



**RON DESANTIS**  
GOVERNOR

STATE OF FLORIDA

# Office of the Governor

THE CAPITOL  
TALLAHASSEE, FLORIDA 32399-0001

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## LONG RANGE PROGRAM PLAN

Executive Office of the Governor  
Tallahassee, Florida

September 29, 2023

Chris Spencer, Director  
Office of Policy and Budget  
Executive Office of the Governor  
1702 Capitol  
Tallahassee, Florida 32399-0001

J. Eric Pridgeon, Staff Director  
House Appropriations Committee  
221 Capitol  
Tallahassee, Florida 32399-1300

Tim Sadberry, Staff Director  
Senate Appropriations Committee  
201 Capitol  
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Executive Office of the Governor is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives and measures for the Fiscal Year 2024-25 through Fiscal Year 2028-29. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is [www.flgov.com](http://www.flgov.com). This submission has been approved by Alex Kelly, Acting Chief of Staff.

Pursuant to Section 14.2016, Florida Statutes, the Division of Emergency Management (Division) within the Executive Office of the Governor shall be responsible for all professional, technical, and administrative support functions to carry out its responsibilities under part I of Chapter 252. The Division has a unique mission, as well as distinct goals, objectives, and performance metrics. To that end we have instructed the Division to develop a performance based budget plan as documented by a Long Range Program Plan specifically for the Division of Emergency Management. The Division's LRPP is attached herein, and has been approved by Kevin Guthrie, Executive Director. The Division of Emergency Management budget data has been included in the Executive Office of Governor for all agency level exhibits and schedules as prescribed in the budget instructions.

Kindest Regards,

A handwritten signature in blue ink that reads "Kelley Sasso".

Kelley Sasso  
Director of Finance and Accounting



Executive Office of the Governor



# Long Range Program Plan

Fiscal Years 2024-2025 through 2028-2029

*MISSION STATEMENT:*

# **Listen, Lead, Communicate**

*EXECUTIVE OFFICE OF THE GOVERNOR  
LONG RANGE PROGRAM PLAN*

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*GOALS AND OBJECTIVES*

GOAL:

- Improve the health, safety, welfare, and education of Florida's citizens.

OBJECTIVES:

- Help formulate the Governor's goals and policies through legislation, the budget process, and supervision of executive agencies.
- Provide management information services to the Governor's Office of Policy and Budget, and the Legislature. Assist in development of the agencies' Legislative budget requests, Governor's Budget Recommendations, and Legislative Appropriations.

SERVICE OUTCOMES AND PERFORMANCE PROJECTION TABLES

**GOAL:** Improve the health, safety, welfare and education of Florida's citizens.

**GENERAL OFFICE [Program]**

Executive Direction/Support Services [Service]

**Objective:** Help formulate and implement the Governor's goals and policies through legislation, the budget process, and supervision of executive agencies.

**Outcome:** Percentage of Governor's goals achieved

| Baseline 2019<br>2020 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|-----------------------|---------|---------|---------|---------|---------|
|                       | 100%    | 100%    | 100%    |         |         |

Executive Planning and Budgeting [Service]

**Objective:** Help formulate and implement the Governor's goals and policies through legislation, the budget process, and supervision of executive agencies.

**Outcome:** Percentage of Governor's goals achieved

| Baseline 2019<br>2020 | 2024-25 | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|-----------------------|---------|---------|---------|---------|---------|
|                       | 100%    | 100%    | 100%    |         |         |

LAS/PBS [Service]

**Objective:** Provide management information services to the Governor's Office of Policy and Budget, and the Legislature. Assist in development of the agencies' legislative budget requests, Governor's Budget Recommendations and Legislative Appropriations.

**Outcome:** LAS/PBS system costs : number of users

| Baseline 2010<br>2011 | 2024-25              | 2025-26              | 2026-27              | 2027-28              | 2028-29              |
|-----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| \$5,316,331:<br>1,365 | \$4,789,294:<br>3705 | \$4,789,294:<br>3705 | \$4,789,294:<br>3705 | \$4,789,294:<br>3705 | \$4,789,294:<br>3705 |

## **LINKAGE TO THE GOVERNOR'S PRIORITIES**

The Executive Office of the Governor's goals, objectives, and performance measures are all associated with the DeSantis administration priorities as listed below:

### **1. Restore and Protect Florida's Environment**

- Continue major investments to improve water quality, quantity, and supply.
- Prioritize Everglades' restoration, and the completion of critical Everglades' restoration projects.
- Prevent fracking and offshore drilling to protect Florida's environment.
- Promote resiliency initiatives that harden Florida's infrastructure and protect our communities.

### **2. Improve Florida's Education System**

- Increase access to and expand options for quality educational choices, public and private, for Florida's families.
- Maintain the Florida higher education system's status as number one in the nation while increasing accountability for institutions.
- Provide quality career and technical education options for Florida's students and workforce.

### **3. Economic Development and Job Creation**

- Focus on diversifying Florida's job market, promoting manufacturing growth, and strengthening our supply chain.
- Maintain Florida's status as a low-tax state and continue to find opportunities to reduce taxes and fees.
- Reduce existing regulations, and stop any new regulations that do not serve the public health, safety and welfare.
- Prioritize infrastructure development to meaningful projects that provide regional and statewide impact, especially focused on safety, improved mobility, and reduced traffic congestion for Floridians.

### **4. Health Care**

- Focus resources on continuing to combat the opioid crisis and substance abuse in general, and expand access to mental health services.
- Promote innovation in health care that reduces the cost of medical procedures and services and increases access to quality care for Floridians.
- Reduce the cost of prescription drugs through state and federal reform.
- Promote a Florida-focused approach to major issues in health care, including protecting the freedom of speech of physicians and combatting harmful medical practices against our children.

## 5. Public Safety

- Continue to uphold immigration law to protect our borders and communities, and remove illegal aliens from the state.
- Support local and state law enforcement's ability to investigate and prevent criminal activity.
- Develop and implement comprehensive threat assessment strategies to identify and prevent threats to the public.
- Continue efforts to enhance safety in our schools.

## 6. Public Integrity

- Protect taxpayer resources by ensuring the faithful expenditure of public funds and return funds to taxpayers through tax relief.
- Promote greater transparency at all levels of government, and promote the highest standard of ethics for state and local officials.
- Hold public officials and government employees accountable for failure to serve the public interest at all times.

The following outlines the Executive Office of the Governor's goal(s) and the associated priorities:

### EXECUTIVE OFFICE

GOAL: To improve the health, safety, welfare, and education of Florida's citizens

PRIORITIES:

#### **Restore and Protect Florida's Environment**

- Continue major investments to improve water quality, quantity, and supply.
- Prioritize Everglades' restoration, and the completion of critical Everglades' restoration projects.
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**Executive Office of the Governor  
Long-Range Program Plan  
Fiscal Years 2024–2025 through 2028–2029  
Trends and Conditions Statements**

*The Governor is the state’s chief elected official. His duties and responsibilities are enumerated in the Florida Constitution and in the Florida Statutes. Supreme executive power is invested in the Governor, as are the duties of commander-in-chief of all military forces of the state not active in the service of the United States. The Governor is also the chief administrative officer responsible for the planning and budgeting for the state. The Executive Office of the Governor assists the Governor in fulfilling his constitutional and statutory duties and responsibilities through planning, policy development, and budgeting; directing and overseeing state agencies; facilitating citizen involvement in government; and communicating with citizens at all levels.*

Governor Ron DeSantis was elected Florida’s 46<sup>th</sup> chief executive on November 6, 2018, and was reelected for his second term on November 8, 2022. For the duration of his first term and throughout his second term he has dedicated himself and all of state government to the protection, preservation, and defense of Floridians’ freedoms. Governor DeSantis has steadfastly safeguarded Floridians’ ability to send their children to schools focused on education not indoctrination. The Governor has enacted law-and-order policies that have brought Florida’s crime rate to a fifty year low. The Governor has championed medical freedom and protecting children from bodily mutilation. The Governor has focused on delivering rapid responses to natural disasters, leading to record fast electricity restoration and infrastructure repairs following Hurricane Ian and Hurricane Idalia. And through it all Governor DeSantis has had as his goal making Florida the best place in America to live, work, and raise a family.

As a result, under the Governor’s leadership Florida has been the number one state in the nation for net in-migration, Florida’s economy is thriving, and the policies that he has enacted have served as blueprints for other states in the union to follow.

**Please see the following statement from Governor Ron DeSantis:**

**EDUCATION**

“Throughout my time in office Florida has risen through the education rankings to become the number one state in the nation for education according to U.S. News & World Report. Under my leadership Florida has prioritized education by providing teachers historic salary increases, ensuring students were able to return to in-person instruction following the COVID-19 pandemic, abolishing woke ideology from the classroom, eliminating Common Core, and transitioning to a progress monitoring system for transparency and accountability. As a result, Florida moved from third best when I took office to *the* best in pre-K through university education while maintaining the state’s number one spot for higher education for the seventh year in a row. Florida also ranks number one in the Parent Power Index, scoring #1 in nation for digital and personalized learning,

#1 in nation for choice programs, #2 in nation for charter schools, and #3 in nation for teacher quality. Florida wasn't known as the best place for education when I was growing up, but under my leadership Florida has become *the* education state.

"I have led the way to make Florida the number one state in the country for school choice, spearheading the largest-ever expansion of school choice during my first term and then expanding school choice options to all Florida students during the first Legislative Session of my second term. In 2021, I increased individual scholarship amounts to 100% of the state funding allocated to a child's education and ensured priority access to these Family Empowerment Scholarships went to children in foster care or out-of-home care or whose household income level did not exceed 185% of the federal poverty level. That legislation also eliminated barriers to accessing school choice by eliminating the requirement for a student to be in public school prior to applying for a scholarship and expanding eligible use of scholarship funds to cover the full spectrum of a student's educational expenses, such as tuition and fees, transportation to another public school, and increased services for students with disabilities. In 2023, I instituted universal school choice in Florida by eliminating the financial eligibility restrictions while continuing to prioritize awards to students with household incomes that do not exceed 185% of the federal poverty level. Florida already had 1.3 million students who learn full time in a school of their family's choosing — larger than the entire K–12 student enrollments of 35 other states — and with 20,000 new scholarships for the 2023–2024 school year and 40,000 new scholarships for every year after that, I have cemented Florida's position as the nation's leader in school choice.

"I have empowered parents to be the ultimate decision makers in the raising of their children. In 2021, I signed into law the Parents' Bill of Rights which stated that the state, its political subdivisions, any other governmental entity, or other institution may not infringe upon the fundamental rights of a parent to direct the upbringing, education, health care, and mental health of a minor child. It also required school districts to promote parental involvement in the public school system by providing access to a child's studies and instructional materials and recognizing a parent's right to withdraw his or her child from objectionable portions of the school's curriculum. The Parents' Bill of Rights further empowered parents in the medical sphere by requiring a parent's permission before a health care practitioner may provide services to, prescribe medicine to, or perform a medical procedure on a child. In 2022, the Legislature decided to expand the Parents' Bill of Rights through legislation known as the Parental Rights in Education bill, which, contrary to the media narrative, did not prohibit the use of an adjective until recently defined as 'lighthearted and carefree,' but rather put forth commonsense provisions that said little kids should not be exposed to radical sexual and gender theories and ideologies; parents should know about their children's health issues at school, whether those are emotional, mental, or physical; parental consent must be given before healthcare services are provided to their children; and parents should be able to pre-screen questionnaires that include potentially objectionable, suggestive material before they are given to their children. I did not back down — even when a large, Burbank, California-based business decide to insert itself into the political process — and I proudly signed the Parental Rights in Education legislation into law. In 2023, I once again expanded parental rights in education by removing pronoun politics from the classroom, signing legislation that prohibits Florida's students and teachers from "declaring" their

pronouns in school or being forced to use pronouns not based on biological sex. The latest legislation also builds on last year's parental rights legislation by expanding the prohibition of classroom instruction on sexual orientation and gender identity through eighth grade.

"As a father of two daughters, I want my girls, and every girl in Florida, to compete on an even playing field for the opportunities available to young women in sports. Women have fought for decades to have equal opportunities in athletics, and I took action to prevent those opportunities from being eroded by signing into law the Fairness in Women's Sports Act. The bill specified that an athletic team or sport that is designated for females, women, or girls may not be open to students of the male sex, based on the student's biological sex listed on the student's official birth certificate at the time of birth, and it provided civil remedies for those who suffer harm by violations of the law. This year, I expanded protections for women by requiring educational institutions, detention facilities, correctional institutions, juvenile correctional facilities, and public buildings with a restroom, locker room, or changing facility to have separate facilities for men and women based on biological sex. Under my leadership, we prioritize women's safety.

"The state of civic knowledge throughout the United States is a disgrace, with a recent study finding that just one in three Americans can pass a multiple choice test of questions taken from the U.S. Citizenship Test and that of those surveyed 72 percent didn't know which states were the original 13 colonies, less than a quarter knew why the colonists fought the British, 12 percent thought Eisenhower fought in the Civil War, and three quarters had no idea what Ben Franklin was famous for, with two thirds saying he invented the lightbulb. I set out to change this state of affairs through the Civic Literacy Excellence Initiative. This program created the Florida Civics Seal of Excellence, a new professional licensure endorsement for educators in civics education which includes a \$3,000 bonus for teachers who complete a civics education training program; created a team of statewide regional civics coaches to provide support for teachers in building out civics programs; launched a career pathway program to create pilot programs for public service incubators to develop partnerships between secondary schools and government institutions to inspire the next generation of leaders in Florida. I also worked with the Marcus Foundation to launch the Florida Civics & Debate Initiative, with the program expanding to 60 school districts in 2022 and to nearly all school districts in the state by the end of the 2022–2023 school year. I also signed legislation to create an integrated K–12 civic education curriculum that includes an understanding of citizens' shared rights and responsibilities under the Constitution and Bill of Rights and further expands required instruction in high school to include a comparative discussion of political ideologies that conflict with the principles of freedom and democracy essential to the founding principles of the United States, such as communism and totalitarianism. This bill also launched a library of "Portraits in Patriotism" based on personal stories of individuals who demonstrate civic-minded qualities, including those who have moved to this country after being persecuted in nations like Cuba and Venezuela. High school students now take a civic literacy assessment, and state college and state university students take both a civic literacy course and a civic literacy assessment as a graduation requirement. As a result of these civics education policies, nearly three quarters of students scored at or above Level 3 in civics in 2022, an increase of five percentage points from 2021; African American students increased performance by eight percentage points in civics and four percentage points in U.S. history; Hispanic students increased

performance by six percentage points in civics and three percentage points in U.S. history; and students with disabilities increased performance by five percentage points in civics and one percentage point in U.S. history. To ensure an accurate teaching of civics and history, I worked with the State Board of Education to keep Critical Race Theory out of the classroom and then worked with the Legislature to ban the use of this hateful ideology in Florida's education system.

"When I took office, I set the goal of making Florida the number one state in the country for workforce education by 2030, and as a result of my policies to promote apprenticeships and career training the state is on track to reach that goal before the end of the decade. Since I took office, Florida's colleges and technical colleges have awarded more than half a million workforce certificates and degrees in fields ranging from carpentry to trucking and plumbing to electrical. As a former electrician's apprentice between high school and college, I understand the importance of the trades in a growing economy and appreciate the power of this valuable work to provide high-paying jobs and the dignity that comes along with that to those who are taught the skills to fill these roles. My administration has committed more than \$5 billion for workforce education and has already made Florida the number one state for attracting and developing a skilled workforce. Florida has nearly 800,000 K-12 career and technical education (CTE) students (the highest in the state's history), more than 380,000 postsecondary CTE students, and over 17,000 registered apprentices.

"Throughout my time in office I have invested more than \$3.3 billion for teacher salary increases and bonuses because I understand that the key to an outstanding education system is attracting and retaining excellent educators. In my most recent action to empower educators, I signed legislation which creates a "paycheck protection program" which prohibits teachers' unions from using government resources to have dues deducted directly from employee paychecks; requires unions to notify members of the costs of membership; requires a union to represent at least 60% of employees, an increase from the current 50%; allows state investigations into unions suspected of fraud, waste, and abuse; requires annual audits and financial disclosures for unions; and prohibits any union from offering anything of value to a public official in collective bargaining negotiations. I have also improved teacher licensing mobility by extending temporary teaching certificates from three years to five years; eliminating unnecessary bureaucratic requirements from certification and alternative certification programs; requiring a system-wide shift from professional development to professional learning; expanding eligibility for temporary teaching certification to candidates who are currently enrolled in state-approved teacher preparation programs; dedicating \$10 million for the Heroes in the Classroom Bonus Program to attract former military and first responder personnel into the teaching profession; and allocating \$9 million for teacher apprenticeship and mentorship programs. I have also led the way with legal protections for teachers through a Teachers' Bill of Rights which takes a stand for teachers' efforts to preserve safety and order in their classrooms by giving teachers the benefit of the doubt when breaking up fights or preventing assault and giving teachers the presumption of acting lawfully and acting on behalf of their personal safety and the safety of their students.

