

Florida Division of Emergency Management 2008-2013 Strategic Plan							UPDATED: November 5, 2009			
Agency Goals and Overall Objectives	Actions (Tasks)	Year					Role (L/S)		Objective Completion Dates / Outcomes / Progress Indicators	
		'08	'09	'10	'11	'12	Lead	Support		
<b>GOAL # 1 DIRECTOR'S PRIORITIES 2010</b>										
1.1	Maintain current level of funding for County Emergency Management agencies.	A. Advocacy during the legislative session. B. Relationship building with legislative members and their staffs. C. Close coordination with the Governor's Office of Policy and Budget.		X	X	X	Finance & Admin.	Director/ Deputy Director	Objective Completion Date: June 30, 2010	
1.2	Develop the capability and capacity to shelter and meet the basic needs of 10,000 survivors with on hand resources. Cots, blankets, pillows, food, water, emergency roofing supplies, etc... On scene within 6 hours from time of a no notice incident.	A. Procure identified commodities through state approved procurement methods. (Cots, blankets, pillows, food, water, emergency roofing supplies, etc...) B. Develop capacity to be in the impacted community within 6 hours from time of deployment.		X	X	X	Logistics	Finance & Admin.	Objective Completion Date: June 30, 2011	
1.3	Develop and implement standards for a professional emergency management workforce for all County Emergency Management Directors and the Director of the Division of Emergency Management.	A. Review Senate report on this issue and coordinate with stakeholders to develop potential legislation. B. Identify bill sponsors and file legislation. C. Lobby and advocate for the legislation during the 2010 legislative session. D. Consult with the Emergency Management Advisory Working Group E. Implement final program adopted by legislation or the Division.		X	X	X	External Affairs	Director/ Deputy Director	Objective Completion Date: June 30, 2012	
1.4	Reduce turnover and achieve pay equity for Division staff as compared to other state agencies.	A. Successfully realign the Division's budget through the 2010 Legislative Session. B. Create staff development plan to			X	X	Finance & Admin.	Director/ Deputy Director	Objective Completion Date: June 30, 2010	

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	improve retention. C. Evaluate pay of similar positions in other state agencies.			X						
1.5	Successfully conduct a full implementation of the SERT's Continuity of Operations Plan (COOP) and fully relocate to alternate EOC at Camp Blanding. Exercise will also involve extensive coordination with the state's of Georgia and Alabama.	A. Contract with Camp Blanding. B. Contract with outside vendor. C. Develop scenario. D. Review COOP with staff. E. Execute COOP Exercise.			X			Deputy Director	Logistics, Training & Exercise, COOP Planner SERT, Chief.	October 1, 2009 January 1, 2010 February 1, 2010 March 1, 2010 May 10-14, 2010
<b>GOAL # 2 PROMOTE EFFECTIVE LEADERSHIP</b>										
2.1	Identify and improve leadership processes Mentor Future Leaders.	A. Develop a new employee orientation training program B. Assign to the training unit the task of developing a career track for all first line supervisors C. Each Bureau develop a list of career track recommendations for each of the Bureaus and the Units within each of the Bureaus. D. Deputy Director to meet with each of the Bureau Chiefs, Deputy Bureau Chiefs and conduct a re-evaluation of the program and implement final recommendations on or before December 1.		X	X			Director/ Deputy Director	State Training Officer  State Training Officer  Bureau Training Liaisons  Deputy Director	January 1, 2010  March 1, 2010  March 1, 2010  November 1, 2009

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2.2	Explore use of the Sterling Management System .	A. Produce a white paper on the sterling program and its requirements, including the pros and cons to the Division pursuing Sterling. B. Attend Sterling training. C. Begin process of being recognized as being certified by the Sterling Management System. D. Become fully recognized as an agency certified by the Sterling Management System.			X			External Affairs	Director/ Deputy Director	Objective Completion Date: June 30, 2012
<b>GOAL # 3 REALIGN ORGANIZATIONAL AND FUNDING STRUCTURE</b>										
3.1	Align funding and organizational functions.	A. Be responsive and provide appropriate information to the Sunset Committee. B. Successfully advocate for the realignment of the Division's budget through the 2010 Legislative Session. C. Obtain approval of Department of Management Services for reorganization.		X	X			Finance & Admin.	Director/ Deputy Director	Objective Completion Date: June 30, 2010
<b>GOAL # 4 CUSTOMER SERVICE</b>										
4.1	Develop a systematic process to gather and use customer satisfaction and dissatisfaction data.	A. Research other customer service programs and methods used at state agencies. B. Develop a standard operating procedure for the Division's program. C. Implement and promote the customer service program. D. Provide yearly reports to leadership			X			External Affairs	Division	Objective Completion Date: June 30, 2010 Annual Report: Ongoing

