



Department of Emergency Management Business Plan

Fiscal Years: 2025 and 2026*
(10/1/2024 through 9/30/2026)

Approved by:

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DEPARTMENT OVERVIEW

Department Vision and Mission

Vision Statement

The Department of Emergency Management (DEM) vision is to be the premier emergency management model focused on *Whole Community* preparedness, response, and resiliency.

Mission Statement

Prevent, protect, respond, recover, and mitigate through engagement and coordination of stakeholders for all-natural, human-generated, and technological disasters for the community.

Department Description

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, **as follows:**

Prevention and Protection Division

This Directorate focuses on specialized emergencies like terrorism and public health threats. They maintain key plans such as the County's Comprehensive Emergency Management Plan (CEMP), the Continuity of Operations (COOP), and Government Plans (COG). This Directorate also prepares for chemical, biological, radiological, nuclear, and explosive (CBRNE) threats, coordinates emergency response plans for the Florida Power & Light (FPL) Turkey Point Nuclear Power Plant and manages agreements to secure critical resources during emergencies. Additionally, this Directorate provides training and education to 1000's of first responders and the public to improve disaster readiness.

Prevention is the ability to avoid or stop imminent, threatened, or actual acts of terrorism and public safety threats. 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, 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 training, 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

This Directorate ensures the county is ready before disasters happen, coordinating evacuations, shelters, and post-disaster recovery efforts. They manage the Emergency Operations Center during emergencies, making sure all areas— like infrastructure, health services, public safety, and assistance to vulnerable populations—are taken care of. They also oversee damage assessments and recovery operations like debris removal and community redevelopment.

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

This team focuses on reducing the impact of future disasters and improving the county's ability to recover and rebuild. They lead initiatives like the Local Mitigation Strategy (LMS), which helps reduce risk, and manage disaster recovery efforts, including economic recovery, debris clearance, and mass care for affected communities.

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 Mitigation, 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.

Administration Division

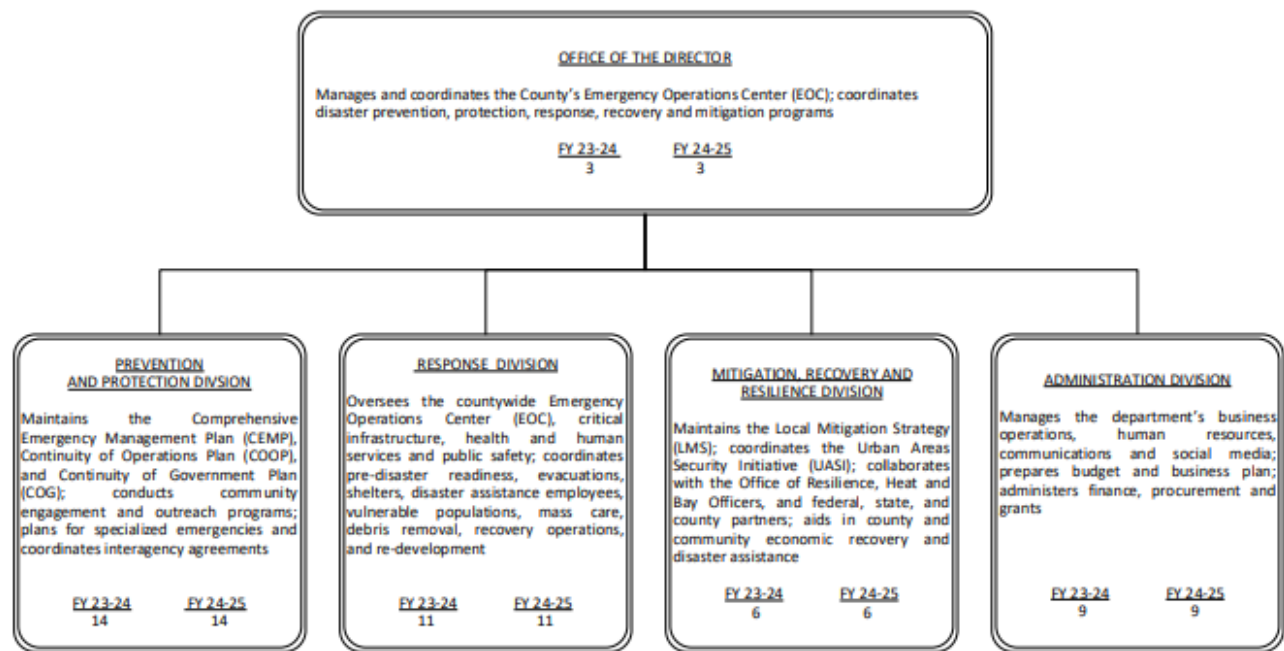
This Directorate handles the internal workings of DEM, including budgeting, communications, and community outreach. They manage the department's business operations, like human resources and grant programs, and ensure public engagement and communication during emergencies through social media and other channels.

Administration 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.