"Throughout my time in office I have made it a priority to bring transparency and accountability to higher education and to reorient the mission of Florida's colleges and universities away from

purveying destructive ideologies and back towards the pursuit of truth and the preparation of students for success. To that end, I instituted higher education reforms in 2022 which removed the stranglehold that faculty unions and accrediting agencies have had on universities and colleges by instituting post-tenure review of tenured faculty every five years and requiring colleges and universities to seek accreditation from different accreditors. This year, I built upon those reforms with even more ambitious legislation which prohibits institutions from spending federal or state dollars on discriminatory initiatives such as so-called 'diversity, equity, and inclusion (DEI)' programs; prohibits Florida's public institutions from requiring students, faculty, or staff to take political loyalty tests; prohibits programs, majors, minors, curriculum, and general education core courses that violate Florida law regarding prohibited discrimination or that are based on theories that systemic racism, sexism, oppression, and privilege are inherent in the institutions of the United States and were created to maintain social, political, and economic inequities; requires that university presidents take ownership of and accountability for hiring, promoting, and, when necessary, disciplining faculty. I also replaced the board of directors at the New College of Florida with appointees who will ensure that the institution reflects the values of the people of Florida as expressed through their elected representatives. As a result of my higher education reform agenda, Florida boasts the lowest higher education in-state tuition and fees among all states, is the second best in the nation for two-year degree completion, is fourth best in the nation for four-year graduation rates at higher education institutions, and has ranked number one in the nation for higher education every year of my tenure.

## **ENVIRONMENT**

"In 2019, the state of Florida took over the management of red snapper fishing in the Gulf of Mexico from the federal government, and I ordered the Florida Fish and Wildlife Commission (FWC) to expand fishing opportunities for Floridians and tourists while simultaneously responsibly maintaining the fish population. Last year, I announced a 57-day red snapper season that included dates in the summer and autumn that were specifically chosen to allow recreational fishermen to fish for Gulf red snapper on holiday weekends. This year, after the FWC determined that the fish population remained stable, I extended the fishing season even longer to a record-breaking 70-day season. This is in sharp contrast to the Atlantic red snapper season, which is still under federal control and lasts just two days. During my time in office FWC has also expanded wildlife management areas that are open to hunting by nearly 100,000 acres, including increased opportunities to hunt for dove, duck, geese, snipe, woodcock, and coots. I have also championed the Florida Python Challenge<sup>®</sup>, an annual competition which gives snake hunters the chance to win a share of more than \$30,000 in prizes while removing invasive Burmese pythons from the Everglades. My tenure in office has accounted for more than half of the 18,000 pythons removed from the Everglades since the year 2000. I have also secured more than \$600 million for the preservation of land in Florida, conserving nearly 175,000 acres of habitat and creating the Florida Wildlife Corridor which allows animals to traverse the state, leading to increased breeding opportunities for species.

"When the Biden administration hinted at its intention to ban gas stoves under the guise of a faulty childhood asthma study, I called it out as part of the Left's agenda to restrict the energy use

of each American through electrification followed by throttling and responded by signing into law a sales tax exemption for the clean-burning kitchen appliance. I also signed an executive order to ensure that Florida's environmental regulations are not based upon faulty weather models extrapolated out decades into the future to predict a vague notion of climactic changes that sometimes cool and sometimes warm the globe but rather are based upon sound science, demonstrable results, and accountability. That order, Achieving Even More Now for Florida's Environment, called for a \$3.5 billion investment over four years for Everglades restoration and protection of our water resources, surpassing the historic investments of the past four years and making it the highest level of funding in Florida's history. As a result of these investments, Florida Bay is meeting its salinity goals, and as a result of my insistence on responsible management of Lake Okeechobee by the Army Corps of Engineers, algal blooms in streams and estuaries have been lessened in frequency and severity.

## **HEALTH CARE**

"In the spring of 2022, I directed the Florida Agency for Health Care Administration to study so-called 'gender-affirming care.' After completing its investigation, the Agency issued guidance which concluded that scientific studies supporting hormone replacement therapy, puberty blockers, and sex reassignment surgery for treating gender dysphoria are very weak; that the evidence showing benefits from hormone replacement therapies for gender dysphoria is very weak; that scientific studies do not show that the use of puberty blockers improves mental health; that there is a lack of long term, follow-up studies after sex reassignment surgery; and that there are no randomized control trials on the effectiveness of 'gender-affirming treatment.' With my support, the agency halted all funding of medications and procedures used for so-called 'sex changes' through the state's Medicaid program, ensuring that not a penny of taxpayers' money from the nearly \$30 billion Florida Medicaid Services budget would go toward this mutilating malpractice. I followed-up on this executive action through legislation to outlaw the mutilation of minors in Florida, signing a bill which prohibits sex reassignment surgeries and experimental puberty blockers for children; requires adult patients who are receiving these medications or surgeries to be informed about the dangers and irreversible nature of these procedures and to give written, informed consent; provides courts temporary emergency jurisdiction to step in and halt sex reassignment procedures for out-of-state children present in Florida; and creates a pathway for individuals to obtain damages when they were injured or killed after receiving sex reassignment surgeries or medications as minors. From 2018 to 2022, there was a 159% increase in the use of surgeries, puberty blockers, and hormones used for so-called 'gender-affirming care,' and my actions will put a stop to the mad scientists experimenting on children and will instead let kids be kids.

"In 2020, I signed into law parental consent legislation, ensuring that parents of minor children have the right and the ability to safeguard the lives of their grandchildren. In 2021, I signed legislation aimed at reducing maternal and infant mortality. That bill extended postpartum medical coverage for low-income moms and their babies to a full year after the birth. Last year, I brought Florida in line with other pro-life states by prohibiting abortions after 15 weeks, a bill which has now been superseded by the Heartbeat Bill signed into law by me this year. And while

I was advancing the ball on all of the aforementioned new pro-life legislation, I continued to fight in court for the law requiring a 24-hour waiting period, a case that had been bogged down in the courts for years but which was finally won on my watch. We also used regulatory authority to close an abortion clinic in Pensacola that did not provide informed consent and tried to bypass in-person treatment requirements. There are also more than a dozen clinics found to be violating the 24-hour waiting period which are now being reprimanded through fines. I also recognize that pro-life policies must extend to supporting new moms and families. That is why in 2021, I signed legislation which made Florida's Healthy Start program more efficient and effective. Florida's Healthy Start program is a free home visiting program that provides education and care coordination to pregnant women and families of children under the age of three. In 2022, I signed the Reducing Fetal and Infant Mortality Act, legislation that requires the Florida Department of Health to contract with local Healthy Start Coalitions to establish fetal and infant mortality review committees in all regions of the state with the goal of improving fetal and infant mortality in each region. Last year, I also signed legislation which created the Responsible Fatherhood Initiative. To encourage involved fatherhood to benefit new mothers and their children, the bill dedicated \$27,585,000 to award grants that expand mentorship programs for at-risk boys, grants that address the comprehensive needs of fathers, grants specifically for evidence-based programs that provide parenting education for fathers, and for the Responsible Fatherhood Initiative. In total, the bill allocated nearly \$70 million in funding to provide a wide spectrum of family and youth support. This year, I signed legislation which expands eligibility for the state's pregnancy support and wellness services network to women who have given birth in the past 12 months and to parents or guardians of children under the age of three for up to 12 months.

"Throughout the COVID-19 pandemic, I stood up for the rights of doctors and championed medical freedom for practitioners and patients. This year, I signed legislation which provides that health care providers and health care payors have the right to opt out of participation in or payment for certain health care services on the basis of conscience-based objections; provides requirements for a health care provider's notice and documentation of such objection; provides whistle-blower protections for health care providers and health care payors that take certain actions or disclose certain information relating to the reporting of certain violations; and prohibits boards, or the Department of Health if there is no board, from taking disciplinary action against or denying a license to an individual based solely on specified conduct. Approximately 90,000 physicians are licensed to practice medicine in Florida, and as a result of my determination to protect the conscience rights of doctors the state continues to attract talented new physicians who are being driven out of states on the West Coast and in the Northeast that seek to force doctors to violate their religious beliefs or moral scruples.

"I led the way to protect Americans from being forced to get mRNA COVID shots as a result of mandates that were attempted to be imposed by employers, service providers, municipalities, schools, and the federal government. I called a special session of the state Legislature in the fall of 2021 to pass legislation which protected Floridians from losing their jobs due to COVID-19 vaccine mandates and protected parents' rights to make healthcare decisions for students. This legislation changed the debate in the country surrounding mandates, making it clear that the role of government was not just to refrain from imposing mandates itself while standing idly by as

other institutions in the country did. Last spring, I demonstrated my willingness to enforce the no-mandate policy when the Special Olympics attempted to violate the law and was presented with a \$27.5 million fine if it did not lift its mandate and allow all athletes to compete. Ultimately, the Special Olympics backed down and held its event in Florida without a COVID vaccine mandate. I made these protections permanent through legislation signed this year which prohibits business and governmental entities from requiring individuals to provide proof of vaccination or post-infection recovery from any disease to gain access to, entry upon, or service from such entities; prohibits employers from refusing employment to or discharging, disciplining, demoting, or otherwise discriminating against an individual solely on the basis of vaccination or immunity status; and prohibits discrimination against Floridians related to COVID-19 vaccination or immunity status.

“I have acknowledged the clear and obvious reality that COVID-19 was created in a lab in Wuhan, China, that was carrying out gain-of-function research. Florida is a world leader in medical research and innovation with medical schools that receive hundreds of millions of dollars in federal research grants every year and a biotech sector approaching a \$1 billion market size. Legislation signed by me this year has made Florida the first state in the nation to ban gain-of-function research to ensure that Florida will not be the place from which the next bio-engineered pandemic-inducing pathogen emerges.

“I have made it a priority to improve foster care and promote adoption in Florida. During my time in office, there have been more than 4,000 newly licensed foster parents, and to support these generous individuals I signed legislation in 2022 to raise monthly payments for relative and nonrelative caregivers, increase the monthly subsidy for child care, and expand postsecondary education waivers for foster children. As a result, relative and nonrelative caregivers now receive almost \$4,000 more per year per child, and foster parents and caregivers receive \$2,400 per year in additional child-care support for children not yet of school age. My wife, First Lady Casey DeSantis, has also been actively involved in improving the lives of Floridians by launching *Hope Florida, A Pathway to Prosperity*, a community collaboration between the private sector, the faith-based community, nonprofits, and government entities. *Hope Florida* seeks in particular to better serve children aging out of the foster care system, helping one of the most vulnerable population groups in our society to put their best foot forward as they begin to live on their own. *Hope Florida* has also focused on pregnant mothers contending with substance abuse, because my wife and I understand that there is a responsibility to safeguard the lives of both the mother and her child.

“When I first took office, I re-established the Office of Drug Control within the Executive Office of the Governor, created a Statewide Task Force on Opioid Drug Abuse, and injected an additional \$26 million into Florida’s State Opioid Response Project. Last year, in response to increasing opioid addiction nationwide stemming in large part from an increasing supply of Chinese fentanyl being trafficked across the unsecured Southern Border, I secured \$600 million to launch the Coordinated Opioid Recovery (CORE) network, a first-in-the-nation program that expands every aspect of overdose response and treats all primary and secondary impacts of substance abuse to disrupt the revolving door of addiction and overdose. I also signed legislation cracking down on drug dealers, adding methamphetamine to the list of specified controlled substances which, if



the substance causes the death of a person, can subject the person who distributed the controlled substance to a conviction for first degree felony murder; enhancing the penalties for the sale of a controlled substance within 1,000 feet of substance abuse treatment facilities; and increasing the mandatory minimum sentence for trafficking fentanyl from 3 years to 7 years for 4–14 grams, and from 15 to 20 years for 14–28 grams. The First Lady has also educated Florida’s children about the dangers of drug use through her program “*The Facts. Your Future.*” which teaches kids to just say no, and here’s why. By reducing demand through childhood education and the CORE network while simultaneously reducing supply through the enhanced penalties for dealers, my wife and I are working hard to save more Americans from the devastation of drug abuse.

“During my first year in office, I established a five-part Dementia Action Plan which: 1) Directed the Department of Health to add Alzheimer’s and related dementias as a priority within the State Health Improvement Plan; 2) Directed the Department of Health to apply to be a Center of Excellence pursuant to the Federal BOLD Act, in order to position Florida to pursue and receive federal grants for evidence-based approaches to treatment and prevention of Alzheimer’s, dementia and cognitive decline; 3) Challenged institutions that house Florida Memory Disorder Clinics to provide matching funding to the clinics to allow for an increase in the number of individuals they serve with evaluation and diagnostic testing for dementia; 4) Challenged local communities, who have not already done so, to expand the Dementia Care and Cure Initiative in their areas; and 5) Allocated \$3 million to support the Alzheimer’s Disease Initiative. By the end of my first term, I successfully enacted all five pillars of this plan, enacted the Ramping up Education of Alzheimer’s Disease and Dementia for You (READY) Act, established the Florida Alzheimer’s Center for Excellence, and increased funding for Alzheimer’s Disease Initiative Program to more than \$50 million.

“I have remained focused on maintaining Florida’s reputation as the most veteran-friendly state in the nation, and for those veterans who are ready to move from their own homes into a nursing home, I have increased the capacity and quality of the state’s veterans’ nursing homes with \$32 million to improve these facilities and build two new ones that opened during my time in office. In this year’s state budget, funds have been allocated to begin planning for the construction of the ninth State Veterans’ Nursing Home in Collier County.

## **GOVERNMENT REFORM**

“I have championed occupational licensing reform to do away with burdensome regulations and bureaucratic red tape that make it unnecessarily difficult for individuals to pursue careers in certain industries. In 2020, I signed the Occupational Freedom and Opportunity Act which added endorsement and reciprocity provisions, removed supplemental business licenses and corresponding license fees, reduced licensure education requirements, and eliminated other licensure and registration requirements, allowing more hard-working folks to get jobs in good-paying fields that offer steady work. Since its enactment, the law has saved Floridians nearly \$1.5 million in licensure fees.

“I have made state government more efficient by consolidating duplicative state agencies to make them more effective and save taxpayers money. I combined four economic development agencies into one Department of Commerce, and by streamlining the operations of the Department of Economic Opportunity, Enterprise Florida, Visit Florida, and the Florida Sports Foundation I have demonstrated my willing to rejigger the administrative state and implement measures to ensure that state agencies and their employees are serving the citizens and not themselves.

“I have used the power of the executive in Florida to remove from office public officials who have betrayed the public trust, failed to follow Florida law, and did not keep Floridians safe. On my third full day in office, I suspended Broward County Sheriff Scott Israel because he repeatedly demonstrated a pattern of poor leadership, failing to protect people during a 2017 shooting at Fort Lauderdale International Airport and failing to keep students and staff safe at Marjory Stoneman Douglas High School in 2018. That same day, I suspended Okaloosa County Superintendent of Schools Mary Beth Jackson after it was determined by a grand jury that special needs children were abused at schools in the district and teachers and staff were not held accountable by the administration. One week later, I accepted the resignation of Broward County Supervisor of Elections Brenda Snipes and suspended Palm Beach County Supervisor of Elections Susan Bucher for their failures to comply with election law, noting that 65 of Florida’s 67 counties had run their 2018 elections well, with the exceptions being Broward and Palm Beach. In August of 2022, I suspended Soros-backed State Attorney Andrew Warren due to neglect of duty and as a result of his stated intention to refuse to enforce certain laws, including those dealing with protecting the lives and bodily integrity of preborn and minor children, that were soon to be passed by the Legislature. One year later, in August of 2023, I suspended State Attorney Monique Worrell for neglect of duty and incompetence.

“I have transformed Florida from the election laughingstock that it was in 2000 into the nation’s leading state for election integrity. After taking office in 2019, I announced that my administration would engage in a cooperative cybersecurity initiative ahead of the 2020 election and allocated more than \$5 million to address any identified vulnerabilities before that election cycle. In 2022, I spearheaded legislation that took five key steps to ensure that Florida’s elections would be even more secure: 1) Creating an Office of Election Crimes and Security to investigate allegations of voter fraud; 2) Increasing the penalty for ballot harvesting from a first-degree misdemeanor to a third-degree felony, punishable by up to five years in prison, a \$5,000 fine, and up to five years of probation; 3) Strengthening ID requirements for mail-in ballots; 4) Requiring supervisors of elections to check voter rolls every year for ineligible voters; and 5) Banning “Zuckerbucks,” money from outside sources given to election agencies to administer elections. While other states fail to publish election results for days or weeks, my voting integrity measures have made Florida the gold standard in election integrity and have allowed the state’s election results to be known the night of Election Day.

## **ECONOMIC DEVELOPMENT**

“Florida’s economic growth has outpaced the nation’s for almost all of my time in office. Over the past year, Florida’s private sector job growth rate has been 4.1% compared to 2.7% nationwide.

Over the past year, Florida's labor force has grown at a rate of 2.3% compared to the national rate of 1.7%. And for the past 30 consecutive months — that's two and a half years and counting — Florida's unemployment rate has been lower than the national rate and the lowest among the top ten largest states. This economic success has been a direct result of my freedom first policies which rejected lockdowns in favor of individual responsibility and allowed businesses and entrepreneurs to thrive.

"I understand that long commute times detract from family time and that is why I have advanced innovative programs to help Florida's live in or near the communities where they work through the Hometown Heroes Program and the Live Local Act. In 2022, I supported the largest state investment in expanding the state's housing supply in 15 years and supported the Hometown Heroes Program to provide down payment and closing cost assistance to first-time home buyers with a focus on law enforcement, first responders, teachers, active duty military, and military veterans. This year, I supported the Live Local Act, which invests \$711 million in multiple programs to expand the availability of housing, down payment assistance, and focused support for military communities. As Florida continues to be the top destination for Americans to move to, the policies supported by me to encourage private home building are the most effective way for the state's housing supply to grow.