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	on our Division's customer satisfaction and/or dissatisfaction.			X	X	X				
<b>GOAL # 5 DEVELOP EMPLOYEE DEVELOPMENT AND RECOGNITION</b>										
5.1	Implement a Systematic Ethics Program	A. Develop an Ethics Policy to be provided to each employee during their orientation. B. Provide Yearly Ethics Training for All Staff			X			Legal	Division	Objective Completion Date: June 30, 2010 Annual Training: Ongoing
5.2	Implement an employee recognition program	A. Enhance the current employee of the month program to include an employee of the year. B. Publish Accomplishments for day to day work and provide certificates and small mementos to employees who excel. C. Participate in the Davis Productivity Awards. D. Establish other informal recognition processes. E. Re-evaluate the Rodney Richardson Award.			X			External Affairs	Training & Exercise	Objective Completion Date: June 30, 2010
5.3	Establish a Training Management System	A. Identify training needs via survey of all employees annually. B. Enhance Supervisory and Management Training. C. Enhance New Employee Orientation to include vital training before beginning actual job. D. Track and evaluate training for all employees.			X			Training and Exercise	Division	Objective Completion Date: June 30, 2011
<b>GOAL # 6 IMPROVE TRANSACTIONAL PROCESSES</b>										

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6.1	Update and maintain applicable standard operating policies and procedures.	A. Intranet development and utilization. B. Compilation of existing policies and procedures and determination of "gap" areas. C. Division-wide support and input to provide applicable information for documents still to be developed.		X	X			Finance & Admin.	Division	Objective Completion Date: December 31, 2010
6.2	Improve Personnel processes through development and utilization of a paperless system.	A. Participation in the Department of Community Affairs development of a paperless personnel system and process.			X	X		Finance & Admin.	DCA Personnel	Objective Completion Date: June 30, 2011
6.3	Analyze services provided by DCA to maximize effectiveness of support services	A. Analyze support services provided. B. Analyze technical services provided. C. Analyze technical support services. D. Analyze administrative support services. E. Analyze and cross walk indirect cost allocation plan versus services provided.		X	X			Finance & Admin.	Director/ Deputy Director	Objective Completion Date: June 30, 2010
6.4	Develop and implement an Information Technology Strategic Plan	A. Conduct a needs assessment. B. Conduct and information management program inventory.		X	X			Preparedness	Information Mgmt.	Objective Completion Date: December 31, 2010
<b>GOAL # 7 MAINTAIN NATIONAL ACCREDITATION</b>										
7.1	CEMP (including Capability Assessment) (Including County Plans) – Update the compliance criteria to meet national standards.	A. Complete update. B. Allow for review and comment by external stakeholders. C. Complete rulemaking process.			X			Preparedness	Division	Objective Completion Date: December 31, 2010

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	D. Publish and provide to the Governor's Office and Legislature.			X						
7.2	10% of counties EMAP accredited within the next 5 years.	A. Provide all counties with the EMAP online assessment tool yearly. B. Provide training and technical support to counties who wish to begin pursuing accreditation. C. Evaluate incentives for being accredited and implement if appropriate.		X	X	X	X	External Affairs	Division	Objective Completion Date: December 31, 2012
7.3	Regularly maintain EMAP required plans and documentation.	A. Submit the annual report on compliance with all standards to EMAP each December.		X	X	X	X	External Affairs	Division	This objective is completed annually.
<b>GOAL # 8 REDUCE DISASTER IMPACTS</b>										
8.1	Building Codes - Replace the Florida Building Code's Public Shelter Design Criteria (s. 423.25, FBC—Building) with adoption of the hurricane provisions of the International Code Council's Standard for the Design and Construction of Storm Shelters (ICC 500).	A. Prepare construction cost study that compares existing code to ICC 500. B. Coordinate code change proposals with Dept. of Education. C. Submit code change proposal to Florida Building Commission. D. If approved, Implement code changes with DOE.				X		Infrastructure	Mitigation	Objective Completion Date: December 31, 2012
						X				
							X			
8.2	Complete all Regional Evacuation Studies.	A. Complete LIDAR analysis. B. Complete SLOSH models. C. Publish evacuation studies.			X			Preparedness	Information Mgmt.	Objective Completion Date: May 31, 2010
					X					
					X					