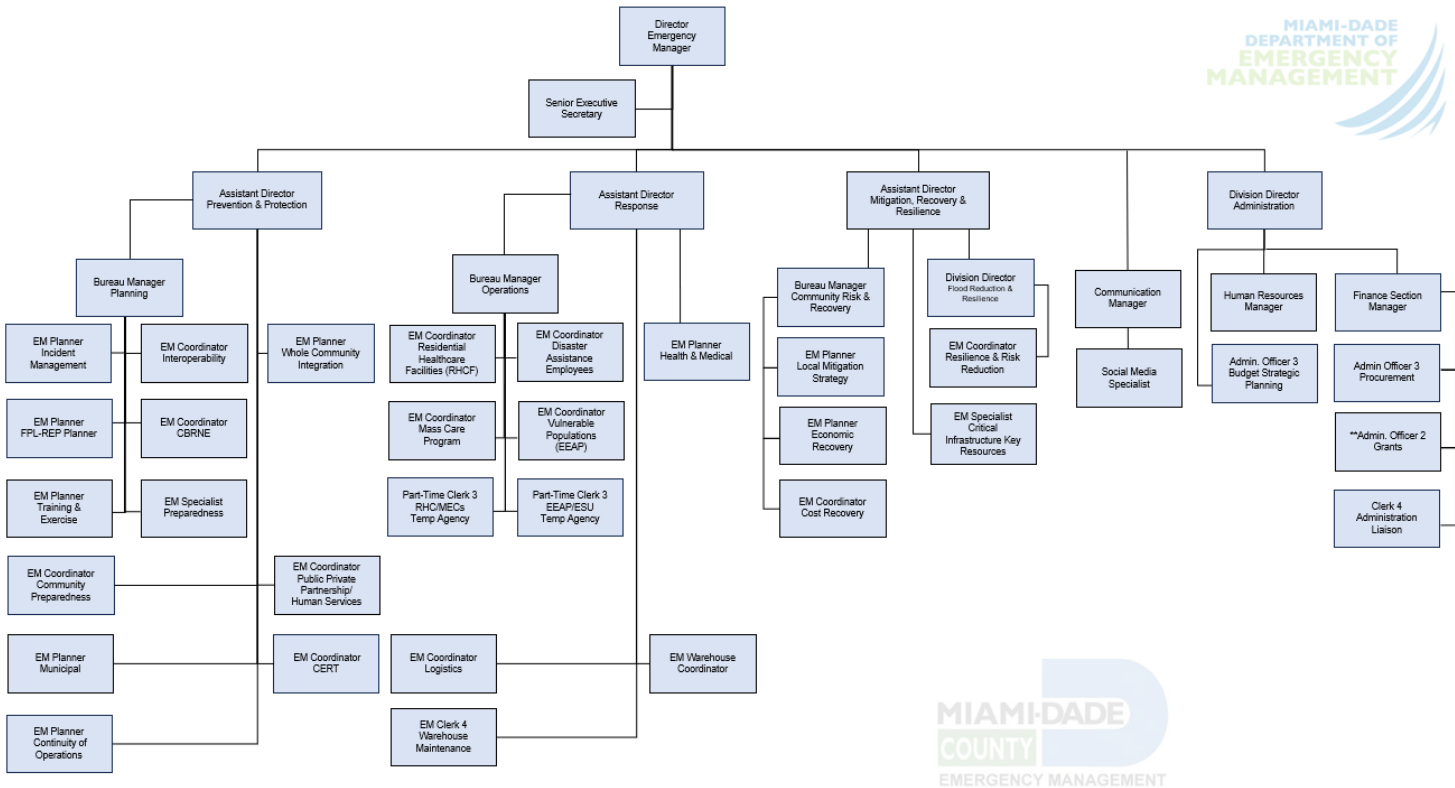


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Table of Organization



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), Community Organized to Respond in Emergencies (CORE), 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 focus on the customer's 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 5 Key Deliverables: An Economy That Works for All; Healthy and Safe Communities; Fiscal Responsibility and Efficiency; Risk Reduction and Resilience; and Investment In Infrastructure.



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 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 conducting 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

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.

GG1 Accessible, equitable, transparent, and responsible government

GG1-1 Support a customer-focused organization by providing convenient access to information and services, and by ensuring processes are easy to navigate.

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.

Recent Accomplishments

1. Completed the Department of Emergency Management's (DEM) Strategic Plan together with Intergovernmental, Intragovernmental and Community Stakeholders. By involving a wide range of voices, from government agencies to community organizations, DEM ensured that important concerns and ideas were considered. A presentation, based on the draft Strategic Plan and informed by a SWOT analysis, was created to guide these discussions. The presentation also included a survey to gather both quantitative and qualitative feedback, which helped refine the department's strategies.
2. In FY2025, DEM established a dedicated Communications unit. The department launched social media platforms to provide critical information before, during, and after emergencies. These platforms were designed to ensure rapid, clear communication with the public, offering updates on potential threats, safety instructions, and recovery efforts. These social media platforms were also developed to assist with notifying the public of available job opportunities within the department.
3. Developed monthly, rotating, "Whole Community" meetings that include our community partners, presenting topics including emergency management and EOC updates, training and exercise, and best practices.
4. DEM's CERT Program was recognized as Florida's CERT Team of the Year at the Florida CERT Association Annual Conference.