"I have leaned into Florida's space exploration heritage to rejuvenate aerospace and aviation investment along the famed Space Coast and across the state. In 2019, CAE Inc., a flight simulation company, brought its headquarters to Tampa. The next year Sierra Space set up shop on the Space Coast, and Redwire selected Jacksonville for its headquarters. It is estimated that by 2028 the aviation, aerospace, and defense manufacturing sectors will need to fill more than 10,000 jobs statewide, and to help reach that target and ensure there are Floridians ready to fill those jobs, I announced a nearly \$30 million investment in Florida's Space Coast, including major investments in aviation and aerospace workforce training programs to attract more space industry businesses to Florida. I also pushed for U.S. Space Force's Space Training and Readiness Command Headquarters to be located in Florida, and the Pentagon ultimately decided to locate the headquarters at Patrick Space Force Base in Exploration Park, Florida, further solidifying Florida's dominance as the most military-friendly state and securing its position as America's hub for military and private space operations.

"When the ports of Los Angeles and Long Beach were backlogged as a result of California's draconian lockdown policies and their aftereffects and causing metastasizing supply chain disasters across the country, I made it known that Florida's ports were ready, willing, and able to assist. Within weeks of my announcement, a vessel in global ocean carrier Sea Lead Shipping's new Asia East Coast container service made its inaugural call to JAXPORT, a new direct Asia service began calling on Port Tampa Bay, and MSC launched new service from northern China and South Korea to Port Everglades. Florida's 16 seaports experienced a new record high of 112.5 million tons of cargo received during 2022, a six percent increase over 2021. To keep this momentum going, \$4.5 billion is being invested in seaport capital improvements over the next five years.

“As a result of my efforts to keep Florida open and free when the rest of the country was still locking down, Florida has shattered previous tourism records. Florida welcomed 137.6 million visitors in 2022, an increase of five percent over 2019 and 12.9 percent over 2021. Florida welcomed 33.2 million travelers between October and December 2022, marking a six percent increase from Q4 2021, and the sixth consecutive quarter of overall visitation surpassing pre-pandemic levels. 30.1 million domestic visitors traveled to Florida in Q4 2022, representing 21 months of domestic visitation growth from 2019. Florida also broke the record for the state with the highest share of foreign tourism in 2021, with 45 percent of all overseas visitors to America landing in Florida, breaking the record of 34 percent set by New York in 2011.

“When the CDC tried to shut down the cruise industry with a “no sail order,” I fought on behalf of the cruise industry in Florida to secure the ability to resume operations without overly burdensome requirements that discriminated against children, left most of the ships sitting in port, and disregarded the freedom of Floridians to make decisions for their families. After I sued the CDC, a federal judge ruled in favor of Florida’s motion for preliminary injunction and concluded the CDC’s restrictions were unconstitutional and overstepped their legal authority. Thirty-six percent of the economic activity generated by the cruise industry in Florida goes to Florida businesses and their workers, contributing over \$9 billion annually to the state’s economy. I was able to bring back this commerce to the state and allowed the thousands of Americans who love cruising to enjoy doing so once again.

### **EMERGENCY MANAGEMENT**

“I have made fast and efficient disaster recovery the priority after every hurricane or other emergency that has struck the state before or during my time in office. Less than three years into my first term, I had awarded more than \$5 billion in disaster recovery funding to local governments, the most funding that had ever been paid out within less than three years. Much of that funding went toward helping communities in the Florida Panhandle recover from Hurricane Michael, and since reaching that milestone in August of 2021, my rapid response to Hurricane Ian has pushed total disaster recovery funding to local governments to \$8.2 billion. The First Lady and I have also made the recruitment of corporate and private charity a large part of our post-disaster recovery strategy, with the First Lady spearheading efforts to get money into the Florida Disaster Fund and then out the door to organizations that are doing great work to help impacted communities bounce back without bureaucratic red tape. My administration’s disaster response and recovery prowess was demonstrated once again vis-à-vis Hurricane Idalia.

“Hurricane Ian completely devastated the barrier islands off the coast of southwest Florida and destroyed two critical bridges to communities on two of those islands: the Sanibel Causeway and the Pine Island Bridge. Even though these were not state-owned or -operated bridges, I directed the Florida Department of Transportation to get the bridges back up and functional within days, not months or years. As a result of my determination to restore road access to the residents of these communities, the bridge to Pine Island was completed in less than three days and the much larger Sanibel Causeway was operational in 15 days, which was more than a week ahead of the

already ambitious schedule. Because road access was restored, utility crews were able to expedite repairs and residents were able to return to their homes.

### **COMBATTING ANTISEMITISM**

“Just before I took office in 2019, Airbnb decided that they would not allow the listing of certain properties in Judea and Samaria. I turned around and boycotted Airbnb, prohibiting the use of taxpayer funds to pay for Airbnb rentals for state employees and putting Airbnb on the state’s List of Scrutinized Companies that Target Israel. Very shortly thereafter Airbnb backed down. A couple of years later, Ben & Jerry’s decided to play the same game, and after I placed their parent company, Unilever, on that list, the ice cream company also got off the “boycott, divest, and sanction” bandwagon. I will continue to call for all companies that seek to boycott or divest from the State of Israel to be placed on the State of Florida’s List of Scrutinized Companies that Target Israel. By implementing these measures against Airbnb and Unilever, I sought to deter any other woke corporation that might consider doing the same.

“I have made the safety of Florida’s Jewish community a top priority, particularly the security of Jewish day schools. To that end I have secured millions of dollars every year in the state budget to pay for armed guards and other security measures at Jewish institutions, with the annual amount reaching more than \$4 million for the most recent fiscal year. And when antisemitic agitators called for a “day of hate” against Florida’s Jewish community, I directed the Commissioner of the Florida Department of Law Enforcement to work with local law enforcement agencies to make sure that none of the threats against yeshivas or synagogues or other Jewish institutions were carried out.

“In 2019, I made history when I held the first-ever overseas meeting of the Florida Cabinet in Israel and signed into law legislation that made Florida a leader in combatting antisemitism in public education. Four years later, I returned to Israel on the first trip abroad of my second term and signed a law to provide law enforcement agencies with new enforcement mechanisms to punish perpetrators of antisemitic incidents and those who target religious communities. As a result of these pieces of legislation, religion has been added as a protected class with regard to discrimination against students and employees in Florida’s K–20 public education system and individuals are prohibited from willfully and maliciously harassing, threatening, or intimidating another person based on the person’s wearing or displaying of any indicia relating to any religious or ethnic heritage such as a yarmulke.

“I have directed the state of Florida’s fund managers to invest state funds in a manner that prioritizes the highest return on investment for Florida’s taxpayers and retirees without considering the ideological agenda of the environmental, social, and corporate governance (ESG) movement. Very often the ESG agenda intersects with the BDS (boycott, divest, and sanction) movement which targets Israel in a demonstration of the misguided nature of the worldview which drives the conception of the S in ESG. By updating the fiduciary duties of the state’s investment fund managers and investment advisors to clearly define the factors fiduciaries are to consider in investment decisions and state that ESG considerations will not be included in the

state of Florida's pension investment management practices, I have ensured that taxpayer money will not go toward investment funds that engage in BDS. The state has already pulled more than \$2 billion out of ESG funds.

## **PUBLIC SAFETY**

"I made it clear when I first ran for Governor that under my leadership Florida would never be a sanctuary state, and during my first year in office I made sure that no municipality in Florida could declare itself a sanctuary city. The legislation I signed protects the public from illegal aliens by prohibiting state and local entities from having policies in place which prohibit or impede law enforcement from cooperating with a federal immigration agency. The bill required any sanctuary policies already enacted to be repealed.

"When crimes go unsolved it is a disservice to victims, their loved ones, and innocents who might be victimized by unidentified perpetrators. That is why during my first year in office I made sure that the state's backlog of untested sexual assault kits was cleared and why I have made sure that cases are handled without a backlog. To achieve this efficient investigation of sexual assaults, the Florida Department of Law Enforcement has trained approximately 700 people, including law enforcement officers, laboratory personnel, and medical providers, and now utilizes a web-based tracking system that allows survivors to monitor the location and processing of their barcoded sexual assault kits and be notified if a DNA match to an alleged perpetrator occurs.

"When cities in other parts of the country were destroyed by rioting and looting during the summer of 2020, I vowed that such destruction would not occur in Florida and called out the National Guard. To ensure that Florida remains a law-and-order state, I championed the passage of an Anti-Riot Act during the 2021 Legislative Session which included new criminal offenses and increased penalties for individuals who are participants in violent or disorderly assemblies, while simultaneously guarding the Constitutionally protected First Amendment right to peaceably assemble. The law increased penalties for existing crimes committed during a violent assembly; created specific crimes for mob intimidation and cyber intimidation to ensure that Florida will not be a welcoming place for those wishing to impose their will on innocent civilians and law enforcement by way of mob mentality; and made crimes of mob intimidation and cyber intimidation both 1st-degree misdemeanors. I also understands the value of history and monuments in the public square, and the bill creates new penalties for destroying monuments and historic property, the consequences of which include of a 2nd-degree felony and paying restitution for the repairing or replacing of the memorial. As a result of these and my other pro-public safety policies, Floridians are now enjoying a 50-year record low crime rate.

"I know that first responders deserve our heartfelt thanks for all they do to keep us safe, especially over the past few years. When some people worked from home and hid in their houses, Florida's police officers, firefighters, and paramedics were on the front lines because they couldn't arrest a criminal on Zoom, or put out a fire on Skype, or do CPR on FaceTime. That is why I decided to give \$1,000 bonuses to police officers, sheriffs' deputies, paramedics, emergency medical technicians, and firefighters employed by local governments throughout the state. The Essential

First Responders Recognition Program allocated \$125 million for these bonuses for the heroes who answer the call of duty when emergencies strike, and we have delivered these bonuses for multiple consecutive years.

“In June of 2021 as the Biden Border Crisis first began to escalate, I answered the call of the governors of Texas and Arizona to send reinforcements to help their states respond to the flow of illegal immigrants invited by the Biden administration. I assembled a team of officers from the Florida Highway Patrol, the Florida Department of Law Enforcement, the Florida Fish and Wildlife Conservation Commission, and sheriffs’ offices from across the state at a rally point near Pensacola before sending the convoy west on I-10 to the border. During that deployment, Florida law enforcement have assisted with the apprehension of more than 2,800 undocumented aliens and aided in more than 100 criminal arrests for felonies including human trafficking, drug smuggling, and stolen vehicles. When the governor of Texas asked for assistance once again in the spring of 2023, I made Florida the first state to commit to sending resources. Florida teams on this deployment made contact with over 10,000 undocumented migrants and assisted the Texas Department of Public Safety with over 600 arrests including felony charges for human smuggling, drug paraphernalia, unlawful carrying of weapons, a suspect with a capital murder warrant, and an MS-13 gang member currently on the U.S. Terror Watch List. Florida teams also interceded human smugglers and drug traffickers with over 230 pounds of drugs worth an estimated \$184,000. I visited the border during both deployments.

“In September of 2021, I issued an executive order to prohibit all Florida agencies under my purview from facilitating illegal immigration into Florida, unless otherwise required by federal or state law, and require the collection of information from state officials on the scope and costs of illegal immigration in Florida. In particular, the order prohibited state agencies under my purview from providing support for the resettlement of illegal aliens into Florida, directed the Florida Department of Children and Families to determine whether licenses for facilities that house unaccompanied minors should be renewed, and called on the Florida Department of Law Enforcement to review Florida companies’ compliance with E-Verify requirements. The order also directed the Florida Department of Law Enforcement to lawfully gather information on the number and identities of illegal aliens being transported from the border to Florida, encouraged state law enforcement officers to detain any vehicle transporting illegal aliens if there is reasonable suspicion it is being used for human or drug trafficking, and requested information from state officials on the number of illegal aliens who were pending criminal prosecution or had been convicted of crimes.

“I secured \$12 million to fly illegal aliens to so-called sanctuary jurisdictions. The first of these flights took 49 illegal aliens to Martha’s Vineyard in September of 2022 where they were promptly deported and taken to a Massachusetts military base. I once again flew migrants to a pro-illegal immigration locale in June of 2023 when two flights of illegal aliens were sent to Sacramento, California. I believe that these flights expose the hypocrisy of so-called sanctuary cities and states and believe that it makes sense to send illegal aliens to parts of the country where they will supposedly be welcomed with open arms.

“To those who claim that Florida is not a border state, I am keen to respond that Florida has one of the longest international borders of any state in the union: its coastline. When an influx of boats carrying would-be illegal aliens began arriving on the shores of the Florida Keys, I activated the Florida National Guard, directed state law enforcement agencies and other state agencies to provide resources in support of local governments responding to the alarming influx of migrants landing in the Keys, and provided additional support toward efforts to prevent further migrant landings on Florida’s shores. Since August of 2022, federal, state, and local law enforcement have encountered more than 8,000 migrants in waters off the coast of Florida. I deployed air assets, including airplanes and helicopters from the Florida National Guard, and bolstered Florida Fish and Wildlife Conservation Commission marine patrols to support water interdictions and ensure the safety of migrants attempting to reach Florida through the Florida Straits.

“I furthered my commitment to making Florida the most law enforcement-friendly state in the nation by signing legislation that encourages Floridians to join the law enforcement profession and incentivizes out-of-state law enforcement professionals to bring their skills to the Sunshine State. Through the strongest law enforcement recruitment and support initiative in the nation, there are now signing bonuses of up to \$5,000 to newly employed law enforcement officers in Florida through the creation of the Florida Law Enforcement Recruitment Bonus Payment Program; coverage of tuition, fees, and up to \$1,000 of eligible education expenses for trainees enrolled in a law enforcement officer basic recruit training program through the creation of the Florida Law Enforcement Academy Scholarship Program; and a reimbursement program to pay for up to \$1,000 of equivalency training costs for certified law enforcement officers who relocate to Florida or members of the special operations forces who become full-time law enforcement officers in Florida. So far, more than 3,000 bonuses have been awarded through the Florida Law Enforcement Recruitment Bonus Program, with more than 500 law enforcement recruits from 49 states and U.S. territories having relocated to Florida, including more than 200 recruits from California, Texas, New York, and Pennsylvania. Each of the more than 3,000 law enforcement officers has received a \$5,000 bonus after taxes, bringing the total amount awarded through the program to more than \$10 million.

“I am throwing the book at pedophiles, making sure that the minimum sentence for all child rapists is life in prison without the possibility of parole and advancing reforms to reinstate capital punishment for those crimes. I also signed legislation that makes all attempted sexual misconduct criminals ineligible for ‘gain-time,’ a Department of Corrections program that sometimes shortens periods of incarceration. I know that there is no meaningful difference between a criminal that committed a crime of sexual violence and a criminal that attempted but failed to commit that same crime, and neither deserves to have his sentence cut short. In Florida, if they did the crime, they will do the time.

“I believe that once a defendant in a capital case is found guilty by a unanimous jury, one juror should not be able to veto a capital sentence. That is why I signed legislation to reform Florida’s death penalty statutes by reducing the number of jurors needed to administer capital punishment from unanimous to a supermajority of eight out of twelve.



“Constitutional Carry is also in the books. In 2023, Florida became the twenty-sixth state to enact this legislation.

“I signed the strongest anti-illegal immigration legislation in the country to combat Biden’s Border Crisis. The legislation makes using E-Verify mandatory for any employer with 25 or more employees, imposes enforceable penalties for those employing illegal aliens, and enhances penalties for human smuggling. Additionally, this bill prohibits local governments from issuing Identification Cards (ID) to illegal aliens, invalidates ID cards issued to illegal aliens in other states, and requires hospitals to collect and submit data on the costs of providing health care to illegal aliens. This legislation will require private employers with 25 or more employees to use the E-Verify system for new employees, beginning on July 1, 2023. This bill also expands penalties for employers who fail to comply with E-Verify requirements, including the possible suspension and revocation of employer licenses and the imposition of specific penalties on employers that knowingly employ illegal aliens. Additionally, this legislation creates a third-degree felony for an unauthorized alien to knowingly use a false ID document to gain employment and prohibits a county or municipality from providing funds to any person or organization for the purpose of issuing IDs or other documents to an illegal alien. Importantly, illegal aliens will no longer be permitted to rely on out-of-state driver licenses. If another state issued a license to an illegal alien who was unable to prove lawful presence in the U.S. when his or her license was issued, that person is prohibited from operating a motor vehicle in Florida. It also enhances the crime of human smuggling when smuggling a minor, when smuggling more than five people, and when the defendant has a prior conviction for human smuggling. This bill also adds the crime of human smuggling to the list of crimes allowed for prosecution under the Florida Racketeer Influenced and Corrupt Organization (RICO) Act. This legislation will additionally require each hospital that accepts Medicaid to include a question on admission or registration forms that asks whether the patient is a U.S. citizen or lawfully present in the U.S. or is not lawfully present in the U.S. Hospitals will be required to provide a quarterly report to the Agency for Health Care Administration detailing the number of patients that visited the emergency department or were admitted to the hospital in each category of the citizen status question on the admission or registration forms.

“The Drug Enforcement Agency has seized fentanyl disguised as candy in more than half of states. I took action to protect Florida’s vulnerable children from the dangers posed by this ‘rainbow fentanyl’ by signing legislation which imposes additional penalties on fentanyl and other drug-related crimes when the drug looks like a piece of candy which targets children specifically by making those who traffic such substances eligible for a life sentence and imposing a minimum 25 year sentence and a \$1 million penalty and making it a first-degree felony to possess, sell, or manufacture fentanyl and other controlled substances that resemble candy.