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8.3	Adequate Shelter Space - Eliminate the state-wide deficit of public hurricane evacuation shelter space.	A. Survey 200 buildings per year to maintain a ten-year state-wide survey cycle. B. Identify 25,000 new public hurricane evacuation shelter spaces per year. C. Publish the annual Shelter Retrofit Report.	X	X	X	X	X	Response	Infrastructure	This objective is completed annually.
<b>GOAL # 9 MONITOR NUCLEAR FACILITIES</b>										
9.1	Ensure licensure of existing facilities is maintained and assist with the licensing of two new nuclear reactors.	A. The Division shall provide support to the licensees through participation in quarterly and other planning related meetings to ensure compliance with federal regulations. B. The Division shall make any and all revisions as necessary, and submit the changes to the Federal Emergency Management Agency. C. The Division will certify to the Federal Emergency Management Agency on an annual basis as part of the annual letter of certification that the Plan is current. D. The Division shall participate in planning and public meetings as appropriate to support the license application review process by the Nuclear Regulatory Commission and the Federal Emergency Management Agency. E. The Division shall provide technical assistance to counties in the development of their plans.	X	X	X	X	X	Tech. Hazards	Division	Objectives are ongoing.

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9.2	Radiological Emergency Preparedness (REP): Successfully fulfil all preparedness related expectations in coordination with FEMA and the power companies each year.	A. The Division shall maintain a Radiological Emergency Management Plan. B. The Division shall ensure that the appropriate state agency emergency responders are trained as described in the Plan. C. The Division will maintain a state of readiness for responding to a radiological emergency at the Company's nuclear power plants as described in the Plan. D. The Division shall monitor the actions of other states and to ensure that the current status of the state's radiological planning is consistent with Federal Emergency Management Agency guidance and other states as appropriate. E. The Division shall provide training to the Ingestion Pathway counties in accordance with the Plan.	X	X	X	X	X	Tech. Hazards	Division	Objectives are ongoing.
9.3	Successfully conduct Nuclear Power Plant exercises each year.	A. The Division shall participate in drills and exercises to the extent necessary to maintain an appropriate level of readiness for a radiological emergency. B. The Division shall have limited participation in all drills or exercise involving county participation.	X	X	X	X	X	Tech. Hazards	Division	Objectives are ongoing.
<b>GOAL # 10 CREATE A CAREER PATH FOR EMERGENCY MANAGERS</b>										
10.1	Formalize intern process. Develop program with colleges and universities.	A. Evaluate needs of programs in the Division to determine areas of			X			External Affairs	Division	Objective Completion Date: June 30, 2010 Evaluation and Publicizing of Program will be

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		emphasis for interns. B. Develop standard operating guidelines for intern program. C. Publicize internship opportunities. D. Evaluate effectiveness of internship program through intern surveys, DEM staff surveys, etc.			X					ongoing.
10.2	Identify, maintain, schedule, and offer training sufficient to meet the needs of the DEM mission by use of internal and external sources as appropriate.	A. Assess overall training needs of the Division and its external EM related stakeholders. B. Create training calendar quarterly and ensure training is pushed out statewide and as cost effectively as possible.			X	X	X	Training and Exercise	External Affairs/ Regional Coord.	This objective is ongoing and is completed annually.
10.3	Establish a training matrix (Career Path) for all experience levels (entry, mid-level, advanced) of emergency managers.	A. Evaluate other state's and organizations career paths for emergency managers. B. Present draft recommendations to DEM leadership and the EM Advisory Working Group for approval. C. Implement training matrix and re-evaluate yearly based on new course offerings. etc.			X			Training & Exercise	Division	Objective Completion Date: June 30, 2011
10.4	Enhance the basic and intermediate EM Academy offerings each year. Offer multiple times each calendar year.	A. Perform an evaluation of the existing curriculum for the enhanced and intermediate academies. B. Modify curriculum based on comments from DEM leadership, Emergency Management Advisory Working Group, FEPA and participants. C. Evaluate staffing and site availability for multiple offerings of the EM Academy (basic and			X			Training & Exercise	Preparedness	Evaluation Completion Date: June 30, 2010 Curriculum Update Completion Date: December 31, 2010 Objective is ongoing for multiple offerings.

