

DEM's responsibilities include domestic preparedness, life-safety, emergency evacuation assistance, and coordination of health and medical needs arising from natural, technological, and human-generated disasters. Incidents such as chemical, biological, radiological, nuclear, explosive emergencies, and cyber-attacks require sound preparation and preventative measures. Extreme conditions such as hurricanes, tornados, flooding, heat, and cold weather emergencies demonstrate the need for mitigation, resilience, and coordinated response efforts.

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



Departmental Business Plan and Outlook
Department of Emergency Management
FY2024-25 & FY2025-26

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 Organized to Respond in Emergencies (CORE), 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

- PS2 Prevention of avoidable death, injury and property loss**
PS2-2 Improve effectiveness of public safety response, outreach and prevention services.

- PS3 Effective Emergency and Disaster Management**
PS3-1 Increase countywide preparedness and community awareness.
PS3-2 Ensure recovery after community and countywide disasters and other emergencies.

- GG2 Excellent, engaged, and resilient County workforce**
GG2-1 Attract and hire new talent to support operations.

- GG4 Effective leadership and management practices**
GG4-1 Provide sound financial and risk management.
GG4-4 Lead community sustainability efforts and climate change mitigation and adaptation strategies.

Selected Measure Name	4E (Environment, Equity, Economy, or Engagement)	Thrive 305 Priority or Action
Number of Public Outreach Events (Readiness, Pre-disaster Readiness, Evacuations, Shelters, and Recovery Operations)	Economy	Action 2.1, 7.5, 11.1
Number of Emergency Management Training & Exercises (Readiness, Pre-disaster Readiness, Evacuations, Shelters, and Recovery Operations)	Engagement	Action 2.1, 7.5, 11.1
Number of Disaster Shelters (General Population, Special Needs, Medical Needs, etc.)	Equity	Action 12.1
Number of Miami-Dade County Disaster Assistance Employee Trainings	Equity	Action 12.2
Number of Miami-Dade Alerts	Engagement	Action 12.1
Number of Miami-Dade County Departments Compliant Continuity of Operations Plans	Economy	Action 1.2
Number of Local Mitigation Strategy Meetings	Engagement	Action 2.1, 7.5, 11.1
Number of plans reviewed for medical facilities	Equity	Action 1.2, 11.2
Number of Emergency Evacuation Assistance Program registrants	Equity	Action 12.1
Number of emergency shelter spaces available	Equity	Action 12.1
Number of emergency shelter spaces available for special needs	Equity	Action 12.1
Number of new Community Emergency Response Team (CERT) members trained	Engagement	Action 2.1, 11.1



KEY ISSUES

For Fiscal Year (FY) 2024, 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 FY2024, becomes the driving force for the department's strategic planning and future enhancement needs.

The Department of Emergency Management exhibits **strengths** in comprehensive planning, active community engagement, readiness initiatives, intelligence collaboration, and diverse communications. Historically, **weaknesses** are identified due to increased workloads hindering innovation and cross-training staff. Also, vulnerabilities to technology; Emergency Operations Center infrastructure; equipment; and limited community-wide comprehension of emergency management and its role in preparing and protecting the public; and adapting to legislative changes. **Opportunities** lie in embracing technology, fostering partnerships, enhancing public awareness, and addressing climate change impacts. **Threats** include escalating extreme weather events, cybersecurity risks, changes in State legislation, future constitutional changes, and economic uncertainties impacting funding.

In the past year, the Department of Emergency Management achieved major milestones by becoming a new standalone Department as well as restructuring to include four (4) dedicated Division's: Prevention and Protection; Response; Mitigation, Recovery & Resilience; and Administration, marking a comprehensive approach to emergency management. In addition, the Department not only streamlined existing processes but also enhanced the "whole communities" approach to resilience and emergency prevention, response, mitigation, and recovery efforts. This condensed overview of accomplishments below guides strategic planning for DEM's comprehensive approach to emergency management.

FY2024 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. During FY2024, DEM has filled 10 of the 19 vacancies. 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. Enhanced the 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. Additionally, the initial refurbishing and remodeling phase of the administrative office's located at Miami-Dade County Fire Rescue Headquarters has been completed.



