

# Emergency Management Program Strategic Plan



2026-2030

## Executive Summary

*Chapter 252, Florida Statutes*, commonly referred to as the “Statewide Emergency Management Act,” dictates the creation of state and local Emergency Management Agencies to provide for the common defense of residents’ lives and property, protect the public’s health and safety, and implement programs necessary to protect against and reduce losses resulting from all types of hazards.

By mutual agreement between the Nassau County Sheriff’s Office (NCSO) and Board of County Commissioners (BOCC), Nassau’s Comprehensive Emergency Management Program (CEMP) is overseen by the Director and staff of the NCSO Emergency Management Division (NCEM). The following have been established for the EM Program:

**Vision:** A county that is aware, prepared, and resilient to all hazards.

**Mission:** Helping the whole community before, during, and after disasters.

**Values:** EM staff members and affiliated volunteers commit to *CRISES*:

***Collaboration*** – engage internal and external stakeholders to accomplish tasks and fulfill the mission

***Respect*** – treat colleagues, stakeholders, and the public as we would want to be treated

***Integrity*** – conduct all activities ethically and equitably

***Safety*** – protect the health and welfare of staff and the public

***Excellence*** – promote quality outcomes through continuous performance improvement

***Sustainability*** – equip and train the right personnel to ensure continuity of capabilities

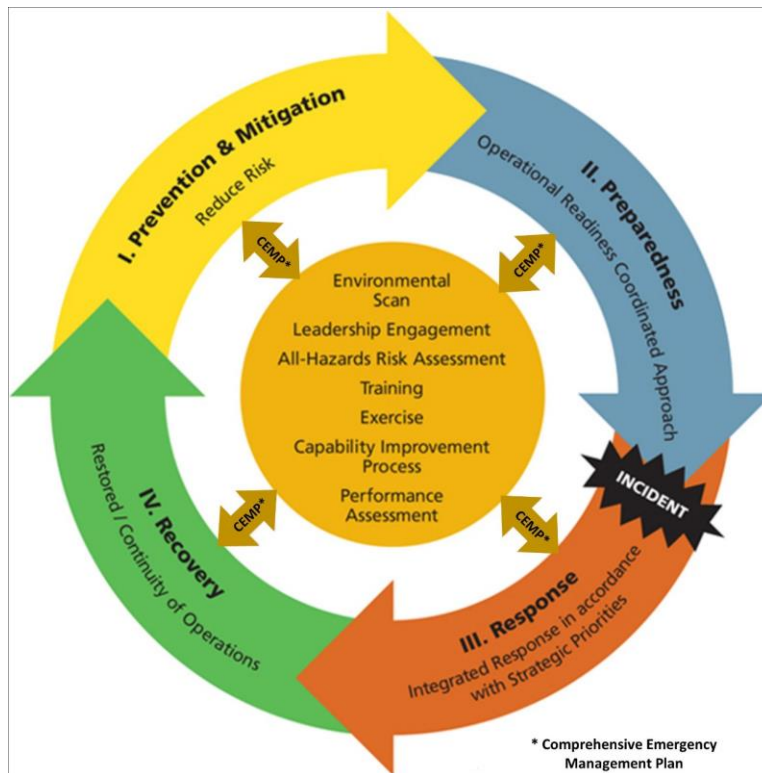
The goals and objectives outlined in this programmatic *Strategic Plan* are prioritized to reflect NCEM’s commitment to continuous improvement and all-hazards community resilience.

## Emergency Management Program Expectations

An effective EM Program is vital for Community Lifeline stability and resilience, and ensures:

- 1) The EM Program encompasses the whole community – public safety, health, and services organizations, non-governmental organizations, and the private sector.
- 2) The NCEM staff proactively analyzes local threats, hazards, and potential impacts, and recommends best practices to improve response and mitigation capabilities.
- 3) The EM Program provides for a ready Emergency Operations Center (EOC), a skilled Incident Management Team (IMT), and the resource coordination necessary for effective emergency response operations.
- 4) Sufficient funding and personnel time are committed to plan, equip, and train for all-hazards response activations.
- 5) Memoranda of understanding and mutual aid agreements with local and regional partners continue to strengthen the EM Program.

NCEM serves as the local ambassador for preparedness planning and community resilience. EM personnel liaise with municipal and county governments, other stakeholders, and the public during all phases of the disaster cycle.