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	intermediate) each year.									
<b>GOAL # 11 ENHANCE PUBLIC EDUCATION AND OUTREACH</b>										
11.1	Develop an outreach coordination plan with the goal of reaching as many Floridians with the disaster preparedness message as possible.	A. Review pre and post hurricane season surveys to gauge effectiveness of outreach messaging. B. Evaluate website hits and number of individuals completing a family disaster and small business disaster plan. C. Evaluate other state's outreach plans and their overall effectiveness. D. Annually submit a revised outreach coordination plan to DEM leadership and the EM Advisory Working Group for their review and approval.			X	X	X	External Affairs	Division	Objectives are ongoing.
<b>GOAL # 12 PROVIDE SAFE AND ACCESSIBLE SHELTERING</b>										
12.1	More accurately define both special needs and pet-friendly public shelter space demands for all-hazards.	A. Conduct a state wide analysis and produce a report to be used for planning assumptions.				X		Preparedness and Statewide Disability Coordinator	Division	Objective Completion Date: December 31, 2011
12.2	More accurately define public shelter essential features and accessory requirements for special needs, pet-friendly and persons with disabilities populations, to include electrical requirements for persons with disabilities.	A. Conduct a state wide analysis and produce a report to be used for planning assumptions.				X		Preparedness and Statewide Disability Coordinator	Division	Objective Completion Date: December 31, 2011
12.3	Ensure that public shelters can accommodate persons with disabilities.	A. Ensure shelters are A.D.A. compliant.		X	X	X	X	Statewide Disability	Logistics/ Red Cross/	Objective is ongoing.

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	B. Continue A.D.A. train the trainer for interested parties. C. Coordinate with the Red Cross and other shelter operators and clearly convey A.D.A. requirements. D. Coordinate with logistics and shelter operators to ensure cots and other supplies are available to deliver to shelters when opened.		X	X	X	X	Coordinator	Shelter Operators		
12.4	Provide strategies for establishment of pet-friendly public shelters.	A. Conduct a state wide analysis and produce a report to be used for planning assumptions.				X	Preparedness	Division	Objective Completion Date: December 31, 2012	
<b>GOAL # 13 STABALIZE IMPACTED JURISDICTIONS</b>										
13.1	Maintain 24/7 readiness for an all hazards response statewide.	A. Maintain 24/7 staffing in the State Watch Office for immediate response to requests from counties.	X	X	X	X	X	Operations	Response	This objective is ongoing.
13.2	Maintain ability to notify SERT personnel and key Government officials within 30 minutes of a reported incident.	A. Maintain funding and capability for the Division's auto notification system. B. Ensure the auto notification system information is updated and kept current for all state agencies and other SERT members. C. Exercise and test this objective on a regular basis. *THUNDERBOLT	X	X	X	X	X	Operations	Response	Objective is ongoing.
13.3	Maintain regional response capabilities to respond to counties within 30 minutes.	A. Maintain funding for Regional Coordinators. B. Ensure Regional Coordinators have necessary equipment to respond in a timely manner. C. Exercise and test this objective on a	X	X	X	X	X	Director/ Deputy Director/ Logistics/ Finance & Admin.	Regional Coord.	Objective is ongoing.