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5. Continuing to develop “Whole Community” Subcommittees including Municipal, CERT, Communities Organized to Respond (C.O.R.E.) and Alliance for Response (AFR).
6. Enhanced the countywide disaster response operations by remodeling the County’s Emergency Operations Center (EOC), and Continuation of Government (COG) component for the Mayor’s Office and County Elected Officials.
7. Designed a platform to include a comprehensive CERT and CORE database. The platform was designed to capture the number of CERT classes completed throughout the County and identify 1 CERT Team for every Commission District.
8. Implemented the 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.
9. 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 during the 2024 Elections.
10. Implemented DEM’s Residential Health Care Facilities (RHCFs) Program together with the Information and Technology Department (ITD) to launch 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.
11. 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.
12. Continue to 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.
13. 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.
14. Ensured continuity of operations and overall readiness by reviewing and approving the Continuity of Operations Plans (COOPs) for County departments.



15. Implemented the Closed Point-of-Dispensing (POD) online training which includes the development of a high-quality online video course and pocket guidebook for all Miami-Dade County Departments to support disaster response.
16. Participated in the Annual Youth Fair Event (March-April 2025) to educate the public and continue to raise awareness about the importance of emergency preparedness.
17. Conducted workshops and training sessions to educate residents on emergency preparedness, response, mitigation, recovery, and resilience, ensuring active participation from community stakeholders.
18. Developed drills/exercises to test stakeholders' plans and capabilities (e.g., Miami-Dade Fire Rescue (MDFR), Incident Management Teams, EOC partner agencies and Private Sector partners).
19. Implemented a systematic routine exercise to ensure the Miami-Dade County Emergency Management's Logistics capabilities are consistently monitored and ready for deployment during disaster events.
20. Assessed and identified essential medical supplies and equipment that should be warehoused in Miami-Dade County for immediate post-disaster response.
21. Conducted training programs for healthcare professionals according to local, state, and federal guidelines.
22. Reviewed existing mitigation and resilience plans and developed a timeline for action to ensure plan integration and emphasis needed to address climate change impacts.
23. Collaborated with County Human Resources (Compensation) to continually assess market trends, ensuring competitive compensation and alignment with professional duties.
24. Enhanced career development in the field of emergency management by promoting, educating, and informing the community balance initiatives to boost employee engagement, support recruitment efforts, and improve retention rates.

KEY ISSUES

During the past Fiscal Year (FY), 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 from the prior year, 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. These capabilities are essential to advancing **Healthy and Safe Communities** and ensuring **Fiscal Responsibility and Efficiency**. Historically, **weaknesses** identified are 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** exist to enhance **Risk Reduction and Resilience** by incorporating advanced technologies, strengthening cross-sector partnerships, expanding public awareness, and further integrating flood impacts. As climate-related threats grow more severe, the need to invest in resilient infrastructure and emergency response systems become increasingly urgent, supporting the County's goal of **Investment in Infrastructure**.

Threats include increasing frequency and intensity of extreme weather events, cybersecurity risks, economic uncertainty affecting funding and resources, and potential disruptions from state-level legislative or constitutional changes. As DEM continues its evolution as a standalone department, its new divisional structure—Prevention and Protection; Response; Mitigation, Recovery & Resilience; and Administration—provides a foundation to more effectively align operations with the Mayor's priority of **An Economy That Works for All** by protecting lives, livelihoods, and property.

In the upcoming fiscal year, the Department of Emergency Management (DEM) will advance initiatives aligned with its mission and in support of the Mayor's **5 key deliverables**:

➤ **Inclusive Preparedness for All**

- Supporting **An Economy That Works for All** and **Healthy and Safe Communities**, DEM will expand inclusive preparedness efforts to ensure all residents—particularly vulnerable and historically underserved populations—have access to emergency information, resources, and support. This includes continuing targeted outreach, multilingual education, and managing volunteer programs such as the Community Emergency Response Team (CERT) and Citizen Corps.

➤ **Technological Resilience and Cybersecurity Upgrades**

- In support of **Fiscal Responsibility and Efficiency**, DEM will implement technology upgrades to enhance emergency communication systems, improve cybersecurity protocols, and increase reliability during disasters. Training for Disaster Assistance Employees (DAEs) will also focus on technological readiness and incident response systems.

➤ **Strengthening Community Resilience and Engagement**

- To promote **Healthy and Safe Communities** and build **Risk Reduction and Resilience**, DEM will reinforce its “whole community” approach. This includes enhanced partnerships with community-based organizations, increased public participation in preparedness training, and expanding local response capacity through public education and outreach campaigns.

➤ **Legislative and Policy Adaptation Framework**

- Aligned with **Fiscal Responsibility and Efficiency**, DEM will implement a legislative monitoring and compliance framework to proactively respond to changing policies and regulations, ensuring operational adaptability and accountability.

➤ **Climate and Flood Preparedness Initiative**

- To address **Risk Reduction and Resilience** and **Investment in Infrastructure**, DEM will lead the integration of climate change mitigation strategies into all phases of



emergency planning. This includes the development of a comprehensive Countywide Flood Response Plan and coordination with partner agencies to prepare for extreme rainfall and other climate-related threats during the 2024 storm season.