Departmental Business Plan and Outlook
Department of Emergency Management
FY2024-25 & FY2025-26

3. Developed a Flood Response Plan to improve and standardize key operational aspects of preparing for, responding, and recovering from floods for our whole community, inclusive of partners identified by DEM, including municipal partners. This plan covers the processes, systems, roles, and responsibilities of agencies preparing, responding, and recovering from floods in Miami-Dade County.
4. In FY2024, DEM's Emergency & Evacuation Assistance Program (EEAP) website has been developed to assist vulnerable populations in registering for the evacuation program. The website's capabilities were tested to ensure that the County can meet the evacuation needs of its EEAP registrants.
5. The department procured an asset tracking system for the DEM warehouse that has augmented the ability to inventory, track, and deploy resources during times of disasters. This effort has significantly improved deployment of resources to emergency evacuation centers.
6. 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 enhancement of training curricula and facilitating their implementation in conjunction with County departments.
7. DEM staff verified Miami-Dade County's readiness to respond to cyber security threats by conducting a tabletop exercise testing the County Cyber Security Plan.
8. DEM's Residential Health Care Facilities (RHCFs) Program and the Information and Technology Department (ITD) developed 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 assists 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 training RHCF owners and administrators throughout the year to ensure a smooth transition to the new website.
9. Developed and launched together with Miami Dade Communication and Customer Experience Department (CCED) a mobile application. The ReadyMDC mobile application allows Miami-Dade residents and visitors to receive the latest information before, during and after a hurricane strike, including: How to prepare for a hurricane; Areas that are in danger of storm surge; Evacuation center locations; and the ability for residents and visitors to participate in the 2024 Hurricane Readiness Guide Reader Survey.
10. Conducted several customer satisfaction surveys together with the Office of the Mayor's Communication team to ensure the various customer needs and requirements are being addressed before, during and after a significant weather event.



11. Increased 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.
12. Evaluated the County's ability to respond to incidents at Turkey Point Nuclear Power Plant by successfully conducting two (2) Federal Emergency Management Agency (FEMA) evaluated functional exercises.
13. Ensured continuity of operations and overall readiness by reviewing and approving the Continuity of Operations Plans (COOPs) for County departments.
14. Developed a Closed Point-of-Dispensing (POD) online training which includes the development of a high-quality online video course and pocket guidebook for Miami-Dade County Departments to support disaster response.

PRIORITY INITIATIVES

In the upcoming fiscal year, the Department of Emergency Management (DEM) will prioritize key initiatives aligned with its core mission and the identified key issues. These priority initiatives are relevant in each of the four (4) distinct divisions:

1. Equity in Preparedness: Launching a program to ensure equity considerations are integrated into all aspects of emergency preparedness, addressing diverse community needs, and fostering inclusivity. The Department plans to continue to enhance targeted community outreach programs, emergency management communications, educational and informational training sessions, and assessing the accessibility of emergency management resources for diverse populations. Specifically, coordinating disaster volunteers, and managing the Community Emergency Response Team (CERT) and Citizens Corps.
 - 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.
 - 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 Response Team (CERT) Program, whereby DEM will coordinate multiple CERT teams that blend into the emergency response network.
 - Increase in staffing will allow DEM to innovate and build 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 2025.



- Continue to strive for operational and professional excellence by completing the Emergency Management Accreditation Program (EMAP) reaccreditation process.
 - With the approval of additional personnel, DEM will establish a dedicated watch office staffed round-the clock, by Duty Officer(s), to ensure continuous monitoring of potential hazards, incidents, or emergencies. This capability allows for early detection and prompt response before, during and after an emergency.
2. Technological Resilience Upgrade: Implementing a comprehensive technology upgrade to enhance communication platforms and cybersecurity measures, ensuring reliability during emergencies, and mitigating potential threats. The Department plans to upgrade the communication infrastructure and implementing training programs for Disaster Assistance Employees (DAE) to enhance technological preparedness.
- 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.
 - 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 within Headquarters and the warehouse location facility. DEM facilities have not been updated in over 20 years and require significant refurbishing and remodeling to meet employee service delivery needs.
3. Community Resilience Enhancement: Strengthening community engagement strategies to optimize disaster response and recovery efforts, emphasizing a “whole communities” approach and aligning with the Mayor’s 4 E’s (Economy, Engagement, Equity and Environment).
- 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 FY2024, the website's capabilities will need to be stress tested to ensure that the County can meet the evacuation needs of its EEAP registrants.
 - Participate in the development of a unified Public Safety All-Hazards Incident Management Team. To be accomplished by the fourth quarter of FY2025.
 - Update the Threat and Hazard Identification and Risk Assessment (THIRA) plan assessing the impacts of 41 catastrophic threats and hazards by establishing capability targets to manage them.