### **FISCAL RESPONSIBILITY**

“This year, I signed the largest tax relief plan in Florida’s history, providing Florida families with \$2.7 billion in tax relief during the 2023–2024 fiscal year. Last year, I signed the previous largest tax relief plan, which provided more than \$1.2 billion in tax relief for Floridians. This year’s tax relief package adds to the savings that I already enacted earlier this year. In December, I signed

the Toll Relief program into law, which began in January. The program provides frequent commuters with 35 or more toll transactions per month with a 50% credit to their account. This program is expected to save the average commuter nearly \$480 over the year and save Florida families a total of \$500 million, bringing this year's tax savings to more than \$3 billion.

"I championed and secured the Debt Reduction Program that will immediately reduce Florida's debt by approximately \$400 million, saving an estimated \$31 million and accelerating debt reduction while Washington, D.C., continues to grow the national debt. My Framework for Freedom Budget totals \$116.5 billion and maintains healthy reserves at the end of the fiscal year totaling more than \$15.3 billion. Florida has maintained record levels of reserves while continuing to make historic investments in education, public safety, infrastructure, and the environment all while delivering record tax cuts. To maintain Florida's sound fiscal standing in the face of continued economic headwinds due to ill-conceived federal policies, I vetoed \$510.9 million from the 2023–24 budget after vetoing a record \$3.1 billion from the 2022–23 budget. This sound fiscal policy has allowed Florida to maintain its AAA bond rating.

## **VETERANS & MILITARY**

"Florida has one of the most understaffed National Guards in the nation. Out of 54 states and territories, the Florida National Guard has the second worst resident-to-guardsmen ratio. The federal government has steadfastly refused to grant Florida the authority to support a larger National Guard, even after the National Guard Bureau completed a 'force structure rebalance' in 2021. Since 1958, the Florida National Guard has had 12,000 troops. At that time, Florida had fewer than five million people and the civilian-to-guard ratio was 375 residents for every guardsman. Today, Florida's population is nearly 22 million people and the resident-to-guardsmen ratio has climbed to approximately 1,750 Floridians to every one guardsman. In a natural disaster-prone state such as Florida with active hurricane seasons, I understood that there is a clear and present need for a larger civilian emergency response force. To that end, I reestablished the Florida State Guard. With that action, Florida joined 22 other states and territories with state-level defense forces. In the 2023–24 budget, I secured \$108 million to grow the State Guard and strengthen its capabilities.

"I have championed the Paychecks for Patriots program through which the Florida Department of Economic Opportunity, the Florida National Guard, the Florida Department of Veterans' Affairs, and participating Florida employers partner with CareerSource Florida's 24 local workforce development boards to connect veterans and military spouses with great careers in their communities. I have also invested \$8.6 million in workforce training for veterans and military spouses through programs including a twelve-county partnership to connect veterans, transitioning military personnel, and military spouses with work-based training, apprenticeships, and internships. The partnership includes local workforce development boards, military bases, colleges, and technical schools to build upon participants' military experience to create career pathways leading to rewarding employment.

“According to the most recent available data from the 2022 Florida Defense Industry Economic Impact Analysis, Florida’s military and defense industry supported more than 860,000 jobs and injected nearly \$50 billion in direct defense spending into the state’s economy. These jobs and investments generate nearly \$100 billion in value-added economic impacts, making up approximately 8.5 percent of Florida’s economy.

## **LEGAL REFORMS**

“I understand that threats to Americans’ liberty stem not only from governmental overreach, but also from supposedly private corporations, particularly Big Tech and social media companies. To address this issue, I signed legislation in 2021 that would safeguard the rights of every Floridian by requiring social media companies to be transparent about their content moderation practices and give users proper notice of changes to those policies, which would prevent Big Tech bureaucrats from ‘moving the goalposts’ to silence viewpoints they don’t like. That bill would also prohibit Big Tech from de-platforming political candidates and would assess fines of up to \$250,000 per day for violations. In 2023, I signed into law a Digital Bill of Rights which includes the right to control personal data, including the right to confirm, access, and delete your personal data from a social platform; the right to know that your personal data will not be used against you when purchasing a home, obtaining health insurance, or being hired; the right to know how internet search engines manipulate search results; the right to opt out of having personal data sold; and the right to protect children from personal data collection.

“I took action to address Florida’s reputation as a judicial hellhole by signing legislation which decreases frivolous lawsuits and prevents predatory practices of trial attorneys who prey on hardworking Floridians; modifies the bad faith framework; eliminates one way attorney’s fees and fee multipliers; ensures that Floridians can’t be held liable for damages if the person suing is more at fault; expands immunity for property owners defending against a criminal who is injured on their property while providing uniform standards for juries in calculating medical damages; and reduces the statute of limitations for general negligence cases from four years to two years. The first phase of this legal reform involved the property insurance market where legislation creating a new standard for application of attorney fee multipliers and limiting the assignment of attorney’s fees in property insurance cases was passed to, in the long run, lower insurance costs.”

Performance Measures and Standards:  
LRPP Exhibit II

EXECUTIVE OFFICE OF THE GOVERNOR  
LONG RANGE PROGRAM PLAN

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| LRPP Exhibit II - Performance Measures and Standards |  |  |   |  |
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| <b>Department: Executive Office of the Governor</b>  |  | <b>Department No.: 31</b>                    |   |  |
|  |  |  |   |  |
| <b>Program: General Office</b>                       | Code: 311  |  |   |  |
| <b>Service/Budget Entity: LAS/PBS</b>                | Code:31100500  |  |   |  |
|  |  |  |   |  |
| Approved Performance Measures for FY 2022-23 (Words) | Approved Prior Year<br>FY 2023-24<br>Standard<br>(Numbers) | Prior Year Actual<br>FY 2022-23<br>(Numbers) | Approved Standards for<br>FY 2023-24<br>(Numbers) | Requested<br>FY 2024-25<br>Standard<br>(Numbers) |
| LAS/PBS system costs: number of users                | \$4,789,294 : 3,705  | \$5,623,346.20 : 2,659                       | \$4,789,294 : 3,705                               | \$4,789,294 : 3,705                              |
|  |  |  |   |  |

Office of Policy and Budget - June 2023

Assessment of Performance for Approved Performance Measures:

LRPP Exhibit III

### LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Executive Office of the Governor  
**Program:** General Office  
**Service/Budget Entity:** System Design and Development Services  
**Measure:** LAS/PBS Systems costs: number of users

**Action:**

- Performance Assessment of Outcome Measure  Revision of Measure
- Performance Assessment of Output Measure  Deletion of Measure
- Adjustment of GAA Performance Standards

| Approved Standard      | Actual Performance Results | Difference (Over/Under) | Percentage Difference             |  |
|------------------------|----------------------------|-------------------------|-----------------------------------|--|
| \$4,789,294 :<br>3,705 | \$5,623,346 :<br>2,659     | \$834,052 :<br>(1,046)  | 17.41% budget :<br>(28.23%) users |  |

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors  Staff Capacity
- Competing Priorities  Level of Training
- Previous Estimate Incorrect  Other (Identify)

**Explanation:** There are less internal users of the various systems than when the standard was originally approved.

**External Factors** (check all that apply):

- Resources Unavailable  Technological Problems
- Legal/Legislative Change  Natural Disaster
- Target Population Change  Other (Identify)
- This Program/Service Cannot Fix the Problem
- Current Laws Are Working Against the Agency Mission

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training  Technology
- Personnel  Other (Identify)

**Recommendations:**

Performance Measure Validity and Reliability:

LRPP Exhibit IV



**LRPP EXHIBIT IV: PERFORMANCE MEASURE VALIDITY AND RELIABILITY**

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**Department: Executive Office of the Governor**  
**Program: General Office**  
**Service/Budget Entity: System Design and Development Services**  
**Measure: LAS/PBS Systems costs: number of users**

---

**Action:**

- Requesting revision to approved performance measure.
- Change in data sources or measurement methodologies.
- Requesting new measure.
- Backup for performance measure.

**Data Sources and Methodology:**

Data Sources

Two main data sources were used for this exercise:

1. Total number of systems users. Total number of users was determined by the number of users for each of the major systems provided by Systems Design and Development.
2. Operating budget.

Methodology

The methodology used to collect the data is as follows:

1. Total number of users of each of the systems provided by Systems Design and Development. The LAS/PBS Local Area Network (LAN) was also included as a major system in this listing as it provides the infrastructure necessary for these systems to operate. The below table shows a breakout of the aforementioned applications.

Procedure

The formula used to establish the indicator is as follows:

$$(\$ \text{ Actual Expenditures}) / (\text{Total Number of Users})$$

**Validity & Reliability:** Validity and reliability of the number of systems users was determined by comparing the number of users identified for each of the major systems provided by Systems Design & Development with the security profiles and tables for each of these systems. Since each separate application has associated security and user profiles, a highly accurate number of users can be determined. The totals for each of these systems were added to create the final output quantity.

Validity and reliability for the dollar amount was verified by comparing the Operating Budget amount against the figure used in this exercise.

|  |
|--|
| <p><b>Supporting Table for Methodology –<br/>Systems and Corresponding Number of Users</b></p> |
|--|

| System Name   | Number of Users | Comments  |
|---|-----------------|---|
| Legislative Appropriation System/Planning and Budgeting Subsystem (LAS/PBS)/LAS/PBS Web | 515             | Count of Active User Security Records.  |
| LAS/PBS Local Area Network (LAN)  | 213             | Manual count of user accounts on the LAS/PBS LAN.   |
| Appropriations Amendment Tracking System (AMTRK)  | 76              | Manual count of House and Senate Appropriations and SDD users.  |
| Governor’s Budget Information System (e-Budget)   | 43              | This system will provide access to an unlimited number of world wide web users. For this exercise this year, the average number of users per day was used instead of the estimated total number of users. |
| Budget Amendment Processing Systems (ABAPS)   | 556             | Count of Active User Security Records.  |
| Special Interest Tracking System (SITS)   | 63              | Count of User Security Records.   |
| Florida Fiscal Portal   | 61              | This system will provide access to an unlimited number of world wide web users. For this exercise this year, the average number of users per day was used instead of the estimated total number of users. |
| Agency Bill Analysis Request  | 96              | Count of Active User Security Records.  |
| Comparison Issue Tracking System (CITS)   | 63              | Count of Active User Security Records.  |
| Transparency Florida  | 13              | This system will provide access to an unlimited number of world wide web users. For this exercise this year, the average  |

|   |              |   |
|---|--------------|---|
|   |              | number of users per day was used instead of the estimated total number of users.  |
| Florida Sunshine                                      | 2            | This system will provide access to an unlimited number of world wide web users. For this exercise this year, the average number of users per day was used instead of the estimated total number of users. |
| Grants Management System (GMS)                        | 63           | Count of Active User Security Records.  |
| Federal Grants Tracking System                        | 211          | Count of Active User Security Records.  |
| House Appropriation Project Request System (APR)      | 240          | House member project submission. 2 users per district.  |
| Senate Local Funding Initiative Request System (LFIR) | 80           | Senate member project submission. 2 users per district.   |
| Project Tracking                                      | 62           | Count of Active User Security Records.  |
| Yellow Sheet Tracking                                 | 13           | Count of users.   |
| Inventory   | 14           | Count of users.   |
| Call Tracking   | 13           | Count of users.   |
| Diary   | 23           | Count of users.   |
| Federal Awards Document System (FADS)                 | 52           | Actual Number of User Accounts.   |
| Federal Awards Reporting System (FARS)                | 27           | For this exercise this year, the average number of users per day was used instead of the estimated total number of users.   |
| Bill Analysis   | 160          | Count of members in Florida Legislature.  |
| <b>Total</b>  | <b>2,659</b> |   |

Office of Policy and Budget – June 2023

Associated Activities Contributing to Performance Measures:

LRPP Exhibit V

| LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures |  |  |   |
|--|--|--|---|
| Measure Number   | Approved Performance Measures for<br>FY 2023-24<br>(Words) |  | Associated Activities Title                       |
| 1  | LAS/PBS system costs : number of users                     |  | System Design and Development Services (ACT 0320) |
|  |  |  |   |
|  |  |  |   |
|  |  |  |   |

Office of Policy and Budget – June 2023

Agency Level Unit Cost Summary:

LRPP Exhibit VI

(This schedule includes data for the Division of Emergency Management.)



## ***Glossary of Terms and Acronyms***

**Activity:** A unit of work that has identifiable starting and ending points, consumes resources, and produces outputs. Unit cost information is determined using the outputs of activities.

**Budget Entity:** A unit or function at the lowest level to which funds are specifically appropriated in the appropriations act. “Budget entity” and “service” have the same meaning.

**Demand:** The number of output units that are eligible to benefit from a service or activity.

**EOG** - Executive Office of the Governor

**Estimated Expenditures:** Includes the amount estimated to be expended during the current fiscal year. These amounts will be computer generated based on the current year appropriations adjusted for vetoes and special appropriations bills.

**FCO** - Fixed Capital Outlay

**Fixed Capital Outlay:** Real property (land, buildings including appurtenances, fixtures and fixed equipment, structures, etc.), including additions, replacements, major repairs, and renovations to real property that materially extend its useful life or materially improve or change its functional use. Includes furniture and equipment necessary to furnish and operate a new or improved facility.

**GAA** - General Appropriations Act

**Indicator:** A single quantitative or qualitative statement that reports information about the nature of a condition, entity or activity. This term is used commonly as a synonym for the word “measure.”

**Input:** See Performance Measure.

**IOE** - Itemization of Expenditure

**Judicial Branch:** All officers, employees, and offices of the Supreme Court, district courts of appeal, circuit courts, county courts, and the Judicial Qualifications Commission.

**LAS/PBS** - Legislative Appropriations System/Planning and Budgeting Subsystem. The statewide appropriations and budgeting system owned and maintained by the Executive Office of the Governor.

**LBR** - Legislative Budget Request



**Legislative Budget Request:** A request to the Legislature, filed pursuant to section 216.023, Florida Statutes, or supplemental detailed requests filed with the Legislature, for the amounts of money an agency or branch of government believes will be needed to perform the functions that it is authorized, or which it is requesting authorization by law, to perform.

**LRPP** - Long Range Program Plan

**Long Range Program Plan:** A plan developed on an annual basis by each state agency that is policy-based, priority-driven, accountable, and developed through careful examination and justification of all programs and their associated costs. Each plan is developed by examining the needs of agency customers and clients and proposing programs and associated costs to address those needs based on state priorities as established by law, the agency mission, and legislative authorization. The plan provides the framework and context for preparing the Legislative Budget Request and includes performance indicators for evaluating the impact of programs and agency performance.

**Narrative:** Justification for each service and activity is required at the program component detail level. Explanation, in many instances, will be required to provide a full understanding of how the dollar requirements were computed.

**OPB** - Office of Policy and Budget, Executive Office of the Governor

**Outcome:** See Performance Measure.

**Output:** See Performance Measure.

**Pass Through:** Funds the state distributes directly to other entities, e.g., local governments, without being managed by the agency distributing the funds. These funds flow through the agency's budget; however, the agency has no discretion regarding how the funds are spent, and the activities (outputs) associated with the expenditure of funds are not measured at the state level. **NOTE: This definition of "pass through" applies ONLY for the purposes of long-range program planning.**

**Performance Measure:** A quantitative or qualitative indicator used to assess state agency performance.

- Input means the quantities of resources used to produce goods or services and the demand for those goods and services.
- Outcome means an indicator of the actual impact or public benefit of a service.
- Output means the actual service or product delivered by a state agency.

**Primary Service Outcome Measure:** The service outcome measure which is approved as the performance measure that best reflects and measures the intended outcome of a service. Generally, there is only one primary service outcome measure for each agency service.

**Program:** A set of services and activities undertaken in accordance with a plan of action organized to realize identifiable goals and objectives based on legislative authorization (a program can consist of single or multiple services). For purposes of budget development, programs are identified in the General Appropriations Act by a title that begins with the word “Program.” In some instances a program consists of several services, and in other cases the program has no services delineated within it; the service is the program in these cases. The LAS/PBS code is used for purposes of both program identification and service identification. “Service” is a “budget entity” for purposes of the Long Range Program Plan.

**Program Component:** An aggregation of generally related objectives which, because of their special character, related workload and interrelated output, can logically be considered an entity for purposes of organization, management, accounting, reporting, and budgeting.

**Reliability:** The extent to which the measuring procedure yields the same results on repeated trials and data is complete and sufficiently error free for the intended use.

**Service:** See Budget Entity.

**Standard:** The level of performance of an outcome or output.

**SWOT** - Strengths, Weaknesses, Opportunities and Threats

**TCS** - Trends and Conditions Statement

**Unit Cost:** The average total cost of producing a single unit of output – goods and services for a specific agency activity.

**Validity:** The appropriateness of the measuring instrument in relation to the purpose for which it is being used.



STATE OF FLORIDA

# DIVISION OF EMERGENCY MANAGEMENT

RON DESANTIS  
Governor

KEVIN GUTHRIE  
Director

## LONG RANGE PROGRAM PLAN

Division of Emergency Management

Tallahassee, Florida

September 28, 2023

Chris Spencer, Director  
Office of Policy and Budget  
Executive Office of the Governor  
1701 Capitol  
Tallahassee, Florida 32399-1300

Eric Pridgeon, Staff Director  
House Appropriations Committee  
221 Capitol  
Tallahassee, Florida 32399-1300

Tim Sadberry, Staff Director  
Senate Committee on Appropriations  
201 Capitol  
Tallahassee, Florida 32399-1300

Dear Directors:

Pursuant to Chapter 216, Florida Statutes, our Long Range Program Plan (LRPP) for the Division of Emergency Management is submitted in the format prescribed in the budget instructions. The information provided electronically and contained herein is a true and accurate presentation of our mission, goals, objectives, and measures for the Fiscal Year 2024-25 through Fiscal Year 2028-29. The internet website address that provides the link to the LRPP located on the Florida Fiscal Portal is <https://www.floridadisaster.org/>. This submission has been approved by Kevin Guthrie, Director of the Division of Emergency Management.