These initiatives reflect DEM's strategic alignment with the Mayor's vision for a safer, more resilient Miami-Dade County and ensure the Department is well-positioned to protect life, property, and critical infrastructure.

To ensure the department stays on track with its goals, the Executive Planning Team will conduct an annual review of the inter-departmental Strategic Plan and address **key issues** directly aligned with departmental **priority initiatives**, such as:

- **Large Scale Events:** This key issue aligns with the **priority initiative to embed equity and engagement as foundational principles in emergency management**.
 - The Department of Emergency Management will lead the development of countywide Event Action Plans and staff Event Command Posts by coordinating with Miami-Dade Sheriff's Office, MDRR, and stakeholders for all significant special events (F1, FIFA World Cup 2026, sport and special events drawing high number of attendees or media attention) within Miami-Dade County. The department will require Federal and State appropriations and increased capital project funding to acquire i.e. advanced technology systems, vehicle barriers, mobile command vehicles, etc. The acquisition of this equipment is imperative to ensure the mitigation of potential threats and disaster response efforts.
- **Changes in State or Federal Programs:** This key issue aligns with the **priority initiatives to enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management & to promote and sustain a culture of preparedness and resilience within the 305 community**.
 - Assessing the progress of tasks and address any challenges, such as technical, political, legal, or coordination issues, that could hinder success. The team will also consider external factors, like changes in state or federal programs, that could impact the county's priorities and the department's **priority initiatives to enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management**.
 - The evaluation will look at the actions taken by each Directorate and their progress toward meeting the Strategic Plan's objectives. If certain actions haven't been fully carried out, the team will analyze any obstacles whether social, political, or financial standing in the way and adjust improve the feasibility of completing those actions. This yearly review ensures the plan remains adaptable to changing needs. Additionally, after major weather events, including state or federally declared disasters, the plan will be reassessed to see if new actions are necessary to align with the department's **priority initiative to promote and sustain a culture of preparedness and resilience within the 305 community**.



- **Attract and Retain Qualified & Diverse Talent:** This key issue aligns with the **priority initiative to embed equity and engagement as foundational principles in emergency management.**
 - In the upcoming fiscal year, the Department of Emergency Management (DEM) will also conduct a classification and salary survey to ensure the County is attracting and retaining diverse talent to elevate the quality of services offered by the Department of Emergency Management. The challenges being to attract and retain qualified and diverse talent. This key issue aligns with the **priority initiative to embed equity and engagement as foundational principles in emergency management.**
- **Personnel Enhancements:** This key issue aligns with the **priority initiative to embed equity and engagement as foundational principles in emergency management.**
 - 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, recovery, and resilience capabilities. DEM will require additional personnel to accomplish its all-hazard disaster-related missions. This key issue aligns with the **priority initiative to embed equity and engagement as foundational principles in emergency management.**
 - 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.
 - 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.
- **Technological Enhancements:** This key issue aligns with the **priority initiative to enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management.**
 - 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 all county departments, who utilize the EOC, to flourish during and after major disasters. This



key issue aligns with the **priority initiative to enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management.**

- 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.

➤ Engagement

- Strengthening community engagement strategies to optimize disaster response and recovery efforts, emphasizing a “Whole Community” approach and aligning with the Mayor’s 5 Key Deliverables (1. An Economy That Works for All; 2. Healthy and Safe Communities; 3. Fiscal Responsibility and Efficiency; 4. Risk Reduction and Resilience; and 5. Investment In Infrastructure).
- 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 key issue emphasizes coordinated efforts to enhance preparedness for extreme weather events, particularly large rainfall weather events. Additionally, through a “Whole Community” 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. 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.
- By increasing the 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 will align with the department’s **priority initiative to promote and sustain a culture of preparedness and resilience within the 305 community**. Also, strengthening and enhancing 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.
- Participate in the development of a unified Public Safety All-Hazards Incident Management Team. To be accomplished by the fourth quarter of FY2025.



- 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.

PRIORITY INITIATIVES

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. The strategic priority initiatives of the Miami-Dade County Department of Emergency Management (DEM) were developed through a thoughtful and comprehensive process, ensuring alignment with key guiding frameworks and initiatives. These include:

- Miami Dade County Strategic Plan (Countywide Strategy)
- Mayor's 5 Key Deliverables:
 1. An Economy That Works for All: Ensure Miami-Dade is a place where people can afford to live, work, and thrive.
 2. Healthy and Safe Communities: Prioritize the health, safety, and emotional well-being of the community, expanding access to the services people want and need.
 3. Fiscal Responsibility and Efficiency: Act as responsible stewards of public dollars by cutting red tape and identifying efficiencies that maximize resources and results.
 4. Risk Reduction and Resilience: Strengthen Miami-Dade's natural and built environments by reducing risk to people and property and safeguarding resources.
 5. Investment In Infrastructure: Build and maintain infrastructure that supports long-term growth.
- Resilient305 (Strategic Resilience Guidance)
- Comprehensive Emergency Management Plan (CEMP)
- Local Mitigation Strategy (LMS)
- WISE305 Agenda (Workplace Initiatives; Investments in Technology; Savings for Businesses and Residents; and Efficiency Review)

From this alignment, DEM has identified three overarching strategic priorities at the department level. These priorities span all Directorates and guide the Department's mission and efforts to enhance the safety, preparedness, and resilience of Miami-Dade County.