During “blue-sky” operations, NCEM actively monitors local, state, national, and world events, forecasts, and social media to maintain situational awareness; evaluates and updates plans; conducts countywide threat and vulnerability assessments; provides training, drills, and exercises; facilitates risk reduction and hazard mitigation projects; and routinely updates the countywide *Comprehensive Emergency Management Program (CEMP) Base Plan* and *Multi-Jurisdictional Natural Hazards Mitigation Strategy (LMS)*. The CEMP Base Plan guides organizational behavior before, during, and after a significant emergency, while the LMS assess risks and prioritizes identified projects to potential losses due to natural hazards. The EM Program uses a “whole-community approach” to planning, meaning stakeholders actively contribute to the process to ensure all vulnerable populations are considered and that local resources are leveraged to increase disaster response and recovery capabilities. To this end, a meeting of the *Whole Community EM Program Stakeholders Working Group* is held at least quarterly and is open to the public.

In the event of a major emergency or disaster, NCEM enhances activities and manages the EOC, the coordination hub for all incident management activities: gathering and disseminating pertinent information, issuing public alerts and warnings, obtaining, tracking, and managing the resources necessary to support local response operations and stabilize affected Community Lifelines.

**Strategic Planning’s Purpose and Process**

This *Strategic Plan* describes the visions and long-range goals for the EM Program, as well as the actions that will be necessary to meet target objectives and continue improving local resilience. Developing “smart” objectives is an ongoing part of the strategic planning process; they are based on current public policy (local, state, and federal), fiscal constraints, lessons learned, and public

expectations. It is NCEM’s intent that this *Strategic Plan* will serve as a guide to ensure continued excellence in the emergency management services provided to the community. This document is reviewed by NCEM and stakeholders annually, and may be adjusted as needed based upon jurisdictional changes, challenges, or opportunities for improvement identified in after-action reports. It establishes programmatic objectives consistent with the national EM mission.

### **Strategic Goals, Objectives, and Implementation**

Meeting the Program’s Strategic Goals depends upon successful integration of government agencies/departments, people, processes, and technologies. *Whole Community EM Program Stakeholders Working Group* meetings provide a forum to ensure:

- All community populations/groups have an opportunity to voice their Emergency Management concerns and discuss ideas for the EM Program,
- Local government departments can coordinate to leverage resources in support of the EM Program in both blue and gray skies, and
- Programmatic benchmarks and milestones are met.

The EM Director will continue to monitor internal action plans and ensure the EM Program’s goals, objectives, and prioritized activities address the following “essential programmatic elements” described by the international *Emergency Management Accreditation Program (EMAP)*:

- Hazard Identification, Risk Assessment, Consequence Analysis, and Mitigation/Prevention Strategies
- Continuity of Operations Plans, Emergency Operations Planning and Procedures
- Appropriate Operational Facilities, Incident Management System, and Communications & Warning Capabilities
- Training, Exercises, Evaluations, and Corrective Actions; Public Information and Education

### ***Programmatic Goal 1 – Plan for All-Hazards Incidents***

**This is a primary function of any EM Program.** The process ensures local emergency preparedness measures and operations plans are appropriate for potential disasters.

**Objective 1.1** Assess potential impacts and vulnerabilities to natural and man-made hazards biennially to maintain an accurate *Threats & Hazards Identification and Risk Assessment (THIRA)* and *Natural Hazards Mitigation Strategy*.

**Objective 1.2** Assess emergency response capabilities and resources within the community by November each calendar year for inclusion in the state’s annual *Stakeholder Preparedness Review*.

**Objective 1.3** Develop and maintain viable Continuity of Operations, Emergency Preparedness, Emergency Response Operations, and Disaster Recovery Coordination plans.

**Objective 1.4** By the end of 2026, develop a new CEMP Base Plan that aligns with the Florida Division of Emergency Management’s comprehensive program plan and utilizes their prescribed CEMP Base Plan Template for Counties.

**Objective 1.5** Evaluate (e.g., via table-top review, functional drill, or full-scale exercise) at least one component of the EM Program’s plans (e.g., Continuity of Operations, Crisis

Communications, Incident Roles and Responsibilities) and update plans and processes as needed.

### ***Programmatic Goal 2 – Train***

**Improve the NIMS/ICS and EOC operational knowledge, skills, and abilities (KSAs) of personnel involved in the incident management system.** A well-qualified, ready workforce is essential to respond to and recover from a local disaster.