Sincerely,

Kevin Guthrie  
Director, Division of Emergency Management

KG/sfm

***DIVISION OF EMERGENCY MANAGEMENT***

***LONG-RANGE PROGRAM PLAN***



**Fiscal Years 2024-2025  
Through 2028-2029**

September 2023

***Ron DeSantis***  
***Governor***

***Kevin Guthrie***  
***Director***

**DIVISION SNAPSHOT**



|  |  |  |
|--|--|--|
| <p><b>21.5M</b><br/>FLORIDA<br/>RESIDENTS<br/>AS OF 4/26/21</p>          | <p><b>386.5</b><br/>FULL TIME AND<br/>HOURLY<br/>EMPLOYEES</p>   | <p><b>\$15.1B</b><br/>ADMINISTERED<br/>IN FEDERAL<br/>DISASTER<br/>RECOVERY &amp;<br/>MITIGATION<br/>PAYMENTS<br/>SINCE 1990</p> |
| <p><b>78</b><br/>*MAJOR<br/>DISASTER<br/>DECLARATIONS<br/>SINCE 1953</p> | <p><b>27</b><br/>EMERGENCY<br/>DECLARATIONS<br/>SINCE 1953</p>   | <p><b>65</b><br/>FIRE<br/>DECLARATIONS<br/>SINCE 1953</p>  |
| <p><b>6,750</b><br/>EM<br/>PERSONNEL<br/>TRAINED<br/>ANNUALLY</p>        | <p><b>\$1.0B+</b><br/>IN GRANTS TO<br/>SUPPORT<br/>STATE &amp; LOCAL<br/>PREPAREDNESS<br/>SINCE 2004</p> | <p><b>\$55M+</b><br/>IN FOOD,<br/>WATER AND<br/>PPE STORED IN<br/>3 WAREHOUSES</p>   |



## **DIVISION MISSION AND GOALS**

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### **Mission**

From section 252.32, Florida Statutes: To prepare for, respond to, recover from, and reduce vulnerability to emergencies and disasters resulting from natural, technological, or manmade causes.

### **Goals**

The Division of Emergency Management (DEM) has identified four goals:

**Goal 1:** Preparedness: enhance capabilities.

**Goal 2:** Response: protect lives and property.

**Goal 3:** Recovery: restore communities.

**Goal 4:** Mitigation: reduce risk and increase resiliency.



## **AGENCY OBJECTIVES**

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- Objective 1.1:** Ascertain the requirements of the state and its political subdivisions for equipment and supplies of all kinds in the event of an emergency.
- Objective 1.2:** Make such surveys of industries, resources, and facilities within the state, both public and private, as are necessary to respond to emergencies and disasters.
- Objective 1.3:** Review periodically, emergency operating procedures of state agencies, and recommend revisions as needed to ensure consistency with the state Comprehensive Emergency Management Plan and program (CEMP).
- Objective 1.4:** Implement training programs to improve the ability of state and local emergency management personnel to prepare and implement emergency management plans and programs.
- Objective 1.5:** Establish guidelines and schedules for annual exercises that evaluate the ability of the state and its political subdivisions to respond to minor, major, and catastrophic disasters and support local emergency management agencies.
- Objective 1.6:** Review standards and requirements for county emergency management plans and make suggestions for improvement.
- Objective 1.7:** Assist political subdivisions in preparing emergency management plans to be consistent with the state Comprehensive Emergency Management Plan.
- Objective 1.8:** Review political subdivision emergency management plans periodically for consistency with the state Comprehensive Emergency Management Plan.
- Objective 1.9:** Review the evacuation component of the State Comprehensive Emergency Management Plan and ensure that it includes specific regional and interregional planning provisions and promotes intergovernmental coordination of evacuation activities.
- Objective 1.10:** Review the shelter component of the State CEMP and ensure that it includes specific regional and interregional planning provisions and promotes coordination of shelter activities between the public, private, and nonprofit sector, and addresses strategies for the evacuation of persons with pets.
- Objective 1.11:** Anticipate trends and promote innovations that will enhance the emergency management system.
- Objective 1.12:** Conduct a statewide public educational campaign that includes relevant information on statewide disaster plans, evacuation routes, fuel suppliers, shelters, and addresses persons with special needs to include specific



## AGENCY OBJECTIVES

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information about registration and special needs shelters including general information regarding shelter stays.

**Objective 1.13:** Coordinate with the Agency for Persons with Disabilities to provide an educational outreach program on disaster preparedness and readiness to individuals who have limited English skills and identify persons who need assistance but are not defined under special-needs criteria.

**Objective 1.14:** Prepare and distribute, to appropriate state and local officials, catalogs of federal, state, and private assistance programs.

**Objective 1.15:** Review the schedule of fees that may be charged by local emergency management agencies for review of emergency management plans on behalf of external agencies and institutions.

**Objective 1.16:** Prepare, in advance whenever possible, such Executive Orders, proclamations, and rules for issuance by the Governor as are necessary or appropriate for coping with emergencies and disasters.

**Objective 1.17:** Assist political subdivisions with the creation and training of urban search and rescue teams and promote the development and maintenance of a state urban search and rescue program.

**Objective 1.18:** Develop, prepare, test, and implement as needed, in conjunction with the appropriate counties and the affected operator, such radiological emergency response plans and preparedness requirements as may be imposed by the United States Nuclear Regulatory Commission or the Federal Emergency Management Agency as a requirement for obtaining or continuing the appropriate licenses for a commercial nuclear electric generating facility.

**Objective 1.19:** Establish systems to track sub-award funding from award to closeout to address federal and state rules and regulations.

**Objective 2.1:** Review the structure and chain of command for the State Emergency Response Team (SERT) and make suggestions for improvement.

**Objective 2.2:** Review the roles and responsibilities of each agency and organization involved in the SERT and make suggestions for improvement.

**Objective 2.3:** Review procedures for activating the SERT and make suggestions for improvement.

**Objective 2.4:** Review the state's emergency communications plan and make suggestions for improvement.

**Objective 2.5:** Review procedures for monitoring mutual aid agreements and make suggestions for improvement.





## AGENCY OBJECTIVES

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- Objective 2.6:** Plan for, and either procure supplies, medicines, materials, and equipment, or enter into memoranda of agreement, or open purchase orders that will ensure their availability.
- Objective 2.7:** Ensure the availability of rapid impact assessment teams.
- Objective 2.8:** Ensure the availability of an effective statewide urban search and rescue program coordinated with the fire services.
- Objective 2.9:** Ensure the existence of a comprehensive statewide medical care and relief plan administered by the Department of Health.
- Objective 2.10:** Review systems for coordinating volunteers and accepting and distributing donated funds and goods and make suggestions for improvement.
- Objective 2.11:** Establish a system of communications and warning to ensure that the state's population and emergency management agencies are warned of developing emergency situations and can communicate emergency response decisions.
- Objective 2.12:** Ensure the availability of adequately trained and equipped forces of emergency management personnel before, during, and after emergencies and disasters.
- Objective 2.13:** Maintain an inventory list of generators owned by the state and local governments.
- Objective 2.14:** In coordination with each local emergency management agency in the state, maintain a registry of persons with special needs located within the jurisdiction of the local agency.
- Objective 2.15:** Establish a statewide system to facilitate the transport and distribution of essentials in commerce.
- Objective 2.16:** Administer a program to survey existing schools, universities, community colleges, and other state-owned, municipally owned, and county-owned public buildings and any private facility that the owner, in writing, agrees to provide for use as a public hurricane evacuation shelter to identify those that are appropriately designed and located to serve as such shelters.
- Objective 2.17:** Provide to the President of the Senate, the Speaker of the House of Representatives, and the Governor a list of facilities recommended to be retrofitted using state funds so that those facilities can serve as public hurricane evacuation shelters.
- Objective 2.18:** Provide a list of persons for contact relating to release of toxic substances into the atmosphere.



## **AGENCY OBJECTIVES**

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- Objective 3.1:** Establish the structure of the state's post-disaster recovery organization.
- Objective 3.2:** Establish procedures for activating the state's post-disaster recovery plan.
- Objective 3.3:** Establish policies used to guide post-disaster response and recovery activities.
- Objective 3.4:** Establish the chain of command during the post-disaster recovery period.
- Objective 3.5:** Identify the initial and continuous post-disaster recovery actions.
- Objective 3.6:** Identify the roles and responsibilities of each agency and entity involved in the state's post-disaster recovery organization.
- Objective 3.7:** Establish a comprehensive communications plan for post-disaster recovery.
- Objective 3.8:** Provide for post-disaster damage assessment teams.
- Objective 3.9:** Establish post-disaster systems for coordinating volunteers and accepting and distributing donated funds and goods.
- Objective 3.10:** Establish systems to ensure compliance/monitoring requirements of 2 CFR 200 are tracked and to address risk regarding federal disaster funding.
- Objective 3.11:** Establish systems to track sub-award funding from award to closeout to address federal and state rules and regulations.
- Objective 4.1:** In accordance with 42 U.S.C. s.5165 and any implementing regulations, submit for approval the state's hazard mitigation plan.
- Objective 4.2:** Lead the state's natural hazards interagency workgroup.
- Objective 4.3:** Make recommendations to the Legislature, building code organizations, and political subdivisions for zoning, building, and other land use controls.
- Objective 4.4:** Make recommendations for safety measures for securing mobile homes or other nonpermanent or semi-permanent structures.
- Objective 4.5:** Make other recommendations for preparedness, prevention, and mitigation measures designed to eliminate emergencies or reduce their impact.
- Objective 4.6:** Establish systems to track sub-award funding from award to closeout to address federal and state rules and regulations.

# AGENCY SERVICE OUTCOMES AND PERFORMANCE PROJECTIONS TABLES



## Goal 1: Preparedness: enhance capabilities

**Outcome: Percentage of scheduled county Comprehensive Emergency Management Plan reviews that are completed.**

| Baseline Year FY 2023-24<br>Approved Standard | FY 2024-25 | FY 2025-26 | FY 2026-27 | FY 2027-28 | FY 2028-29 |
|---|------------|------------|------------|------------|------------|
| 60%   | 60%        | 60%        | 60%        | 60%        | 60%        |

**Outcome: Percentage of completed training courses and exercises.**

| Baseline Year FY 2023-24<br>Approved Standard | FY 2024-25 | FY 2025-26 | FY 2026-27 | FY 2027-28 | FY 2028-29 |
|---|------------|------------|------------|------------|------------|
| 80%   | 80%        | 80%        | 80%        | 80%        | 80%        |

**Outcome: Percentage of scheduled public education outreach events attended**

| Baseline Year FY 2023-24<br>Approved Standard | FY 2024-25 | FY 2025-26 | FY 2026-27 | FY 2027-28 | FY 2028-29 |
|---|------------|------------|------------|------------|------------|
| 85%   | 85%        | 85%        | 85%        | 85%        | 85%        |

## Goal 2: Response: protect lives and property

**Outcome: Percentage of confirmations received within initial broadcast window for State Emergency Operations Center Activation.**

| Baseline Year FY 2023-24<br>Approved Standard | FY 2024-25 | FY 2025-26 | FY 2026-27 | FY 2027-28 | FY 2028-29 |
|---|------------|------------|------------|------------|------------|
| 75%   | 75%        | 75%        | 75%        | 75%        | 75%        |

**Outcome: Percentage of State Watch Office notifications that are timely, accurate and relevant.**

| Baseline Year FY 2023-24<br>Approved Standard | FY 2024-25 | FY 2025-26 | FY 2026-27 | FY 2027-28 | FY 2028-29 |
|---|------------|------------|------------|------------|------------|
| 80%   | 80%        | 80%        | 80%        | 80%        | 80%        |

**Outcome: Average number of hours to deploy resources during State Emergency Operations Center activation.**

| Baseline Year FY 2023-24<br>Approved Standard | FY 2024-25 | FY 2025-26 | FY 2026-27 | FY 2027-28 | FY 2028-29 |
|---|------------|------------|------------|------------|------------|
| 12  | 12         | 12         | 12         | 12         | 12         |

# AGENCY SERVICE OUTCOMES AND PERFORMANCE PROJECTIONS TABLES



## Goal 3: Recovery: restore communities

**Outcome:** Percentage of public assistance open large projects for disasters older than 7 years from the disaster declaration date, that are open at the beginning of the fiscal year and are closed by the end of the fiscal year.

| Baseline Year FY 2023-24<br>Approved Standard | FY 2024-25 | FY 2025-26 | FY 2026-27 | FY 2027-28 | FY 2028-29 |
|---|------------|------------|------------|------------|------------|
| 35%   | 35%        | 35%        | 35%        | 35%        | 35%        |

## Goal 4: Mitigation: reduce risk and increase resiliency

**Outcome:** Percentage closeout of mitigation grant program projects with period of performance dates within the current fiscal year.

| Baseline Year FY 2023-24<br>Approved Standard | FY 2024-25 | FY 2025-26 | FY 2026-27 | FY 2027-28 | FY 2028-29 |
|---|------------|------------|------------|------------|------------|
| 20%   | 20%        | 20%        | 20%        | 20%        | 20%        |

**\*NOTE:** *Changes to performance measure standards will be addressed in future budget amendment*



## **LINKAGE TO GOVERNOR'S PRIORITIES**

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### **Division of Emergency Management Linkage to Governor's Priorities**

The Division of Emergency Management affirms its role in preparing for, responding to, recovering from, and mitigating against disasters in the furtherance of Governor DeSantis's priorities to:

- Restore and Protect Florida's Environment
- Improve Florida's Education System
- Economic Development and Job Creation
- Health Care
- Public Safety
- Public Integrity

Under the intent of authorized statutes, the Division of Emergency Management (DEM) will address the needs and concerns of citizens, state employees, first responders, county/municipal governments, non-profits, and businesses operating in the State of Florida. DEM supports the Governor's priorities through our public education campaigns and outreach efforts to ensure the public is prepared for any disaster. DEM also funds mitigation projects which not only reduce future losses during disasters but also provides employment for Florida citizens, and thereby continues activities that reduce flood and wind insurance premiums. Finally, DEM coordinates with local and federal emergency management agencies to ensure that public safety and other response sectors are best able to prepare for disasters, mitigate against their impacts, respond to, and recover from them.



## Introduction

Emergencies can happen at any time, often without warning; it is crucial to be prepared for and respond to emergencies and their aftermath. Emergency and disaster management is a coordinated effort involving numerous partners and stakeholders, from the federal level to the local level and the private sector. Professionals working in emergency and disaster management are at the center of this effort; ensuring that the appropriate type of relief is provided and the situation is handled with optimal efficiency.

With new disasters always a possibility, emergency management professionals in the public and private sectors look for new and innovative methods to deal with them, draw upon lessons learned from past events, and identify emergency management best practices to help prepare for future disasters.

According to the National Preparedness Goal of the Federal Emergency Management Agency (FEMA), emergency management professionals focus on five mission areas when developing a risk-based approach to disasters and crisis:

- **Prevention:** Stopping, preventing or avoiding a disaster, be it imminent, threatened or an actual act.
- **Protection:** Keeping people and assets safe against threats and hazards.
- **Mitigation:** Minimizing the loss of life and property by lessening the impact of disasters in the future.
- **Response:** Responding quickly in order to save lives, protect property, safeguard the environment and meet basic human needs in the wake of a disaster.
- **Recovery:** Focusing on restoring, strengthening and revitalizing the infrastructure, housing, economy and well-being of a community in the wake of a disaster.

The core trend driving emergency management today focuses on risk-based planning. Weather-based catastrophes and other natural disasters not only cause significant economic damage but can also have a substantial negative impact on those individuals affected by the events. Being mindful of these potential impacts is especially critical to emergency management.

There are several challenges to address when developing a risk-based planning strategy that can also mitigate various safety issues. These challenges include, but are not limited to, inadequate communication, lack of available resources, and underdeveloped supply chains. Meeting these challenges involves the development of trusted public and private partnerships; creating such partnerships among first responders, businesses and community stakeholders can ensure that the right people respond to a crisis. Collaboration between the public and private sectors also helps supply these responders with the tools needed to manage a disaster.

Another trend driving emergency management is the increased use of social media to strengthen communication with the public. Social media outlets provide a quick way to distribute information to a large number of people, which is why federal, state and local government agencies have relied on such outlets during recent disasters.

Another tech-driven trend that can help emergency and disaster management professionals achieve their goals is the wider integration of machine-learning tools. These tools can analyze massive amounts of data with optimal efficiency, helping to predict damage from future events much faster than other technologies.



The COVID-19 pandemic response stretched the concept of modern emergency management. Not only was there an ongoing response to a pandemic, emergency management and disaster management professionals had to also address additional emergencies and disasters ranging from weather incidents to civil unrest. This has shown an increased need for emergency managers to identify and utilize employees equipped with transferable skills to engage in future community-wide responses. It is important to develop response scenarios that address the needs of communities regardless of their socioeconomic status. COVID-19 raised the profile of emergency management professionals and placed them in a position to provide expert guidance on responding to a wide range of emergencies, including public health and civil challenges. Each disaster is different, and the next disaster will not be the same as the last. However, the knowledge gained from the response to each event can be projected forward, which makes using after action plans that identify the lessons learned for that event essential in responding to future disasters.