After review of the key guidance documents, the department was able to identify and align with major strategic goals and objectives that includes:



DEM - 1	<p>Enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management.</p> <hr/> <p>Aligns with: PS-2&3; 4 E's; Thrive305 section 2, 7, 8, 11, 12; Resilient305 actions 34, 35, 36, 37, 38, 42, 43</p> <hr/>
DEM - 2	<p>Embed Equity and Engagement as foundational principles in emergency management.</p> <hr/> <p>Aligns with: GG-1, 2, 4, and 4 E's; Thrive305 section 2, 11, 12; Resilient305 actions 45, 46, 47</p> <hr/>
DEM - 3	<p>Promote and sustain a culture of preparedness and resilience within the 305 community.</p> <hr/> <p>Aligns with: 4 E's; Thrive305 section 7, 8; Resilient305 actions 45, 46, 47</p> <hr/>

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

I. INITIATIVE (DEM-1) Enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management.

The Department plans to grow and enhance targeted community outreach programs, emergency management communications, educational and informational training sessions, and assess the accessibility of emergency management resources for diverse populations. Specifically, coordinating disaster volunteers, and managing the Community Emergency Response Team (CERT), Community Organized to Respond in Emergencies (CORE), and Citizens Corps. The following goals and objectives align with this initiative:

- **Goal 1: Elevate Countywide preparedness programs that foster local engagement.**
 - **Objective 1.1:** Collaborate with municipalities to increase the involvement of the Community Emergency Response Team (CERT) and Communities Organized to Respond in Emergencies (CORE) in their communities.
 - **Objective 1.2:** Develop and implement a comprehensive public awareness campaign on disaster preparedness, emphasizing coordination with community stakeholders.



- **Objective 1.3:** Implement monthly Whole Community Meetings that will include emergency management stakeholders and provide preparedness information regularly to our communities.
- **Goal 2: Strengthen the effectiveness of prevention and protection outreach programs throughout the Miami-Dade area.**
 - **Objective 2.1:** Implement a Business Ready Campaign to build preparedness capabilities and capacity of non-profits and businesses throughout Miami-Dade County.
 - **Objective 2.2:** Launch a Business CERT program, partnering with the private sector to build preparedness teams.
 - **Objective 2.3:** Conduct workshops and training sessions to educate residents on emergency preparedness, response, mitigation, recovery, and resilience, ensuring active participation from community stakeholders.
 - **Objective 2.4:** Partner with local businesses to distribute emergency kits to residents throughout our community.
 - **Objective 2.5:** Partner with local schools and community organizations to distribute preparedness materials and host educational events.
- **Goal 3: Safeguard critical infrastructure and enhance security.**
 - **Objective 3.1:** Identify, assess, and prioritize critical infrastructure vulnerabilities within Miami-Dade County.
 - **Objective 3.2:** Secure funding for infrastructure upgrades through partnerships with local businesses and government agencies.
 - **Objective 3.3:** Implement resilience-building measures, following the federal and state Emergency Management strategies.
 - **Objective 3.4:** Strengthen coordination between local law enforcement, emergency services, and private sector partners to ensure rapid response to security threats.
 - **Objective 3.5:** Conduct emergency drills and simulations across the county with the involvement of community stakeholders to ensure realistic scenarios and comprehensive preparedness.
 - **Objective 3.6:** Enhance the county's radiological preparedness program by continually implementing industry best-practice standards.
- **Goal 4: Strengthen Miami-Dade Emergency Management's Readiness to Respond and Manage Disaster Events Across the Community.**



- **Objective 4.1:** Ensure operational plans are reviewed and updated biennially in compliance with policy requirements.
 - **Objective 4.2:** Enhance the capabilities of community partners to effectively respond within the emergency management framework.
 - **Objective 4.3:** Ensure that Miami-Dade County Emergency Management's Logistics capabilities are consistently monitored and ready for deployment during disaster events.
 - **Objective 4.4:** Prepare, train, and conduct exercises with response partners for managing large-scale, infrequent disaster events.
 - **Objective 4.5:** Establish and coordinate a countywide All-Hazards Incident Management Team (IMT), which includes multi-disciplinary partners.
- **Goal 5: Strengthen Miami-Dade Emergency Management's Response Capabilities through Continuous Monitoring and Impact Analysis.**
- **Objective 5.1:** Migration to the Integrated Command and Communications Center and establish a 24-hour Watch Office within the Miami-Dade Emergency Operations Center.
 - **Objective 5.2:** Augment staffing to enhance response quality and efficiency, incorporating multi-agency personnel where appropriate.
- **Goal 6: Strengthen the Healthcare System's Capacity to Respond to Emergencies in Miami-Dade County.**
- **Objective 6.1:** Ensure that current training programs are provided to healthcare professionals according to local, state, and federal guidelines.
 - **Objective 6.2:** Assess and identify essential medical supplies and equipment that should be warehoused in Miami-Dade County for immediate post-disaster response.
 - **Objective 6.3:** Develop a coordinated response plan with local hospitals and clinics cooperating with the Florida Division of Emergency Management and community stakeholders.
- **Goal 7: Elevate Public Messaging to Effectively Communicate Critical Information Before, During and After Emergencies.**
- **Objective 7.1:** Expand and maintain robust communication platforms for public outreach.
 - **Objective 7.2:** Strengthen relationships with media outlets and community influencers to broaden message reach.