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	regular basis. *THUNDERBOLT									
13.4	Maintain the ability to activate the State Emergency Operations Center to a Level 2 within 30 minutes of formal notification to key stakeholders.	A. Maintain funding and capability for the Division's auto notification system. B. Ensure the auto notification system information is updated and kept current for all state agencies and other SERT members. C. Exercise and test this objective on a regular basis. *THUNDERBOLT	X	X	X	X	X	Operations	Response	Objective is ongoing.
13.5	Maintain the ability to activate the State Emergency Operations Center to a Level 1 within 60 minutes of formal notifications to key stakeholders.	A. Maintain funding and capability to maintain the Division's auto notification system. B. Ensure the auto notification system information is updated and kept current for all state agencies and other SERT members. C. Exercise and test this objective on a regular basis. *THUNDERBOLT	X	X	X	X	X	Operations	Response	Objective is ongoing.
13.6	Ensure the State Unified Logistics Section Program and State Logistics Response Center has adequate contracts, commodities and capabilities to activate and begin moving commodities within 6 hours of formal notification of key stakeholders.	A. Review all contracts involving commodities on an annual basis by March 1 <sup>st</sup> of each year. B. Maintain currently inventory of all supplies on hand and their location. C. Train staff on operations at the State Logistics Response Center. D. Exercise and test this objective on a regular basis. * THUNDERBOLT		X	X	X	X	Logistics	Response	Objective is ongoing.

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13.7	State Management Teams (SMT) -Maintain the ability to deploy a state Incident Management Team within 2 hours of activation/direction by the SERT Chief.	A. Establish a formal training/credentialing program for all State of Florida State Management Team (SMT) members (All Hazards Course; Position Specific; Task Book/Shadowing; etc). B. Develop and Maintain 3 SMT's. C. Develop SMT Deployment Standard Operating Procedures. D. Develop equipment list for deploying SMT.		X	X				Response	SERT	Objective is ongoing.
13.8	Urban Search and Rescue Team (USAR) Teams - Maintain the ability to deploy a search and rescue teams within 4 hours of activation/direction by the SERT Chief.	A. Maintain current roster of at least 4 active USAR teams at all times. B. Each team will be placed on "alert status" for two week periods for immediate deployment if necessary. C. New team members should be identified and trained on a regular basis and back-up team members should be identified and trained as well.		X	X	X	X		Operations	SERT	Objective is ongoing.
13.9	National Guard - Maintain the ability to deploy Florida National Guard to support security, logistic, intelligence and reconnaissance, and humanitarian missions within 24 hours of activation/direction by the State Coordinating Officer.	A. Maintain constant coordination with the military liaison officer housed within the Division of Emergency Management. B. Involve the National Guard in all planning activities. C. Exercise capabilities. *THUNDERBOLTS		X	X	X	X		National Guard Liaison	Response	Objective is ongoing.
13.10	Maintain redundant communications with the 67 County Warning Points and Nuclear Power Plants.	A. Conduct weekly call outs to all 67 County Warning Points. Set goal % that will respond. B. Conduct daily call downs with Nuclear Power Plants.		X	X	X	X		Operations	Response	Objective is ongoing.

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<b>GOAL # 14 ENHANCE RECOVERY FUNCTIONS</b>										
14.1	Institute training and cross training of all recovery staff on individual assistance and public assistance processes.	A. Identify required courses B. Develop training program for new hires C. Track training completion			X X X			Recovery	Division	Objective Completion Date: June 30, 2010
14.2	Modify the use of disaster reservists outside of their normal role as part of Community Response Teams to include Preliminary Damage Assessment, Essential Service's Center's and Disaster Recovery Center activities.	A. Identify cross training requirements B. Identify cross trainees C. Conduct and track training			X X X			Recovery	Division	Objective Completion Date: June 30, 2010
14.3	Establish Essential Services Center's or Disaster Recovery Center's post impact within 48 hours.	A. Develop standard operating procedure.			X	X	X	Recovery	Division	Objective Completion Date: June 30, 2010
14.4	Be prepared to conduct initial PDA's within 48 hours after impact.	A. Establish PDA coordinator B. Identify and update PDA teams C. Establish data collection and dissemination process		X	X	X	X	Recovery	Division	Objective is ongoing.
14.5	Be prepared to staff and equip a JFO concurrently with FEMA.	A. Identify JFO roles and responsibilities B. Identify equipment needed C. Create a roster of qualified staff		X	X	X	X	Recovery/ Mitigation	Division	Accomplished with each Request for a Federal Declaration. Disaster dependent.
14.6	Deploy a PA financial field team to capture and draft project worksheets for Category A & B within 10 days of the PDA Process being completed.	A. Identify the economically disadvantaged counties affected B. Deploy PAC and Planner teams assigned to these counties		X	X	X	X	Recovery	Division	Objective is ongoing.