4. Legislative Compliance Framework: Developing a framework to proactively monitor and adapt to legislative changes efficiently, ensuring continuous compliance with evolving requirements.
5. Climate Change Preparedness Initiative: Proactively addressing climate change impacts within emergency planning, integrating, mitigation and resilience efforts, and collaborating with County departments to review the Miami-Dade County Flood Response Plan. This initiative emphasizes coordinated efforts to enhance preparedness for extreme weather events, particularly large rainfall weather events. Additionally, through a “whole communities” approach to educate and train on preparedness, response, and recovery this collaboration will ensure Miami-Dade County’s readiness to mitigate the 2025 rain season and enhance preparedness for extreme weather events.
 - Increase capacity to support county-wide cost recovery from major disasters and emergencies through collaboration with other Miami-Dade County departments, municipalities, homeowners, and private sector partners.
 - Strengthen and enhance resilience and mitigation efforts with other Miami-Dade County departments by integrating existing plans resilience and mitigation to ensure a streamlined approach focused on long-term community resilience.
 - The Local Mitigation Strategy (LMS) plan identifies natural hazards affecting Miami-Dade County, assesses risks and vulnerabilities, identifies actions to reduce losses from those hazards, and establishes a coordinated process to implement the plan using a wide range of public and private investments. A complete local, state and federal review of this plan is conducted over a five-year cycle, and the current LMS Plan must be approved pending adoption by the Florida Division of Emergency Management (FDEM) and the Federal Emergency Management Agency (FEMA) by September 15, 2025.

These initiatives directly address key issues in each of the four (4) dedicated Divisions, fostering the overall department’s core mission of ensuring public safety and effective response to natural, technological, and human-generated disasters in the Miami-Dade County area.

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.

Significant factors impacting the Department of Emergency Management (DEM) operations include the development of the Integrated Command and Communications Center awarded in 2023. The transition of the current Emergency Operations Center (EOC), to the County Lightspeed Facility has a potential impact on operations such as, the successful integration of the new center, training of personnel, and ensuring smooth coordination between the primary and back-up facilities. The construction of this facility, connected to the County Lightspeed Facility by a pedestrian footbridge, is anticipated to enhance operational efficiency. Integration with the Lightspeed Facility, housing critical services like 911 and 311 operators, the County



**Departmental Business Plan and Outlook
Department of Emergency Management
FY2024-25 & FY2025-26**

Real-Time Crime Center, and various communication systems will facilitate seamless collaboration and information sharing.

Additionally, DEM continues to 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. The department continues to focus on training departmental personnel and evaluating departmental policies and procedures. Furthermore, DEM will continue to invest in its most valuable resource, the Disaster Assistance Employee (DAE). DEM, together with Miami-Dade Human Resources and the Information Technology Departments, will continue to identify and train EOC Essential Disaster Assistance Employees in evacuation center operations. And DEM will continue to procure evacuation center supplies and equipment; maintain a warehouse facility for the storing and disseminating of resources; and coordinate with other County departments for a 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 Miami-Dade County are exposed too places emphasis on DEM's inherent ability to facilitate interagency and multidisciplinary collaboration through a whole community approach. The personnel enhancements will also lead to expanding our public education and community outreach programs, which will enhance resiliency throughout our County and build capacity for disaster recovery. Lastly, the department plans to develop and establish the appropriate measures to effectively communicate with the newly established Constitutional Offices to ensure all areas of emergency management are addressed before, during and after a disaster.

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.