- **Objective 7.3:** Ensure communication processes, systems, and equipment are sufficient to support emergency operations.
- **Objective 7.4:** Enhance the county's emergency communications network through partnerships with local businesses and community organizations.
- **Objective 7.5:** 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.
- **Objective 7.6:** Continue to strive for operational and professional excellence by completing the Emergency Management Accreditation Program (EMAP) reaccreditation process.
- **Objective 7.7:** Elevate countywide preparedness by delivering inclusive community preparedness programs that foster local engagement.

II. INITIATIVE (DEM-2) Embed Equity and Engagement as foundational principles in emergency management.

- **Goal 1: Establish a customer service-oriented organization by ensuring easy access to information and services, focusing on streamlined and user-friendly processes.**
 - **Objective 1.1:** Update the Emergency Management website to spotlight emergency information, community training events, and CERT/CORE information.
 - **Objective 1.2:** Promote organizational resilience by moving toward electronic processing and storage while reducing the reliance on physical forms and printed documents.
 - **Objective 1.3:** Update and maintain interdepartmental procedures to enhance the security, accessibility, reliability, and availability of key technologies and data.
- **Goal 2: Attract and retain diverse talent to elevate the quality of services offered by Miami-Dade Emergency Management.**
 - **Objective 2.1:** Regularly evaluate best practices in emergency management and study top-performing agencies to identify strategies for acquiring specialized talent.
 - **Objective 2.2:** Partner with County Human Resources to enhance talent acquisition efforts, focusing on hiring individuals whose skills and experience align with the department's succession planning needs.
 - **Objective 2.3:** Implement a robust departmental training and mentoring program to ensure staff development and effective knowledge transfer.



- **Objective 2.4:** Collaborate with County Human Resources (Compensation) to continually assess market trends, ensuring competitive compensation and alignment with professional duties.
- **Objective 2.5:** Foster work-life balance initiatives to boost employee engagement, support recruitment efforts, and improve retention rates.
- **Objective 2.6:** Enhance career development in the field of emergency management by promoting, educating, and informing the community.
- **Goal 3: Establish a reputation as a leading department within Miami-Dade County for sound financial and risk management practices.**
 - **Objective 3.1:** Ensure compliance with regulatory departments, agencies, and industry changes in the Governmental Accounting Standards.
 - **Objective 3.2:** Maintain rigorous internal controls by ensuring timely and accurate responses to internal and external audits.
 - **Objective 3.3:** Monitor and enhance controls, processes, policies, and procedures to maintain compliance and secure customer data.
 - **Objective 3.4:** Collaborate with other county departments to ensure compliance with legislative changes impacting Miami-Dade Emergency Management.

III. INITIATIVE (DEM-3) Promote and sustain a culture of preparedness and resilience within the 305 community.

- **Goal 1: Facilitate effective community recovery following disasters and countywide shocks.**
 - **Objective 1.1:** Establish a rapid response team for immediate post-disaster assessment and aid distribution, coordinating with community stakeholders to allocate resources efficiently.
 - **Objective 1.2:** Implement a recovery assistance program to support affected individuals and businesses, working closely with local organizations and community leaders.
 - **Objective 1.3:** Manage a centralized recovery operations center to coordinate efforts and ensure collaboration with community stakeholders to streamline communication and resource management.



- **Objective 1.4:** Enhance measures to protect the public, restore essential governmental services, and provide emergency relief to any affected population following a disaster.
- **Goal 2: Provide Guidance to Community Sustainability Efforts for Climate Change, Mitigation, and Adaptation Utilizing the Lens of Emergency Management.**
 - **Objective 2.1:** Promote sustainable building practices and infrastructure improvements.
 - **Objective 2.2:** Support community-based climate adaptation projects.
 - **Objective 2.3:** Provide education and public awareness information related to climate change impacts and resiliency measures.
- **Goal 3: Ensure mitigation and resilience plans address Climate Change Impacts on Miami-Dade County.**
 - **Objective 3.1:** Provide guidance and participate in updates to the County THIRA, ensuring climate vulnerability is adequately addressed.
 - **Objective 3.2:** Working with relevant stakeholders, identify and prioritize key areas for climate adaptation projects.
 - **Objective 3.3:** Review existing mitigation and resilience plans and develop a timeline for action to ensure plan integration and emphasis needed to address climate change impacts.
- **Goal 4: Support local businesses in all communities within Miami-Dade County in post-disaster recovery.**
 - **Objective 4.1:** Provide guidance to affected businesses related to financial cost recovery and available resources.
 - **Objective 4.2:** Offer business continuity planning resources and training in partnership with community stakeholders.
 - **Objective 4.3:** Establish a business recovery taskforce for ongoing support in partnership with the Florida Division of Emergency Management's Business Recovery Center initiatives and local business leaders.