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14.7	Amend the state administrative plan and develop a PA and Mitigation staffing plan within 30 days of the establishment of the JFO.	A. Assign appropriate staff to maintain documentation to obtain funding to sustain operational functions early in the process. B. Establish procedures for drawing funding down from the federal government.		X	X	X	X	Recovery	Division	Amended annually.
14.8	Develop transitional housing solutions through pre-negotiated methods.	A. Develop Strategic Housing Plan			X			Recovery	Division	Objective Completion Date: June 30, 2010
14.9	Transmit PDA assessment information for individual and public assistance electronically to facilitate timely declaration determinations.	A. Determine format for transmitted data. B. Evaluate and procure equipment for transmittal from the field under less than optimal conditions.			X			Recovery	Division	Objective Completion Date: June 30, 2010
<b>GOAL # 15 EXPEDITE RECOVERY DISASTER CLOSEOUTS</b>										
15.1	By 2012, close all disasters through 2005.	A. Develop an Action Plan B. Evaluate resources C. Realign as necessary D. Hire additional assets if required	X	X	X	X	X	Recovery	FEMA	Objective Completion Date: December 31, 2011
15.2	Post 2005 disasters will be closed within 5 years of date of declaration.	A. Develop an Action Plan B. Evaluate resources C. Realign as necessary D. Hire additional assets if required	X	X	X	X	X	Recovery	FEMA	Dependent upon date of declaration for each disaster.
15.3	Eliminate all additional (non-policy) unnecessary procedures to streamline the reimbursement process.	A. Review current State, Federal and Division Policy B. Eliminate unnecessary steps not required by policy C. Update FloridaPA			X			Recovery	FEMA	Objective Completion Date: June 30, 2010
<b>GOAL #16 MAXIMIZE STAFFORD ACT FUNDING</b>										

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16.1	Enhance coordination with Section 406 procedures to obtain additional funding for damaged structures.	A. Develop training for State staff on 406 mitigation. B. Identify and train staff. C. Track training.			X			Recovery	Mitigation FEMA	Objective Completion Date: June 30, 2010
16.2	Provide training to local and state agencies to enhance the knowledge base of the staff in obtaining eligible funding.	A. Conduct 1 training in all 7 regions, and train all 7 regional coordinators.		X	X			Recovery	Training & Exercise	Objective Completion Date: June 30, 2010
<b>GOAL # 17 ENHANCE FUNDING AND SERVICE FOLLOWING NON-STAFFORD ACT DECLARATIONS</b>										
17.1	Develop a non-Stafford act plan for resources available to Floridians to include development and recommendations for a non-federally funded State PA and IA Process.	A. Identify a funding source. B. Draft Legislation. C. Determine constraints of the funds D. Develop a Standard Operating Procedure for awarding grants. E. Rulemaking F. Develop a procedure to input & track grants in Floridapa.org.		X X X	X X X			Recovery	External Affairs/ Director/ Deputy Director/ Legal	Objective Completion Date: December 31, 2010
17.2	Open an Essential Services Center (ESC) in the impacted area to provide support from state, local and private agencies (non-federal) within 48 hours of impact.	A. Develop a Standard Operation Procedure for ESC's. B. Identify personnel to do site selection and set up. C. Identify personnel to secure support from agencies. D. Coordinate with ESF 14 on outreach regarding ESC's opening.			X X X X	X X X	X X X	Recovery	Logistics	Objective Completion Date: June 30, 2010
<b>GOAL # 18 MAXIMIZE MITIGATION PROGRAM FUNDING</b>										
18.1	Maintain the State's FEMA Approved Enhanced Mitigation Plan	A. Revise, update and resubmit the Enhanced Mitigation Plan for approval in June 2010.			X			Mitigation	Division	Objective Completion Date: February 1, 2010