The Division of Emergency Management (DEM) continues to make organizational improvements fulfill its strategic goals and objectives. The benefits of a focused and experienced staff, a customer service-oriented Division, and a team dedicated to DEM's missions has resulted in improved Division performance. Nonetheless, DEM continues to face new challenges, including increasingly frequent and expensive natural and man-made disasters across the country, a continually growing and changing population in the State of Florida, a shifting set of operating and fiscal parameters at the state and federal level, and cyber-security threats. However, DEM continues to adapt to ensure that our programs are positioned to handle all challenges. DEM is strategically developing its goals, objectives and measures to align with the needs of its stakeholders, which in turn will define each employee's goals and objectives. This will result in each DEM employee fully understanding how their individual efforts contribute to the success of the Division of Emergency Management.

### **Statutory Authority**

DEM is statutorily established in Section 14.2016, Florida Statutes, and DEM's mission and responsibilities are further defined through Chapter 252, Florida Statutes, to ensure the State of Florida is adequately prepared for, resilient to, and able to recover from natural, technological, and man-made emergencies and disasters. DEM achieves its mission through coordination with other state agencies, local governments, non-profit organizations, private sector entities, and federal agencies. This comprehensive coordination ensures DEM's initiatives are federally supported, state managed, and locally executed.

### **Emergency Management in Florida**

There are a number of factors that make the State of Florida susceptible to the effects of natural and man-made disasters. Florida is the third most populated state in the nation with 21,538,187 residents<sup>1</sup> and is one of the top travel destinations in the world. Florida has 1,197 miles of coastline and 2,276 miles of tidal shoreline. Additionally, 75 percent of the State's total population resides in 35 coastal counties, and approximately two-thirds of this population resides in a Category 5 hurricane storm surge zone. For a Category 5 hurricane scenario that simultaneously impacts the entire state of Florida, the public hurricane evacuation shelter space

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<sup>1</sup> US Census Bureau as of 2020, Released 4/26/21

## TRENDS AND CONDITIONS STATEMENTS

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demand could be up to 955,713<sup>2</sup> spaces statewide. Currently, there are approximately 1,026,323<sup>3</sup> total statewide shelter spaces that meet the American Red Cross shelter guidelines, including both general population and special needs shelter spaces. Approximately 25 percent of Florida's population is over the age of 60, a potential vulnerability during pandemic outbreaks; approximately 92 percent of the deaths from COVID 19 have been people over the age of 60<sup>4</sup>. Statewide medical facilities and resources are vital in responding to such threats.

There are over 11,000 facilities in Florida that meet the federally established thresholds for hazardous materials. Over 3,800 of these facilities house extremely hazardous substances. The 10 Regional Local Emergency Planning Committees update their emergency response plans in coordination with county and state partners as new hazardous materials risks are identified, and continually educate the public and first responders on these potential risks located in their communities.

Given the various hazards to which Floridians are susceptible, a disaster can occur with little or no warning and escalate more rapidly than the ability of any single local response organization or jurisdiction to manage. Florida's ability to respond to the most challenging hurricane seasons in the state's history is a direct result of the complex network of responders who provide safety and assistance. Emergency management is more than a single profession; it is made up of numerous disciplines that allow an experienced team to provide essential services to those in need. Performance data and trends will provide further direction that will allow us to refine our core mission and ensure that Florida's communities are optimally prepared to respond to and mitigate against future disasters.

The State of Florida's emergency management program adopts an all-hazards approach that seeks to involve stakeholders in all phases of a disaster. Disaster's impact multiple sectors, industries, and often jurisdictions. As such, DEM's approach must also be comprehensive. The State Emergency Response Team (SERT) is the lawfully designated organization designed to respond to both man-made and natural disasters. The Governor or his designee activates, and DEM coordinates the SERT, comprised of representatives from every State of Florida agency as well as partners from the federal government, volunteer/nonprofit organizations, and the private sector. These SERT members bring subject matter expertise far beyond what a sole agency would be able to provide, allowing the SERT to optimize its ability to respond to the emergencies that impact the State of Florida. Constant communication between the SERT and the actual site of an emergency allows for the most expedited response and recovery for communities and their citizens.

While DEM serves as the central point and management structure for the SERT, feedback from staff and external partners from federal, state, and local governments and the private sector is critical to assess strengths, weaknesses, opportunities and threats, and their input is routinely gathered and used to evaluate emergency management performance. The Division follows the planning principals of the National Incident Management System that allows for a continuous analysis of the SERT's performance during an emergency event. Through Incident Action Plans and After-Action Reports, DEM can adequately evaluate during and after an event whether performance goals were achieved and if not, identify gaps and take the necessary corrective actions. DEM carefully reviews all systems and implements modifications and resource allocations as needed.

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<sup>2</sup> 2020 Statewide Emergency Shelter Plan Table 3-1

<sup>3</sup> 2023 Statewide Emergency Shelter Plan 9-22-2023

<sup>4</sup>September 20, 2023 COVID-19 Summary Report for Florida produced by the Florida Department of Health



## TRENDS AND CONDITIONS STATEMENTS

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In addition to being responsible for the programs and services that help Florida communities prepare for, mitigate against, respond to, and recover from natural and man-made disasters, DEM serves as the Governor's and the state's central coordinating body before, during, and after disasters. DEM works closely with all partners to ensure disaster resources are coordinated and delivered to impacted communities. Immediately following a disaster, DEM works closely with local governments to ensure appropriate aid is provided in an expeditious manner. In times of non-disaster, DEM works with local governments to enhance their ability to respond to future events, thus reducing the impacts to the community. DEM continually works with state and local governments to develop guides, procedures, and plans to manage the consequences of emergencies or disasters. By achieving accreditation through the Emergency Management Accreditation Program (EMAP) process, state and local emergency management programs validate their capabilities against established national standards. Due to various factors, DEM has had challenges recruiting and retaining long-term qualified staff, at times utilizing temporary staff to supplement disaster activities and the Division's core functions. Such temporary employees have often become long term permanent employees; however, DEM continues to lose staff to the Federal Emergency Management Agency and the private sector due to higher compensation. This turnover not only impacts our capabilities, but also results in additional costs to hire and train new staff.

DEM provides the following programs and services to assist communities in preparing for, responding to, recovering from and mitigating against natural and manmade disasters: All Hazards Incident Management Teams, Emergency Management Accreditation Program (EMAP), Citizen Corps, Community Emergency Response Team (CERT), Disaster Recovery (Public Assistance, Individual Assistance, Disaster Housing, Community Response and Local Disaster Recovery Centers), Florida Catastrophic Planning, Emergency Field Services, Emergency Training and Exercise Program, Emergency Operations, Hurricane Shelter Survey and Retrofit Program, Emergency Management Preparedness and Assistance Program, Emergency Management Assistance Compact, Florida Accidental Release Prevention and Risk Management Planning Program, Flood Mitigation Assistance Program, Pre-Disaster Mitigation Program, Florida Hazardous Materials Emergency Planning and Community Right-To-Know Act Program (EPCRA), Risk Management Program (RMP), AlertFlorida, Geographic Information Systems, Hazard Mitigation Grant Program, State/Local Mitigation Planning, Hurricane Loss Mitigation Program, Repetitive Flood Claims Program, State Floodplain Management, Community Rating System, National Hazards Planning, Technical Hazards Planning, Energy Emergency Contingency Planning, State Domestic Security Grant Program, and National Incident Management Systems compliance. Most of the funding from these programs is in the form of a pass through to local governments, non-profits, and state agencies, and is tracked through a variety of methods. A grant tracking system has been developed and implemented to track awards and sub-awards from initial award to closeout. Integration with other grant and financial/accounting systems are in development to ensure that compliance with federal regulations and state statutes is achieved.

Training for state and local emergency management personnel, residents, and businesses is an essential activity of DEM that furthers the state's emergency preparedness. DEM staff, who are paid from federal grants, have annual training and exercise requirements to comply with grant guidance. Also, associated supporting operational procedures are created and maintained for emergencies such as regional evacuation, wildfire incidents, radiological incidents at commercial nuclear power plants, and terrorist incidents. DEM maintains the State Emergency Operations Center (SEOC), which is a unique facility that provides a centralized command and control location for state emergency response and recovery efforts before, during, and after

## TRENDS AND CONDITIONS STATEMENTS

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emergencies and disasters. DEM conducts an annual statewide exercise to assess state and local government ability to respond to emergencies. Smaller exercises are also held regularly to give state agencies and volunteer organizations the opportunity to train new personnel and to provide information to better coordinate response and recovery activities.

DEM assists with the logistics of disaster response and ensures that recovery operations are unified across all branches of state government, voluntary agencies, and contract and federal partners to ensure response and recovery missions and resources are managed efficiently. DEM manages the State Logistics Response Center in Orlando, Florida, established in February 2007, which is a 200,000 square foot secure climate-controlled warehouse and Logistics Operations and Movement Control Center. The facility serves to pre-stage critical disaster response and recovery caches and resources, as part of the total State Logistics Management System of on-hand resources and stand-by contingency contracts with multiple vendors under both State Term and Agency contracts. Due to COVID, additional commodities such as personal protective equipment and medical equipment and supplies were purchased that exceeded the capabilities of the State Logistics Response Center; therefore, DEM had to obtain three temporary warehouse locations and will house this inventory until a permanent solution can be found.

The 24-hour State Watch Office (SWO) is housed within the State Emergency Operations Center in Tallahassee and serves as the State's central emergency reporting, situational awareness and notification center every day of the year. DEM is also responsible for coordinating the elimination of any state hurricane shelter space deficit, by surveying and retrofitting facilities to add to local inventories and incorporating enhanced wind design and construction standards into new public building construction projects. DEM is responsible for reviewing site plans to enhance first-response efforts at facilities storing hazardous materials and for assisting facilities with reporting requirements and compliance verification. Staff also conducts on-site audits of county Emergency Management Programs and provides technical assistance for plan development.

DEM administers programs and allocates funds designed to enhance state and local emergency management capabilities; these include the Emergency Management Preparedness and Assistance Trust Fund county base grants, and other federal, state, or private awards of funding.

DEM works to reduce or eliminate long-term risk to human life and property from disasters. Assistance to minimize such risk is provided through federal infrastructure assistance, human services assistance, Flood Mitigation Assistance, Pre-Disaster Mitigation, and the Hazard Mitigation Grant Program. These programs help to rebuild lives and communities which have been affected by a major disaster and to reduce the impact of future disasters through mitigation. Outreach efforts educate communities of the benefits in participating in the Community Rating System which provides discounts to homeowners who are insured through the National Flood Insurance Program.

The Florida Comprehensive Emergency Management Plan (CEMP) establishes a framework through which the State of Florida prepares for, responds to, recovers from, and mitigates the impacts of a wide variety of disasters that could adversely affect the health, safety and/or general welfare of residents and visitors to the state. The CEMP provides guidance to State and local officials on procedures, organization, and responsibilities. It also provides an integrated and coordinated response among local, state, federal and private nonprofit entities. While the document is managed by DEM, the entire SERT plays a role in the revisions and



implementation of the CEMP.

The CEMP describes the basic strategies, assumptions, and mechanisms through which the state will mobilize resources and conduct activities to guide and support local emergency management efforts through four areas: preparedness, response, recovery, and mitigation. The CEMP is compliant with the National Incident Management System (NIMS) and incorporates the principles such as the Incident Command System (ICS). The CEMP employs the strategic vision of Presidential Policy Directive 8 (PPD-8), to strengthen resiliency by involving partners at all levels of government as well as with non-governmental organizations (NGOs) and the private sector. The CEMP is a standardized document that sets forth the state's role in organizing and carrying out evacuations, sheltering operations, post-disaster response and recovery activities, deployment of resources, and emergency warning and communications coordination.

The CEMP addresses the following activities:

- **Preparedness** -- A full range of deliberate, critical tasks and activities necessary to build, sustain, and enhance readiness and minimize impacts through pre-deployment of resources, establishing field operations, evacuation and sheltering, implementing structural and non-structural mitigation measures, using technology to predict potential impacts, and implementing continuity of operations plans.
- **Response** -- Activities that address the immediate and short-term actions to preserve life, property, the environment, and the social, economic, and political structure of the community. Examples of response activities include logistics and resource management, emergency shelter; housing; food; water; search and rescue; emergency medical and mortuary services; public health and safety; decontamination from hazardous materials exposure; removal of threats to the environment; emergency restoration of critical services (electric power, water, sewer, telephone); transportation; coordination of private donations; and securing crime scenes, investigating, and collecting evidence.
- **Recovery** -- Actions and implementation of programs needed to help individuals and communities return to normal. These activities typically continue long after the incident has occurred and usually involve the repair of damaged public facilities (e.g., roads, bridges, schools, municipal buildings, hospitals, and qualified nonprofits). Debris cleanup, temporary housing, low-interest loans to individuals and businesses, crisis counseling, disaster unemployment, and long-term recovery planning are other examples of recovery actions.
- **Mitigation** -- Identifying potential threats and designing a long-term plan to prevent damages to individuals and property. Public education and outreach activities, structural retrofitting, code enforcement, flood insurance, and property buy-outs are examples of mitigation activities.

### Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The Division of Emergency Management conducted a Strengths, Weakness, Opportunities, and Threats (SWOT) analysis in September 2018. As an agency, DEM has adapted to meet the unique challenges of disasters throughout all phases. The comprehensive emergency management system subscribed to by DEM requires broad capabilities to include specially trained, experienced, and committed staff, robust relationships with all partners, and a strong culture of customer service. However, the Division also recognizes the need to consistently surpass the capabilities of the past to be prepared for the future, and there are a number of areas where DEM's efficiency and effectiveness can be improved through enhanced

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coordination with our emergency management partners.

## Strengths:

- Development of a reputation as a leader in emergency management.
- Strong relationship with stakeholders across state agencies, local governments, federal government, interstate organizations, private sector, and military partners.
- Rapid response to incidents impacting, or with the potential to impact, the State of Florida.
- Development of well-trained and experienced staff in both disaster roles and daily programmatic roles.
- Emergency management program that has consistently received nationally recognized accreditation status.
- Staff that provide subject matter expertise and leadership on national emergency management issues.
- Responsive training and exercise program that adapts to the needs of staff and partners.
- State Emergency Operations Center that enables all stakeholders to coordinate during activations.
- Mutual aid strategy built with 67 counties that enable the rapid deployment of in-state resources across jurisdictional boundaries when requested.
- Continued commitment to the Emergency Management Assistance Compact to assist partner states and in turn to receive assistance from other states during disasters.
- Enhanced State Hazard Mitigation Plan enabling additional funding for Florida programs.
- Continued annual hurricane exercises provides the entire SERT the ability to train together and test new procedures before a real-world incident occurs
- Successful organizational and programmatic adjustments to be compliant with federal and state law post-closeout of previous Inspector General audit findings.
- Successful application of the National Disaster Recovery Framework in Hurricane Irma, leading to applicability of a model best practice moving forward.
- Refocus of DEM Regional Liaisons to provide county partners with direct point of contacts on all DEM programs

## Weaknesses:

- Length of time to process financial aid can delay the ability of state and local entities to receive reimbursement from declared disasters.
- Communication issues concerning changes to federal emergency management programs and guidance can potentially have an adverse impact on the implementation of Florida programs.
- Historical prioritization among stakeholders on response efforts over other phases of emergency management.
- Physical constraints within the SEOC can hinder coordination during larger emergency activations with a growing list of involved stakeholders.
- Need for additional coordinated training among state agencies and partners.

## Opportunities:

- Utilizing local universities to recruit competitive staff with broad areas of expertise.
- Continued focus on a customer service orientated staff.
- Further development of social media and other outreach capabilities to increase citizen awareness.
- Updated forecasting and modeling products to better target messaging and



preparedness actions.

- Increased coordination with specialized stakeholders, including the Florida Fusion Center, to enhance situational awareness of potential hazards.
- Continuing to enhance communication and coordination with Florida's tribal nations.
- Leverage new federal programs being piloted in Florida.
- Continued integration of the private sector in all phases of emergency management.
- Government leadership at all levels engaged and invested in the continued success of DEM programs.
- Implementation of a comprehensive program that prioritizes all phases of emergency management.
- Continued development of a training plan that emphasizes a scalable and capable workforce.
- Building a culture of preparedness by helping close the insurance gap and incentivizing investments in mitigation.
- Reduce complexity by strengthening grants management, increasing transparency and accuracy, and utilizing data analytics.

### Threats:

- The often-sole focus on emergency response by county emergency management offices can result in overall ineffective services, programmatic inefficiencies, and financial resource waste.
- Long-term financial management challenge of recouping de-obligated funding.
- Qualified staff retention when faced with higher average salaries at other governmental entities.
- Continued need of federal funding from past disasters to prepare for future disasters.
- Increasing number of applicants competing for federal emergency management grants.
- Challenge of coordinating competing priorities among state partners and county governments on programmatic guidance and policies.
- Consistent undertaking of comprehensive preparedness activities including the low-frequency, high-impact events.
- Increasing potential for actors to utilize technological methods to create cyber-disruptions and other impacts to infrastructure.
- Number of notable potential targets for physical terrorism within the state.

### Goal 1: Preparedness: enhance capabilities

DEM will use orientation, basic and executive education, and training to enhance the emergency management workforce to retain staff, increase professional levels, and facilitate cooperation and communication on division programs with overlapping impacts through quick reference guides and calendars. DEM will also continue to work with counties, municipalities, and universities to obtain accreditation through the Emergency Management Accreditation Program (EMAP), in order to have consistent criteria to evaluate emergency management programs. To further accreditation efforts, DEM will better align EMAP criteria with the scope of work included in the annual funding provided to county emergency management programs.