- Objective **2.1** Ensure NCEM staff members meet grant-mandated training, exercise, and professional development requirements each year.
- Objective **2.2** Participate in the state/regional MYTEP integrated workshop and update the local multi-year training and exercise plan to provide opportunities for personnel interested in filling EOC IMT roles.
- Objective **2.3** Require anyone who might be **assigned to support the EOC IMT** to complete, at minimum, the courses described in the *EM Training & Exercise Plan*.
- Objective **2.4** Require all personnel identified to fill the EOC IMT's **supervisory EOC IMT positions** to complete position-specific training and actively participate in routine drills and annual exercises.
- Objective **2.5** Monitor slated individuals' progression toward meeting state-mandated qualifications for EOC IMT roles.

### ***Programmatic Goal 3 – Increase Public Preparedness and Resilience***

- Objective **3.1** Raise public awareness about local hazards.
- Objective **3.2** Increase community engagement with the EM Program.
- Objective **3.3** Create and manage a single, convenient website for emergency management information.
- Objective **3.4** Provide community training in personal preparedness and response skills to improve resilience.

### ***Programmatic Goal 4 – Equip for EOC Response and Recovery Operations***

- Objective **4.1** Identify upgrades, storage, and maintenance needs for software, supplies, and essential EOC equipment.
- Objective **4.2** Ensure budget considerations include technological improvements so that state-of-the-art resources are available for response and recovery operations.
- Objective **4.3** Acquire a permanent secure climate-controlled storage site of a size adequate for consolidation of current and future assets to improve resource accountability.

### ***Prioritized Activities for 2026***

- Obtain FDEM and FEMA approval for the 5-Year Multi-Jurisdictional Natural Hazards Mitigation Strategy and have it adopted/promulgated by a local government by May 2026.
- Draft a new 4-Year Comprehensive Emergency Management Program Base Plan and submit it for FDEM compliance review by December 2026.
- Formalize NCEM special events planning support for NCSO's Special Operations & Community Affairs Division.

- Formalize EM orientation for new hires/deputies.
- Facilitate FDEM inspections of school-based mass care shelters.
- Encourage NCSO generator transfer switch installation to power HVAC for the potential Yulee Middle School wind-rated mass care shelter before June 2026.
- Encourage County generator transfer switch installation for the gymnasium at Yulee Ballpark (for use as mass care transitional shelter) before June 2026.
- Provide formal Shelter Operations Training for potential mass care shelter team personnel (county and school district employees) by July 2026.
- Attend FDEM Training Conference (mandatory)
- Have the EM Specialist in Technology complete additional advanced Esri ArcGIS training.
- Have the EM Specialist in Technology complete FAA Drone Pilot license requirements and training for imagery post-processing.
- Implement Esri Survey123 for Initial Damage Assessment (IDA) documentation, including training of designated IDA Teams, by June 2026.
- Have EM Specialist continue NCSO Hostage Negotiator Training.
- Identify, vet, and hire a full-time EM Specialist in Logistics by end of January 2026 and have that new staff member complete the minimum EM Specialist online training as outlined in the EM Training & Exercise Plan before June 2026.
- Continue monthly Community Preparedness Passport Classes; bimonthly Hands-Only CPR.
- Hold the week-long TEAM for GIRLS summer-camp in June 2026.
- Hold an ICS-300 and an ICS-400 course for public safety employees.
- Hold a Community Preparedness Bucket outreach event that doubles as a POD exercise.
- Obtain enhanced EM and ICS training (as available) for all NCEM personnel to ensure a viable IMT is readily available to manage all core functions in the EOC during any activation level.
  - New IDA & PDA Program Training (all staff)
  - EM Basic Academy L-101, L-102, L-103, L-146 (Marcia, as available)
  - EM Advanced Academy (Jami, complete by end of 2026)
  - Logistics (new hire)
    - Supply Unit (as available)
    - Resource Unit (as available)
    - Logistics Section Chief (as available)
    - Staging Area Management (as available)
    - Points of Distribution (as available)
  - Finance & Recovery (Marcia)
    - Federal & state grants management (as available)
    - Public and individual assistance programs (as available)
    - Finance Section Chief (as available)
  - Planning (Mark)
    - Plans Section Chief (as available)
  - Operations/Incident Command (Martha/Tim)