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

Every five years, the interdepartmental Strategic Plan is fully revised, starting with a comprehensive analysis of strengths, weaknesses, opportunities, and threats (SWOT). This review will guide improvements and the development of new objectives. Input from stakeholders will be gathered through meetings to evaluate the current plan's performance and inform future goals. At the end of this process, a revised five-year departmental Strategic Plan will be created and implemented. The **Method and Schedule for Maintenance** is shown in the table below:

Task	DEM Position	Target Completion	Interval
Monitoring the performance of actions to meet the objectives and determine if Directorate actions need to be updated.	Directorates	March, June, Sept, Dec.	Quarterly
Maintenance will include evaluating and updating the Plan annually and adjusting Directorate actions to expand on or complete objectives.	Directorates	March, June, Sept, Dec.	Quarterly
Assess the plan annually to determine whether the implementation of actions is on schedule.	Executive Planning Team	September	Annually
Evaluate the number of actions implemented in each Directorate and assess their progress in meeting the objectives.	Executive Planning Team	August	Annually
Begin the Strategic Plan Revision at the beginning of the fifth year	Executive Planning Team	September	2029
Implement Revised Five-Year Strategic Plan	DEM	October 1	2030

Table 2: Method and Schedule for Maintenance, Evaluation, and Revision

This was a year of evolution for the Department of Emergency Management. Moving away from past practices and evolved into a more strategic organization focused on the County's increased vulnerability to hazards such as Extreme Heat and Flooding. DEM is creating a prepared, safe, and resilient Miami-Dade by aligning our functions based on the needs of the community, including expanding our planning and response capabilities, as well as building awarding winning initiatives such as the Community Emergency Response Team (CERT) and Communities Organized to Respond to Emergencies (CORE) Programs.



FUTURE OUTLOOK

For the Department of Emergency Management to be successful over the next three to five years, attention must be drawn to 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 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, the department 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 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 to 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 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.



Business Plan Report

ATTACHMENT 1

Scorecard: Department of Emergency Management



BUSINESS PLAN REPORT

As Of: 05/06/2025

Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2024-25 Annualized Target	FY2025-26 Annualized Target
Customer	Ensure countywide pre-disaster readiness, evacuations, shelters, and recovery operations for Miami-Dade County	PS2: Prevention of avoidable death, injury and property loss	PS2-2: Improve effectiveness of public safety response, outreach and prevention services.	Number of shelters - Pet Friendly Evacuation Centers (PFEC)	2025		5	2	2*	2*
				Number of shelters - non-school	2025		10	10	10*	10*
				Number of Emergency Evacuation Assistance Program (EEAP) registrants	'25 FQ2		4,296	3,100	3,100	3,000
				Number of Emergency Management training & exercises	'25 FQ2		19	4	16	12
				Number of plans reviewed for medical facilities	Mar '25		230	108	1,296	1,296
				Number of EOC activations	2024		3	n/a	n/a	n/a
				Number of emergency shelter spaces available for special needs	2025 FY		2,143	1,500	1,500	1,500
				Number of emergency shelter spaces available for general population	2025 FY		111,202	123,000	123,000	105,000
				Number of Residential Healthcare Facilities Administrators trained	'25 FQ2		30	20	80	80
				Number of Miami Dade County-Disaster Assistance Employees (DAEs) trained	'25 FQ2		64	50	200	200
				Number of assembled evacuation center kits for deployment	'25 FQ2		50	50	50	50
		PS3: Effective emergency and disaster management	PS3-1: Increase countywide preparedness and community awareness	Number of shelters - Pet Friendly Evacuation Centers (PFEC)	2025		5	2	2*	2*
				Number of shelters - non-school	2025		10	10	10*	10*
				Number of Emergency Evacuation Assistance Program (EEAP) registrants	'25 FQ2		4,296	3,100	3,100	3,000
				Number of Emergency Management training & exercises	'25 FQ2		19	4	16	12
				Number of plans reviewed for medical facilities	Mar '25		230	108	1,296	1,296
				Number of EOC activations	2024		3	n/a	n/a	n/a
				Number of emergency shelter spaces available for special needs	2025 FY		2,143	1,500	1,500	1,500
				Number of emergency shelter spaces available for general population	2025 FY		111,202	123,000	123,000	105,000
				Number of Residential Healthcare Facilities Administrators trained	'25 FQ2		30	20	80	80
				Number of Miami Dade County-Disaster Assistance Employees (DAEs) trained	'25 FQ2		64	50	200	200
				Number of assembled evacuation center kits for deployment	'25 FQ2		50	50	50	50
	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	Number of public outreach events	'25 FQ2		18	25	100	30
				Number of subscribers to the Miami-Dade County Alerts System	'25 FQ2		1,252,276	900,000	900,000	900,000
				Percentage of Comprehensive Emergency Management Plan (CEMP) Criteria Met	2025 FY		100	100	100	100
				Number of new Community Emergency Response Team (CERT) members trained	'25 FQ2		55	37	148	148
				Percentage of County departments with compliant Continuity of Operations Plans (COOP)	Apr '25		100%	100%	100%	100%
				Number of Comprehensive Emergency Management Plan (CEMP) Updates	'25 FQ2		1	1	0	0
				Number of advisory committee meetings	'25 FQ2		2	5	n/a	n/a
				Number of conducted customer satisfaction surveys	'25 FH1		3	1	2	2
	Provide aid in county and community economic recovery and disaster assistance	PS3: Effective emergency and disaster management	PS3-2: Ensure recovery after community and countywide disasters and other emergencies	Number of public outreach events	'25 FQ2		18	25	100	30
				Number of local mitigation strategy meetings	'25 FQ2		1	1	4	4
				Number of assembled evacuation center kits for deployment	'25 FQ2		50	50	50	50
			GG2: Excellent, engaged, and resilient County workforce	Number of public outreach events	'25 FQ2		18	25	100	30
				Number of local mitigation strategy meetings	'25 FQ2		1	1	4	4
				Number of assembled evacuation center kits for deployment	'25 FQ2		50	50	50	50
				Number of public outreach events	'25 FQ2		18	25	100	30
				Number of local mitigation strategy meetings	'25 FQ2		1	1	4	4
			GG4-4: Lead community sustainability efforts and climate change mitigation and adaptation strategies.	Number of assembled evacuation center kits for deployment	'25 FQ2		50	50	50	50
	Financial	Meet Budget Targets (DEM)	GG1: Accessible, equitable, transparent, and responsible government	Positions: Full-time Filled (DEM)	'25 FQ1		36	43	43	43
				Revenue: Total (DEM)	'25 FQ1		215	3,009	3,009	n/a
				Expenditure: Total (DEM)	'25 FQ1		1,926	3,009	3,009	n/a
				Revenue collected for Residential Health Care Facilities (RHCF) and Comprehensive Emergency Management Plan (CEMP) review	'24 FQ4		13,452	28,000	112,000	112,000