DEM will maintain a statewide risk and vulnerability assessment for all hazards by adopting assessment standards, collecting and analyzing data, determining what gaps or irregularities may exist, and completing required research. DEM will estimate the emergency management capabilities of Florida as a whole by establishing a stakeholder list, applying capability

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assessment tools to all stakeholder units, and reporting on the findings. DEM will implement and/or exercise as appropriate all required plans and procedures. DEM will also continue to leverage relationships, continuing its development as an emergency management division that is federally supported, state managed, and locally executed.

### **Goal 2: Response: protect lives and property**

Disasters impact Floridians and guests physically, emotionally, and financially. Although we can never reduce any of these impacts to zero, we can continue work to ensure that they are minimized to the degree possible. To do so, we need to continually understand what those impacts are in the current demographic and financial climate and apply our limited resources where they provide the greatest return and meet the greatest need. We need to take full advantage of the partners we have in the State of Florida in meeting these needs. We also need to ensure that our programs and processes operate with the minimum of administrative overhead required, so that the majority of our efforts benefit survivors and their communities.

### **Goal 3: Recovery: restore communities**

One of the key impacts of disasters that can be reduced is the time that it takes to complete the recovery period. While the goal is never to rush recovery in ways that will lead to incomplete service provision to those impacted, open-ended recovery periods lend themselves to federal “repurposing” initiatives, which systematically tend to take funds away from states. To this end, the Division will continue to concentrate on two initiatives designed to shorten the duration of recovery events. First, the Division will concentrate on the closure of projects and events that have been open for extended periods, attempting to generally work in a “first in, first out” hierarchy. Second, the Division will continue to develop notification and education strategies for funding opportunities (both traditional and innovative) and community best practices focusing on National Disaster Recovery Framework (NDRF) principles.

### **Goal 4: Mitigation: reduce risk and increase resiliency**

DEM will identify mitigation strategies to reduce cost of disaster operations and minimize the amount of aid needed to recover from an event. DEM will continue to work towards creating disaster resilient communities, which will further reduce reliance on federal disaster assistance. This will be accomplished through various outreach efforts that notify communities of available mitigation funding opportunities to minimize future disaster losses. DEM will also continue to support its Enhanced State Mitigation Plan and Mitigate Florida Working Group, which provides an outlet for all stakeholders to learn about, discuss, and further develop mitigation in the State of Florida.

### **List of Potential Policy Changes Affecting the Agency Legislative Budget Request or Governor’s Recommended Budget**

Staffing is the number one priority of DEM. Compared to California, Texas and New York, Florida’s emergency management staffing level is on average 60 percent less than these states. Currently, DEM has a turnover rate of 61 percent, due in part to staff being compensated 21.65 percent below the statewide average for the same positions in other agencies and 65.26 percent below federal counterparts. The estimated cost for losing an employee can be anywhere from \$3,500 to \$50,000; this cost includes hiring expenses, training, and lost productivity. Another aspect of high turnover is employee morale, stemming from overworked employees with increased workloads and responsibilities. When combined with the normal high

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stress of working in an emergency management environment, these additional challenges result in difficulty attracting and retaining high quality talent.

Each year funding is provided to DEM from the Florida Hurricane Catastrophe Fund for disaster mitigation purposes. Currently, \$2.8 million is earmarked for the Mobile Home Tie Down program which was established to provide insurance premium discounts from the Citizens Property Insurance Corporation and additional insurance products for mobile homes. However, currently Citizens does not offer any wind mitigation discount for mobile homes, and it is unknown if there are any additional insurance products for mobile homes. DEM would like to allocate funding to mitigation projects that have a greater rate of return on the investment.

The Emergency Management Preparedness and Assistance Trust Fund collects revenues from insurance surcharges for residential and commercial Insurance policies. The fees have been in place since 1993, at \$2 for residential policies and \$4 for commercial policies. The fund since 2001 has increased by 24 percent, while the state population for the same time period has increased over 36 percent. The insurance surcharges are for insurance policies written in Florida, so any policies outside of Florida are not assessed the surcharge. In addition, the surcharge is based on the policy, not the number of dwellings on the policy. Therefore, a commercial policy for an apartment complex that may have 100 dwellings is only charged \$4. A review of this trust fund was published in 2007 that recommended a change in the fee structure.<sup>3</sup> Further analysis and potential revision of the current fee schedule could result in more equitably provided emergency management services based on the state's population and could also reduce the reliance on General Revenue to provide matching funds for disasters.

The programs contained in Part II of Chapter 252, Florida Statutes, (Florida Emergency Planning and Community Right to Know Act) and Part IV of the same chapter (Accidental Release Prevention and Risk Management Planning) collect fees to operate. Since 2012, the fee structure has not changed and the revenues have only grown overall by 2 percent, while the staffing costs have increased on average 8.8 percent over the same time frame and the facilities that are to be monitored/inspected number over 11,000. The intent was for these programs to be able to operate on the fees collected; however, with the low revenue growth and the increased costs for staffing the existing fees can no longer sustain these programs.

### **Fiscal Restrictions to Federal Grants**

The Enhanced Hazard Mitigation Grant Program Plan was approved by the Federal Emergency Management Agency in 2018. The Division will continue to undertake necessary activities to ensure that the state remains eligible for up to 20 percent in additional post-disaster mitigation funding. This is an increase from 15 percent previously awarded.

### **List of Changes Which Would Require Legislative Action, Including Elimination of Programs, Services and/or Activities**

Section 215.559, Florida Statutes, removing the earmark for the Mobile Home Tie Down program. Additionally, a reduction of the percentage of funding earmarked for Florida International University for hurricane research, to be more reflective of the program's expenditures.

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<sup>3</sup> Florida Legislative Committee on Intergovernmental Relations Interim Report Review of the Emergency Management Preparedness and Assistance Trust Fund June 2007



## List of All Task Forces and Studies in Progress

- *Hurricane Loss Methodology Commission* -- This commission was formed after Hurricane Andrew to provide sophisticated and reliable actuarial methods for residential property insurance holders. The Division Director is a Commission member.
- *State Emergency Response Commission for Hazardous Materials* -- The Commission was established by Governor's Executive Order and implements the Federal provisions of the Community Right-to-Know Hazardous Materials Planning and Prevention Program. The 28-member Commission is chaired by the Division Director.
- *Local Emergency Planning Committees* -- The committees provide hazardous materials training opportunities and conduct planning and exercise activities in each of the 11 planning districts. Through a contract with the Division, each committee is administratively staffed by the Florida Regional Planning Councils.
- *State Hazard Mitigation Plan Advisory Team (SHMPAT)* -- This multi-agency group is responsible for updating and monitoring the State mitigation plan to reduce the impacts of future disasters.
- *Domestic Security Oversight Council* -- The Board oversees the seven Regional Domestic Security Working Groups that determine prevention, planning and training strategies, and equipment purchases for domestic security. The Division Director serves on this committee along with the Commissioner of the Department of Law Enforcement, the Secretary of the Department of Health, the State Fire Marshal, and the Commissioner of Agriculture and Consumer Services.
- *State Working Group on Domestic Preparedness* -- The State Working Group on Domestic Preparedness plays a vital role in the State of Florida's Domestic Security Program. It consists of an Executive Board and six committees. The Executive Board of the State Working Group on Domestic Preparedness (SWG) is composed of voting and non-voting representatives. The representatives are appointed from five principal state agencies charged with domestic security responsibilities. This group will function as an executive committee and will be known as the Unified Coordinating Group. The State Working group is comprised of six committees. Each committee has designated co-chairs that will serve on the Executive Board as voting members. DEM serves as a co-chair and voting member on each of the committees. Each committee uses a unified approach to all the Domestic preparedness issues to help Florida prepare, protect, mitigate, and recover from any terrorist attack on this state.
- *Regional Hurricane Evacuation Studies* - DEM is continually working with various Federal, State, Regional Planning Councils, and local entities to maintain and update the regional hurricane evacuation plans through-out the state.
- *Natural Hazards Interagency Workgroup* -- The workgroup was created through legislation during the 2017 Legislative Session (Chapter #2017-048, LOF) to provide a platform for sharing information on the current and potential impacts of natural hazards throughout the state, coordinating the ongoing efforts of state agencies in addressing the impacts of natural hazards, and collaborating on statewide initiatives to address the



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impacts of natural hazards. The Division Director serves as a liaison to and coordinator of the workgroup.

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## Emergency Management

The Division of Emergency Management is statutorily identified in Section 252.311, Florida Statutes, to promote the state’s emergency preparedness, response, recovery and mitigation capabilities through enhanced coordination, long-term planning, and providing effective, coordinated, and timely support to communities and the public. The Division of Emergency Management is given the responsibility under Section 252.35, Florida Statutes, of maintaining a comprehensive statewide program of emergency management utilizing stakeholder input. This entails preparing the state comprehensive emergency management plan to include an evacuation component, sheltering component, post-disaster response and recovery component, coordinated and expeditious deployment of state resources in case of a major disaster, communication and warning systems, exercise guidelines and schedules, and additional components that address the preparedness, response, recovery, and mitigation aspects of the Division. As defined in Chapter 252, Part II, Florida Statutes, the Division of Emergency Management has the responsibility of implementing the federal Emergency Planning and Community Right to Know Act and Risk Management Planning Act. These programs ensure procedures are in place to prevent, prepare for and respond to incidents involving hazardous materials.

## Overview of Division of Emergency Management for Fiscal Year 2023-2024

### TOTAL DIVISION BUDGET:

|  |               |                        |
|--|---------------|------------------------|
| Total Positions Funded:  |               | 220                    |
| General Appropriations for Divisions Programs                  | 18.8%         | \$ 534,048,646         |
| Federal and State Funds Provided because of Declared Disasters | 81.2%         | \$2,301,311,651        |
| <b>Total Appropriations</b>                                    | <b>100.0%</b> | <b>\$2,835,360,297</b> |

### BUDGET CHARACTERISTICS:

|                     |               |                         |
|---------------------|---------------|-------------------------|
| Federal Trust Funds | 65.8%         | \$1,865,780,554         |
| State Trust Funds   | 17.9%         | \$ 507,917,768          |
| General Revenue     | 16.3%         | \$ 461,661,975          |
| <b>Total</b>        | <b>100.0%</b> | <b>\$ 2,835,360,297</b> |

Note: This Budget Summary is reflective of that which was appropriated through Chapter 2023-239, Laws of Florida, and does not include subsequent budget amendment actions.

**PERFORMANCE MEASURES  
AND STANDARDS  
LRPP EXHIBIT II**

# PERFORMANCE MEASURES AND STANDARDS

## LRPP EXHIBIT II



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| <b>Executive Office of the Governor Department No.: 310000</b> |
| <b>Program: Emergency Management</b>                           |
| <b>Service/Budget Entity: Emergency Management</b>             |

**NOTE: Approved primary service outcome highlighted in yellow**

| <b>Approved Performance Measures for<br/>FY 2023-24<br/>(Words)</b>   | <b>Approved<br/>Prior Year<br/>Standards for<br/>FY 2022-23<br/>(Numbers)</b> | <b>Prior Year<br/>Actual FY<br/>2022-23<br/>(Numbers)</b> | <b>Approved<br/>Standards for<br/>FY 2023-24<br/>(Numbers)</b> | <b>Requested<br/>FY 2024-25<br/>Standard<br/>(Numbers)</b> |
|---|---|---|--|--|
| Percentage of scheduled county comprehensive emergency management plan reviews that are completed   | 60%   | 75%   | 60%  | 60%  |
| Number of county comprehensive emergency management plans reviewed  | 10  | 14  | 10   | 10   |
| Percentage of completed training courses and exercises  | 80%   | 90%   | 80%  | 80%  |
| Percent of state agencies identified in the State Comprehensive Emergency Management Plan participating in the Statewide Hurricane Exercise       | 90%   | 0%  | 90%  | 75%  |
| Number of participants attending training   | 6,500   | 6,750   | 6,500  | 6,500  |
| Percentage of inspections/audits conducted on all facilities subject to the Clean Air Act-Section 112R  | 15%   | 12%   | 15%  | 12%  |
| Number of facilities inspected/audited  | 40  | 33  | 40   | 32   |
| Percentage of facilities in compliance with the Emergency Planning Communities Right to Know Act (EPCRA) related to hazardous materials reporting | 95%   | 95%   | 95%  | 95%  |
| Number of facilities outreached for non-reporting   | 225   | 1,173   | 225  | 225  |
| Percentage of State Watch Office Notifications that are timely, accurate and relevant   | 80%   | 100%  | 80%  | 80%  |
| Percentage of confirmations received within initial broadcast window for State Emergency Operations Center Activation                             | 75%   | 77%   | 75%  | 75%  |

# PERFORMANCE MEASURES AND STANDARDS

## LRPP EXHIBIT II



| Approved Performance Measures for<br>FY 2023-24<br>(Words)  | Approved<br>Prior Year<br>Standards for<br>FY 2022-23<br>(Numbers) | Prior Year<br>Actual FY<br>2022-23<br>(Numbers) | Approved<br>Standards for<br>FY 2023-24<br>(Numbers) | Requested<br>FY 2024-25<br>Standard<br>(Numbers) |
|---|--|---|--|--|
| Number of incidents tracked   | 8,000  | 12,594  | 8,000  | 8,000  |
| Percentage of shelter facilities surveyed   | 6%   | 6%  | 6%   | 6%   |
| Number of buildings surveyed for hurricane evacuation shelter planning purposes   | 200  | 181   | 200  | 120  |
| Average number of hours to deploy resources during State Emergency Operations Center activation   | 12   | 12  | 12   | 12   |
| Number of events supported by State Logistics Response Center resources   | 1  | 6   | 1  | 1  |
| Percentage of Public Assistance open large projects older than 7 years from the disaster declaration date that are open at the beginning of the fiscal year and are closed by the end of the fiscal year. | 35%  | 45%   | 35%  | 35%  |
| Number of public assistance large projects closed   | 75   | 1,399   | 75   | 750  |
| Percentage of Local Mitigation Strategy Plans that are approved   | 100%   | 100%  | 100%   | 100%   |
| Number of local mitigation strategy plans reviewed  | 67   | 67  | 67   | 67   |
| Percentage closeout of mitigation grant program projects with period of performance dates within the current fiscal year  | 20%  | 42%   | 20%  | 20%  |
| Number of mitigation grant program project closeouts completed  | 30   | 98  | 30   | 30   |
| Percentage of scheduled public education outreach events attended   | 85%  | 100%  | 85%  | 95%  |
| Number of public education outreach events attended annually  | 30   | 30  | 30   | 30   |

Note: Change to performance measure standards for FY 23/24 and FY 24/25 will be addressed in future budget amendment.

**ASSESSMENTS OF  
PERFORMANCE STANDARDS  
LRPP EXHIBIT III**

# ASSESSMENT OF PERFORMANCE STANDARDS

## LRPP EXHIBIT III



### LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

Department: EOG/Division of Emergency Management  
 Program: Emergency Management  
 Service/Budget Entity: 31700100-Emergency Management  
 Measure: Percentage of inspections/audits conducted on all facilities subject to the Clean Air Act - Section 112R

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|----------------------------|-------------------------|-----------------------|
|                   |                            |                         |                       |
| 15%               | 12%                        | -2%                     | -20%                  |

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors                       Staff Capacity  
 Competing Priorities                       Level of Training  
 Previous Estimate Incorrect                       Other (Identify)

**Explanation: Staff inspector converted to another position will be unable to attain standard for FY 24/25. Still meeting goal set forth by the Federal EPA.**

**External Factors** (check all that apply):

- Resources Unavailable                       Technological Problems  
 Legal/Legislative Change                       Natural Disaster  
 Target Population Change                       Other (Identify)  
 This Program/Service Cannot Fix the Problem  
 Current Laws Are Working Against the Agency Mission

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training                                       Technology  
 Personnel                                       Other (Identify)

**Recommendations:**

**Request to lower from 15% to 12%.**

# ASSESSMENT OF PERFORMANCE STANDARDS

## LRPP EXHIBIT III



**LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT**

Department: EOG/Division of Emergency Management  
 Program: Emergency Management  
 Service/Budget Entity: 31700100-Emergency Management  
 Measure: Number of facilities inspected/audited

**Action:**  
 Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|----------------------------|-------------------------|-----------------------|
|                   |                            |                         |                       |
| 40                | 33                         | -7                      | -17.5%                |

**Factors Accounting for the Difference:**  
**Internal Factors** (check all that apply):  
 Personnel Factors                       Staff Capacity  
 Competing Priorities                       Level of Training  
 Previous Estimate Incorrect                       Other (Identify)

**Explanation:** **Staff inspector converted to another position will be unable to attain standard for FY 24/25. Still meeting goal set forth by the Federal EPA.**

**External Factors** (check all that apply):  
 Resources Unavailable                       Technological Problems  
 Legal/Legislative Change                       Natural Disaster  
 Target Population Change                       Other (Identify)  
 This Program/Service Cannot Fix the Problem  
 Current Laws Are Working Against the Agency Mission

**Explanation:**

**Management Efforts to Address Differences/Problems** (check all that apply):  
 Training                                       Technology  
 Personnel                                       Other (Identify)

**Recommendations:**  
**Request to lower from 40 to 32.**



# ASSESSMENT OF PERFORMANCE STANDARDS

## LRPP EXHIBIT III



### LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** EOG – Division of Emergency Management

**Program:** Emergency Management

**Service/Budget Entity:** 31700100

**Measure:** Number of buildings surveyed for hurricane evacuation shelter planning process

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|----------------------------|-------------------------|-----------------------|
|                   |                            |                         |                       |
| 200               | 181                        | 21                      | 10.5                  |

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors                       Staff Capacity  
 Competing Priorities                       Level of Training  
 Previous Estimate Incorrect                       Other (Identify)

**Explanation:** Structural Analysts perform shelter surveys. During the most recent performance period, FDEM only had two career service Structural Analysts able to perform duties throughout the majority of the year. One of these employees was assigned supervisory duties, reducing his ability to complete surveys from 70 to 50. While additional Structural Analysts were hired during the period of performance, it takes approximately three months to train staff to conduct surveys.