**Departmental Business Plan and Outlook
Department of Emergency Management
FY2024-25 & FY2025-26**

ATTACHMENT 1

BUSINESS PLAN REPORT

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2023-24 Annualized Target	FY2024-25 Annualized Target				
Customer	Ensure Countywide pre-disaster readiness, evacuations, shelters, and recovery operations for Miami-Dade County	PS3: Effective emergency and disaster management	PS3-1: Increase countywide preparedness and community awareness	Assemble Evacuation Center Kits for Deployment (#)	'24 FQ2		50	50	50	n/a				
				Disaster Assistance Employees (DAEs) assigned to Points of Distribution (PODs) Trained (#)	'24 FQ2		37	n/a	198	n/a				
				EOC activations (#)	2023		2	n/a	n/a	n/a				
				Exercises (#)	'24 FQ2		3	n/a	n/a	n/a				
				Number of Emergency Evacuation Assistance Program Registrants	'24 FQ2		3,547	3,100	3,100	n/a				
				Number of Plans reviewed for medical facilities	Apr '24		108	108	1,296	1,296				
				Number of RHCF Administrators Trained (#)	'24 FQ1		10	20	80	80				
				Number of emergency shelter spaces available (General Population #)	2023 FY		124,218	123,000	123,000	n/a				
				Number of emergency shelter spaces available for special needs	2023 FY		1,500	1,500	1,500	1,500				
				Shelters - Non-School (#)	2023		10	10	n/a	n/a				
	Ensure effective and efficient business operations in finance, human resources, budget, communications and social media.	GG2: Excellent, engaged and resilient workforce	GG2-1: Attract and hire new talent to support operations	Number of New Hires (#)	'24 FQ2		0	n/a	n/a	n/a				
				Number of Travel Requests (#)	'24 FQ2		11	5	10	n/a				
				Number of Tuition Reimbursements (#)	'24 FQ2		2	n/a	n/a	n/a				
				Percentage of Invoices Paid (%)	'24 FQ2		100%	95%	95%	95%				
				Revenue Collected for Residential Health Care Facilities (RHCF) and Comprehensive Emergency Management Plan (CEMP) Review (\$)	'24 FQ2		14,375	28,000	112,000	112,000				
				GG2-2: Promote employee development and leadership	Number of New Hires (#)	'24 FQ2		0	n/a	n/a	n/a			
					Number of Travel Requests (#)	'24 FQ2		11	5	10	n/a			
					Number of Tuition Reimbursements (#)	'24 FQ2		2	n/a	n/a	n/a			
					Percentage of Invoices Paid (%)	'24 FQ2		100%	95%	95%	95%			
					Revenue Collected for Residential Health Care Facilities (RHCF) and Comprehensive Emergency Management Plan (CEMP) Review (\$)	'24 FQ2		14,375	28,000	112,000	112,000			
		GG4: Effective leadership and management practices	Number of New Hires (#)		'24 FQ2		0	n/a	n/a	n/a				
			Number of Travel Requests (#)	'24 FQ2		11	5	10	n/a					
			Number of Tuition Reimbursements (#)	'24 FQ2		2	n/a	n/a	n/a					
			Percentage of Invoices Paid (%)	'24 FQ2		100%	95%	95%	95%					
		Provide aids in county and community economic recovery and disaster assistance by coordinating mitigation activities, such as Urban Area Security Initiative and the Local Mitigation Strategy to minimize the impact natural disasters have on communities.	PS3: Effective emergency and disaster management	PS3-2: Ensure recovery after community and countywide disasters and other emergencies	Number of Local Mitigation Strategy Meetings	'24 FQ2		1	1	4	n/a			
					Public outreach events (#)	'24 FQ2		23	25	100	100			
					Provide continuity of operations program to ensure critical County services; and emergency management plans for specialized emergencies and coordinates inter-agency agreements.	PS3: Effective emergency and disaster management	PS3-1: Increase countywide preparedness and community awareness	CEMP required criteria met upon annual review, primarily Vol I (%)	2023 FY		100	100	100	n/a
								Number of Advisory Committee Meetings (#)	'24 FQ2		13	5	n/a	n/a
	Number of conducted Customer Satisfaction Surveys							'24 FH1		1	1	2	n/a	
	Number of new Community Emergency Response Team (CERT) members trained							'24 FQ2		0	37	148	148	
	Number of subscribers to the Miami-Dade County Alerts System							'24 FQ2		1,139,059	900,000	900,000	900,000	
	Percentage of County departments with compliant Continuity of Operations Plans (COOP)							Dec '23		100.00%	100.00%	100.00%	100.00%	
Public outreach events (#)	'24 FQ2								23	25	100	100		
Volume CEMP IV Updates (#)	2023 FY								5	3	3	n/a		
Volume II CEMP Updates (#)	'23 FQ4		1	1				n/a	n/a					
Volume III CEMP Support Annex Updates (#)	'24 FQ1		0	0				0	n/a					
Financial	Meet Budget Targets (DEM)	Expenditure: Total (DEM)	'23 FQ4		2,042	2,617	n/a	n/a						
		Positions: Full-time Filled (DEM)	'24 FQ2		32	43	n/a	n/a						
		Revenue: Total (DEM)	'23 FQ4		5,455	2,617	0	n/a						