Perspective Name	Objective Name	Grand Parent Objective Name	Parent Objective Name	Measure Name	Last Period Updated		Actual	Target	FY2024-25 Annualized Target	FY2025-26 Annualized Target
				Percentage of invoices paid	'25 FQ2	▲	96%	95%	95%	95%
Learning and Growth	Ensure effective and efficient business operations in finance, human resources, budget, communications and social media.	GG2: Excellent, engaged and resilient County workforce	GG2-1: Attract and hire new talent to support operations	Number of travel requests	'25 FQ2	▲	14	0	0	0
				Number of new hires	'25 FQ2	▲	0	0	1	0
				Number of tuition reimbursements	'25 FQ2	▲	1	0	0	0
			GG2-2: Promote employee development and leadership	Number of travel requests	'25 FQ2	▲	14	0	0	0
				Number of new hires	'25 FQ2	▲	0	0	1	0
				Number of tuition reimbursements	'25 FQ2	▲	1	0	0	0
		GG4: Effective leadership and management practices	GG4-1: Provide sound financial and risk management	Number of travel requests	'25 FQ2	▲	14	0	0	0
				Number of new hires	'25 FQ2	▲	0	0	1	0
				Number of tuition reimbursements	'25 FQ2	▲	1	0	0	0

Legend:  : Key Initiative  : Featured Objective

* : This measure has been annualized to match the fiscal year-to-date total for this report. This year-to-date measure is configured based on the calendar year.

Initiatives for Objectives

Objective Name	Initiative	As Of	Status			
Ensure countywide pre-disaster readiness, evacuations, shelters, and recovery operations for Miami-Dade County	Embed Equity and Engagement as foundational principles in emergency management.	2/11/2025	In Progress			
	Enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management.	2/6/2025	In Progress			
	Promote and sustain a culture of preparedness and resilience within the 305 community.	2/11/2025	In Progress			
Ensure effective and efficient business operations in finance, human resources, budget, communications and social media.	Embed Equity and Engagement as foundational principles in emergency management.	2/11/2025	In Progress			
	Enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management.	2/6/2025	In Progress			
Meet Budget Targets (DEM)	Embed Equity and Engagement as foundational principles in emergency management.	2/11/2025	In Progress			
	Enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management.	2/6/2025	In Progress			
Provide aid in county and community economic recovery and disaster assistance	Embed Equity and Engagement as foundational principles in emergency management.	2/11/2025	In Progress			
	Enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management.	2/6/2025	In Progress			
Provide continuity of operations program to ensure critical County services; and emergency management plans for specialized emergencies and coordinates inter-agency agreements.	Embed Equity and Engagement as foundational principles in emergency management.	2/11/2025	In Progress			
	Enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management.	2/6/2025	In Progress			
	Promote and sustain a culture of preparedness and resilience within the 305 community.	2/11/2025	In Progress			

Initiatives for Scorecards

Initiative	As Of	Status			
Promote and sustain a culture of preparedness and resilience within the 305 community.	02/11/2025	In Progress			
Embed Equity and Engagement as foundational principles in emergency management.	02/11/2025	In Progress			
Enhance emergency management capabilities to lead a comprehensive whole-community approach in disaster management.	02/06/2025	In Progress			