**External Factors** (check all that apply):

- Resources Unavailable                       Technological Problems  
 Legal/Legislative Change                       Natural Disaster  
 Target Population Change                       Other (Identify)  
 This Program/Service Cannot Fix the Problem  
 Current Laws Are Working Against the Agency Mission

**Explanation:**

All Structural Analysts were reassigned to support the response and recovery of Hurricane Ian and Nicole, in which the Division is still activated for to this day.

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training                       Technology  
 Personnel                       Other (Identify)

**Recommendations:** Increase personnel to meet required outcome or reduce required outcome.

# ASSESSMENT OF PERFORMANCE STANDARDS

## LRPP EXHIBIT III



### LRPP Exhibit III: PERFORMANCE MEASURE ASSESSMENT

**Department:** Emergency Management  
**Program:** Preparedness  
**Service/Budget Entity:** \_\_\_\_\_  
**Measure:** Percent of state agencies identified in the State Comprehensive Emergency Management Plan participating in the Statewide Hurricane Exercise

**Action:**

- Performance Assessment of Outcome Measure     Revision of Measure  
 Performance Assessment of Output Measure     Deletion of Measure  
 Adjustment of GAA Performance Standards

| Approved Standard | Actual Performance Results | Difference (Over/Under) | Percentage Difference |
|-------------------|----------------------------|-------------------------|-----------------------|
|                   |                            |                         |                       |
| 90%               | 0%                         | Under                   | -90%                  |

**Factors Accounting for the Difference:**

**Internal Factors** (check all that apply):

- Personnel Factors                       Staff Capacity  
 Competing Priorities                       Level of Training  
 Previous Estimate Incorrect                       Other (Identify)

**Explanation:** Due to OPTEMPO of agency, it was determined that the Statewide Exercise would be postponed until a later date, i.e., numerous activations

**External Factors** (check all that apply):

- Resources Unavailable                       Technological Problems  
 Legal/Legislative Change                       Natural Disaster  
 Target Population Change                       Other (Identify)  
 This Program/Service Cannot Fix the Problem  
 Current Laws Are Working Against the Agency Mission

**Explanation:** Agency and SERT Team was dealing with TS/Hurricane Ian and Nicole, in addition to the Mass Migration issue in the Keys.

**Management Efforts to Address Differences/Problems** (check all that apply):

- Training                                       Technology  
 Personnel                                       Other (Identify)

**Recommendations:** Due to the number of events that we found ourselves dealing with for this calendar year, we will need to better plan dates for this exercise so that it does not have to compete for priority with other events, especially activations.

**PERFORMANCE MEASURE  
VALIDITY & RELIABILITY  
LRPP EXHIBIT IV**



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**ASSOCIATED ACTIVITIES  
CONTRIBUTING TO  
PERFORMANCE MEASURES  
LRPP EXHIBIT V**

**ASSOCIATED ACTIVITIES CONTRIBUTING TO  
PERFORMANCE MEASURES  
LRPP EXHIBIT V**



| <b>LRPP Exhibit V: Identification of Associated Activity Contributing to Performance Measures</b> |   |  |  |
|---|---|--|--|
| <b>Measure Number</b>   | <b>Performance Measures (Words)</b>   |  | <b>Associated Activities Title</b>   |
| 1   | Percentage of scheduled county comprehensive emergency management plan reviews that are completed   |  | Maintaining Capabilities of Local Emergency Management Programs                      |
| 2   | Number of county comprehensive emergency management plans reviewed  |  | Maintaining Capabilities of Local Emergency Management Programs                      |
| 3   | Percent of state agencies identified in the State Comprehensive Emergency Management Plan participating in the Statewide Hurricane Exercise       |  | Emergency Management Training and Exercises Program                                  |
| 4   | Percentage of completed training courses and exercises  |  | Emergency Management Training and Exercises Program                                  |
| 5   | Number of participants attending training   |  | Emergency Management Training and Exercises Program                                  |
| 6   | Percentage of inspections/audits conducted on all facilities subject to the Clean Air Act – Section 112R  |  | Accidental Release, Prevention and Risk Management Planning                          |
| 7   | Number of facilities inspected/audited  |  | Accidental Release, Prevention and Risk Management Planning                          |
| 8   | Percentage of facilities in compliance with the Emergency Planning Communities Right to Know Act (EPCRA) related to hazardous materials reporting |  | Florida Community Right to Know Act  |
| 9   | Number of facilities outreached for non-reporting   |  | Florida Community Right to Know Act  |
| 10  | Percentage of State Watch Office Notifications that are timely, accurate and relevant   |  | Emergency Communications and Warnings and State Emergency Operation Center Readiness |
| 11  | Percentage of confirmations received within initial broadcast window for State Emergency Operations Center Activation                             |  | Emergency Communications and Warnings and State Emergency Operation Center Readiness |
| 12  | Number of incidents tracked   |  | Emergency Communications and Warnings and State Emergency Operation Center Readiness |

# ASSOCIATED ACTIVITIES CONTRIBUTING TO PERFORMANCE MEASURES

## LRPP EXHIBIT V



| Measure Number | Performance Measures (Words)  |  | Associated Activities Title                             |
|----------------|---|--|---|
| 13             | Percentage of shelter facilities surveyed   |  | Emergency Management Public Sheltering Program          |
| 14             | Number of buildings surveyed for hurricane evacuation shelter planning purposes   |  | Emergency Management Public Sheltering Program          |
| 15             | Average number of hours to deploy resources during a State Emergency Operations Center Activation   |  | State Logistics Response Center                         |
| 16             | Number of events supported by State Logistics Response Center Resources   |  | State Logistics Response Center                         |
| 17             | Percentage of Public Assistance open large projects older than 7 years from the disaster declaration date that are open at the beginning of the fiscal year and are closed by the end of the fiscal year. |  | Financial Assistance for Recovery                       |
| 18             | Number of public assistance large projects closed   |  | Financial Assistance for Recovery                       |
| 19             | Percentage of Local Mitigation Strategy Plans that are approved   |  | Maintaining Enhanced Hazard Mitigation Plan Designation |
| 20             | Number of approved local mitigation strategy plans maintained   |  | Maintaining Enhanced Hazard Mitigation Plan Designation |
| 21             | Percentage closeout of mitigation grant program projects with period of performance dates within the current fiscal year  |  | Financial Assistance for Long Term Mitigation Measures  |
| 22             | Number of mitigation grant program project closeouts completed  |  | Financial Assistance for Long Term Mitigation Measures  |
| 23             | Number of public education outreach events attended annually  |  | Public Awareness  |
| 24             | Percentage of public education outreach event attended  |  | Public Awareness  |

**AGENCY LEVEL UNIT COST  
SUMMARY  
LRPP EXHIBIT VI**





# APPENDICES



# Appendix A

## Glossary of Terms and Acronyms

**Affected Population** -- Population identified in the regional hurricane evacuation studies as being vulnerable to a hurricane storm surge.

**Community Right-to-Know Requests** -- Federal law requires access to information for facilities meeting federal thresholds for chemical storage concerning location, amounts, etc.

**Division of Emergency Management (DEM)** -- The Division of Emergency Management is responsible for ensuring that State and Local governments develop sound plans to manage consequences of events or disasters. The Division coordinates state agency support to local governments in emergency situations and supports the Governor as the state's Chief Emergency Management Official.

**Emergency Management Accreditation Program (EMAP)** -- This is a voluntary process in which emergency management programs evaluate their plans, policies, and procedures against the internationally recognized Emergency Management Standard to ensure they have the necessary mechanisms in place to adequately mitigate against, respond to, and recover from all hazards. Florida's was the first state level program in the nation to comply with all 64 standards.

**Flood Mitigation Assistance Program** -- Federal program whose funds originate from the National Flood Insurance Program premium collections

**Long-Range Program Plan** -- a plan developed on an annual basis by each State agency that is policy-based, priority-driven, accountable, and developed through careful examination and justification of all programs and their associated costs. Each plan is developed by examining the needs of agency customers and clients and proposing programs and associated costs to address those needs based on state priorities as established by the agency mission, and legislative authorization. The plan provides the framework and context for preparing the legislative budget request and includes performance indicators for evaluating the impact of programs and agency performance.

**Mitigation** -- any measure related to actions that reduce or eliminate long-term risk to human life and property from natural and technological hazards

**National Flood Insurance Program** -- This is a pre-disaster flood mitigation and insurance protection program designed to reduce the cost of disasters. This voluntary program makes federally backed flood insurance available to residents and businesses that agree to adopt sound flood mitigation measures that guide area floodplain development.

**Participating** -- applying for grants or seeking technical assistance

**Shelter deficit** -- the number of hurricane shelters by region that are needed to shelter vulnerable populations minus the number of available public shelters

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**Signatories** -- those communities (i.e., cities and counties) that has, or will be, signing the Statewide Mutual Aid Agreements.

**State Emergency Response Team** – Florida’s emergency management program, comprised of various state agencies, volunteer/nonprofit organizations, and private sector partners who staff the State Emergency Operations Center to coordinate response efforts for any and all hazards.

**State Watch Office** -- a 24-hour facility located in the State Emergency Operations Center as the one point of reporting for all hazardous incidents occurring anywhere in the state

**Technical Assistance** -- letters, telephone calls, referrals, time extensions, on-site visits, coordination, facilitation, mediation

**Training** -- formal and informal classes presented by State or Federal trainers



# Appendix B

## Emergency Management Accreditation Program (EMAP) Standards

**Program Management.** To facilitate effective emergency management, the State Emergency Response Team uses a functional approach that groups the types of assistance to be provided into 18 Emergency Support Functions. Each Emergency Support Function is headed by a lead agency or organization, which has been selected based on its authority, resources, and capabilities in that functional area. Each agency appoints an Emergency Coordination Officer to manage that function in the State Emergency Operations Center at the direction of the State Coordinating Officer. The State Emergency Response Team (SERT) is made up of Emergency Coordination Officers, along with personnel from the Division of Emergency Management and other state agencies, volunteer/nonprofit organizations, and private sector partners. The SERT serves as the primary operational mechanism through which assistance to local governments is provided during an emergency or disaster. State assistance will be provided to impacted counties under the authority of the State Coordinating Officer, on behalf of the Governor, as head of the SERT.

**Laws and Authorities.** The Division's authorities are vested within Chapter 252, Florida Statutes, commonly referred to as the State of Florida's "Emergency Management Act".

**Hazard Identification and Risk Assessment.** The Division has identified hazards; the likelihood of their occurrence; and the vulnerability of people, property, and the environment.

**Hazard Mitigation.** The Division has a strategy to eliminate hazards or mitigate the effects of hazards that cannot be eliminated, as outlined in Florida's Enhanced State Enhanced Mitigation Plan

**Resource Management.** The Division has identified personnel, equipment, training, facilities, funding, expert knowledge, materials, and associated logistics that will be used to achieve operational objectives. The Division has aggressively reduced the state's shelter deficit and will continue to do so.

**Planning.** The Division has a comprehensive emergency management plan, emergency operations plan, mitigation plan, and recovery plan. The Division continues to emphasize the importance of supporting local governments in determining mitigation priorities.

**Direction, Control, and Coordination.** Command relationships exist within and between emergency management programs and external organizations. The State Emergency Response Commission for hazardous materials formally adopted the National Incident Management System as the incident command structure.

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**Communications and Warning.** The Division and SERT have redundant emergency communications and they are regularly tested. “StormReady” is another example of a program that provides communities with the communication and safety skills needed to save lives and property before and during the event. Initiated by the National Weather Service, this program helps community leaders and emergency managers strengthen local safety programs. More than 16 million Floridians (over 90% of the state’s population) live in the 51 designated “StormReady” counties. Additionally, as more communities bring the 211 and 311 telephone services online, the Division could use this resource to reach more people with current information.

**Operations and Procedures.** The Division maintains standard operating procedures, checklists, maps, information cards, and instructions for daily use, and for emergency use by the SERT.

**Logistics and Facilities.** The SERT will locate, acquire, distribute, and account for services, resources, materials, and facilities procured or donated to support the program. The Division/SERT has participated with the Florida National Guard to provide for a cost-effective alternative State Emergency Operation Center in Camp Blanding, in the event the current center in Tallahassee becomes inoperable. This alternate site also provides a centralized training ground for emergency personnel.

**Training.** Training of emergency management personnel and first responders is a priority of the Division. Staff will continue its focus in providing training to emergency managers, its associates, and to the public. An agreement with Volunteer Florida will allow for the conduct of Community Emergency Response Team (CERT) training to the general public. This program is a locally based framework that emphasizes readiness and rescuer safety. In addition, DEM partners with the National Domestic Security Consortium to provide specialized emergency management and public safety courses that include weapons of mass destruction, terrorism, incident planning, and exercise design. Trainings in partnership with the National Domestic Security Consortium come at no cost to local agencies.

**Exercises, Evaluations, and Corrective Actions.** Division program plans and capabilities are evaluated through periodic reviews, testing, performance evaluations, and exercises.

**Crisis Communication, Public Education, and Information.** The Division develops procedures to disseminate and respond to requests for pre-disaster, disaster, and post-disaster information to the public and to the media. A primary means of meeting the Division’s mission is through the Florida Prepares Program. This initiative facilitates partnerships among local governments, private sector businesses, and volunteer organizations in communities to prepare for, respond to, recover from, and mitigate against emergencies and disasters. The Division has a key role in implementing the Governor’s priorities of improving education, strengthening Florida families, and promoting economic diversity to reduce the impacts of disaster on families, businesses and communities.

**Finance and Administration.** Financial and administrative procedures are in place and are intended to support the Division and the SERT before, during, and after an emergency. Florida has adopted a detailed Resource and Financial Management policy that provides guidance to all state agency budget officers during emergency operations.



# Appendix C Hazard Analysis

**Biological** -- Biological hazards are associated with any insect, animal or pathogen that could pose an economic or health threat. Biological hazards are a pervasive threat to the agricultural community in Florida with the Mediterranean fruit fly and citrus canker as two examples. In addition, a remote possibility exists that the general population could be adversely affected by naturally occurring pathogens (i.e., influenza, emerging infectious diseases, etc.) or by way of terrorist action. Also, heavy rain events may cause problems with arboviruses transmitted to humans and livestock by infected mosquitoes. The primary hazards associated with this category are pest infestation, disease outbreaks, and contamination of a food and/or water supply.

**Environmental** -- Environmental hazards are those that are a result of natural forces. For example, a prolonged drought will cause the water table to recede thus contributing to an increased incidence of sinkholes. In addition, an area in drought also suffering from the effects of a severe freeze is at greater risk for wildfires because of dead vegetation. The primary hazards associated with this category include drought, freshwater flooding, storm surge flooding, wildfires, sinkholes, ice storms, and freezes.

**Mass Migration** -- Florida's geographic location makes it vulnerable to a mass influx of aliens that becomes a problem when they enter Florida illegally. Although local jurisdictions may coordinate with State and federal agencies in response to a mass migration event, enforcement of immigration laws remains the responsibility of the federal government. The main problem posed by illegal immigration is the inability of the system to assimilate the aliens without affecting already strained local economies and infrastructures (health, medical, jails, social services, etc.). The U.S. Department of Homeland Security may delegate authority to State and local law enforcement officers to support a Federal response.

**Severe Weather** -- Phenomena associated with weather-induced events are categorized as severe weather. Each severe weather hazard has its own natural characteristics, areas, and seasons in which it may occur, duration, and associated risks. The primary hazards included under this category are lightning, hail, damaging winds, freezes, tornadoes, and winter storms.

**Technological** -- A technological hazard is one that is a direct result of the failure of a man-made system or the exposure of the population to a hazardous material. The problem arises when that failure affects a large segment of the population and /or interferes with critical government, law enforcement, public works, and medical functions. To a greater degree, there is a problem when a failure in technology results in a direct health and safety risk to the population. The primary hazards associated with this category include hazardous materials spill, release of a radioactive isotope into the environment, mass communication failure, major power disruption, and critical infrastructure disruption/failure.

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**Terrorism** -- Terrorism constitutes a violent or dangerous act done to intimidate or coerce any segment of the general population (i.e., government or civilian population) for political or social objectives. The potential for terrorism remains high in the Florida. This threat exists because of the high number of facilities within the state that are associated with tourism, the military, and State and Federal government activities. Terrorist attacks may also take the form of other hazards when the particular action induces such things as dam failure, or the release of hazardous or biological materials.

**Tropical Cyclones** -- Florida is the most vulnerable state in the nation to tropical cyclones (hurricanes and tropical storms). While other storms, especially winter storms, may equal or exceed the wind speeds associated with tropical cyclones, they are different due to such factors as direction, life span, and size. Other hazards associated with tropical cyclones include tornadoes, storm surge, high velocity winds, and freshwater flooding.