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		'08	'09	'10	'11	'12	Lead	Support		
<b>18.2</b>	Support and assist local applicants through planning and technical assistance in order to maximize the number of approvable applications to ensure all available funds are received.	A. Develop and a Mitigation Summit B. Conduct HMGP Application Workshops post-disaster for declared counties. C. Boost outreach by mitigation planners to impacted county Local Mitigation Strategy Working Groups. D. Offer E-Grants training to local governments prior to funding cycle.			X	X	X	Mitigation	Division	Mitigation Summit to be held in early 2010. Other objectives are ongoing.
<b>18.3</b>	Manage the programs effectively to ensure the timely disbursement of funds and close out of disasters and funding cycles.	A. Set Closeout benchmarks for disaster and non-disaster programs.			X	X	X	Mitigation	FEMA	<b>Disaster Program Closeout benchmarks;</b> 2004 by 2013 2005 by 2012 Subsequent disasters within 5 years of approval <b>Non-Disaster Programs</b> Closeout benchmarks to reflect closeout within 5-year period of approval.
<b>18.4</b>	Investigate the feasibility of utilizing a county-level enhanced plan program	A. Conduct feasibility study.			X	X		Mitigation	External Affairs/ Finance & Admin.	<b>Objective Completion Date: June 30, 2011</b>
<b>18.5</b>	Increase mitigation funding for residential retrofits.	A. Revise Rule 9G-22				X		Mitigation	Finance & Admin.	<b>Objective Completion Date: June 30, 2011</b>
<b>18.6</b>	Encourage all county and/or regional governments to maintain mitigation strategies and encourage 100% participation in all municipalities.	A. Outreach to Local Mitigation Strategy (LMS) Workgroup's by State mitigation planners. B. Encourage LMS Working Group members to attend the Mitigation Summit.	X	X	X	X	X	Mitigation	LMS Wkgrps.	Ongoing Activities Objective Completion Date June 30, 2011

Florida Division of Emergency Management 2008-2013 Strategic Plan							UPDATED: November 5, 2009				
	Agency Goals and Overall Objectives	Actions (Tasks)	Year					Role (L/S)		Objective Completion Dates / Outcomes / Progress Indicators	
			'08	'09	'10	'11	'12	Lead	Support		
18.7	Encourage 100% participation in the National Flood Insurance Program (NFIP) by all counties.	A. Develop relationships with non-participating communities to support change in perception of the Program; offer technical support and visit to present Program benefits. B. Develop relationships with non-participating communities to support change in perception of the Program; offer technical support and visit to present Program benefits.	X	X	X	X	X	Mitigation	Director	On-going activity	
<b>GOAL # 19 ENHANCE NON-PROGRAMMATIC MITIGATION PROGRAMS</b>											
19.1	Assure that after each Presidentially-declared disaster, post-disaster cost avoidance studies are conducted.	A. Assign responsibility at start of Joint Field Office.	X	X	X	X	X	Mitigation	Division	Objectives are ongoing	
19.2	Work with local officials to encourage Code+ practices as well as other "soft" mitigation-oriented activities in their communities; report on these.	A. Discover or develop a statewide venue to share higher standards (i.e. through Florida Floodplain Managers Association, or via email or Google groups, etc.) B. Review Local Mitigation Strategies for content related to National Flood Insurance Program participation C. Incorporate International Code flood-resistant standards into the Florida Building Code D. Develop a companion flood damage prevention ordinance for the Building Code E. Revise the state's "stand alone" flood damage prevention model ordinance and encourage communities to update their ordinances as appropriate.			X			Mitigation	Division	<b>Objectives Completion Date:</b> A. September 30, 2010 B. On-going as LMS are updated C. June 30, 2012 D. September 30, 2010 E. December 31, 2010	

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	Agency Goals and Overall Objectives	Actions (Tasks)	Year					Role (L/S)		Objective Completion Dates / Outcomes / Progress Indicators
			'08	'09	'10	'11	'12	Lead	Support	
19.3	Review flood ordinances for 10 counties annually.	A. Schedule and complete flood ordinances for 10 counties annually.			X	X	X	Mitigation	Division	Objective will be completed annually.
19.4	Develop more coordination between state agencies with regard to floodplain development on state lands	A. Work with GIS and other agencies to obtain list of all state-owned facilities and ascertain which are in the floodplain. B. Create a state agency - level floodplain management work group to share floodplain management regulations, information and best practice floodplain management for future development in flood-prone areas.		X	X			Mitigation	GIS	Objectives Completion Date: December 31, 2010