



# NDEM Overview and Strategic Plan

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## I. Executive Summary

The Nevada Department of Public Safety's Division of Emergency Management (NDEM) serves as the State of Nevada's coordinator of resources before, during, and after declared and non-declared emergencies and disasters within the state. Nevada's emergencies and disasters can be man-made (primarily terrorism) or natural (primarily fire, flood, and earthquake), and NDEM's role is to ensure communities across the state have the capacity to prepare for, respond to, and recover from each. The Division has a small but talented staff that is committed to using the resources provided by the federal government and the state legislature to ensure that these goals are met.

This report represents about six months of work in the latter half of 2015. It is intended to provide an overview of NDEM's roles and responsibilities as outlined in statute, regulation, policy, and through budgetary measures, to assess how NDEM is doing in executing those roles and responsibilities, and to develop a plan of action for the way ahead. It is informed by an ongoing internal dialogue of NDEM staff, and also external dialogue with local, tribal, state, and federal partners throughout the state, both through in-person meetings and anonymous surveys.

In order to establish a foundation for the assessment provided in this report, it begins with an overview of NDEM's statutorily-mandated requirements. It then moves through the Governor's vision for public safety in Nevada and the Director of the Department of Public Safety's vision, mission, and values for executing the Governor's vision. Finally, the report provides an overview of the customer service survey conducted by NDEM in October of 2015 before providing a detailed and specific plan of action for calendar year 2016.

Taken together, all elements of this report are intended to provide transparency and a snapshot of the current status, as well as immediate, intermediate, and long-term strategies and solutions for addressing NDEM's responsibilities. The first two phases of this effort, the immediate and intermediate steps, are noticeably devoid of innovation, as they are intended to solidify the NDEM vision and consolidate its current and potential successes before moving in a more innovative direction in the third phase, the long-term steps.

The long-term steps will be covered in detail in an annual report developed by the agency and released near the end of the current fiscal year (June 30, 2016). This report will build upon this Overview and Strategic Plan and will provide a public document detailing what NDEM's mission is and what resources it has to execute it, what significant events occurred in the current fiscal year, and what findings and recommendations can be made regarding each. The annual report is intended to provide the foundation for the budget requests and policy changes that NDEM and the statewide emergency management community support to improve Nevada's preparedness and resilience.

## II. Agency Overview

NDEM serves as the State of Nevada's coordinator of resources before, during, and after declared and non-declared emergencies and disasters within the state. Nevada's emergencies and disasters can be man-made (primarily terrorism) or natural (primarily fire, flood, and earthquake), and NDEM's role is to ensure communities across the state have the capacity to prepare for, respond to, and recover from each. The Division has a small but talented staff that is committed to using the resources provided by the federal government and the state legislature to ensure that these goals are met.

NRS outlines the following legally-mandated duties for NDEM and the NDEM Chief through NRS 414 and other chapters, which include:

- Coordinating all activities of all organizations for emergency management within the state, through:
  - Developing and testing plans for emergencies and disasters;
  - Conducting activities to reduce the probability that an emergency will occur or reduce the effects of unavoidable disasters;
  - Conducting activities to provide assistance to victims; and,
  - Increasing the effectiveness of recovery operations.
- Administering the Emergency Assistance Account in accordance with Nevada Administrative Code 414.
- Performing all duties under NRS 415, the Emergency Management Assistance Compact, including:
  - Providing for mutual cooperation between other states during declared events by the Governor of the affected state, or during emergency related exercises; and,
  - Being prepared to assist other party states through sharing of resources (equipment, supplies, and personnel).
- Performing all duties under NRS 415A, the Emergency Volunteer Health Act, which includes:
  - Ordering, limiting, restricting, or otherwise regulating the duration of practice, the geographical area of practice, and the types of VHPs that can practice in Nevada; and,
  - Assigning persons to the State Disaster Identification Team and activate the team if there is a state of emergency and upon the request of a political subdivision.
- Performing responsibilities under NRS 353 relative to the Disaster Relief Account (DRA), including:
  - Accepting grants, gifts, or donation for deposit into the DRA;
  - Prescribing by regulation the information that must be included in a report of damages;
  - Preparing a report of damages;
  - Providing technical assistance to a state agency or local government by conducting an assessment of the damages related to an event where DRA funds are sought;

- Determining whether an event constitutes a disaster;
- Communicating with BOE, LCB and Department of Taxation with notices of intent to request a grant or a loan and report of damages; and,
- Coordinating its review of the request with the Department of Taxation in order to not duplicate efforts.
- Coordinating Search and Rescue (SAR) at the state level, which includes:
  - Appointing membership to the Board of Search and Rescue;
  - Appointing an NDEM employee to serve as the Coordinator of Search and Rescue, who is responsible for identifying, inventorying, and coordinating resources; investigating and applying for grants; maintaining SAR statistics; and, preparing a state SAR plan.
  - Establishing recommendations for organizations specializing in search and rescue and certify those organizations, and organize training in search and rescue.
- Administering the Nevada Mutual Aid System (subject to the direction of the Director of DPS), through:
  - Coordinating the provision of mutual aid;
  - Maintaining records for mutual aid;
  - Identifying and maintaining inventory of participant personnel, equipment, and supplies;
  - Providing information and assistance to participants concerning reimbursement for services and other guidelines and procedures developed by the Committee, if requested;
  - Adopting regulations related to the administration of the system;
  - Appointing members to the Intrastate Mutual Aid Committee; and,
  - Assisting with requests for mutual aid.
- Consulting with development committee of each school that does not have a local emergency manager regarding their plan for responding to a crisis or emergency.
- Activating the State Emergency Operations Center as Necessary.

The statutory responsibilities outlined above are the foundation for NDEM's activities as provided by the legislature. Because NDEM is an executive branch agency situated within the Department of Public Safety, additional guidance is provided at each level. This additional guidance is used to shape how NDEM executes its statutory duties and responsibilities outlined above.

The Governor's Strategic Planning Framework provides an overview of the Governor's vision for Nevada. While the framework provides concise strategic priorities for various activities of Nevada's government, one is particular to providing for "safe and livable communities" in the state, which aligns directly with NDEM's mission. It states: *Nevada is a great place to live, work, and play, and State Government must provide public safety services while protecting our national and cultural resources.*

NDEM's roles and responsibilities are further aligned with the vision, mission, and core values developed by the Director and leadership of the Nevada Department of Public Safety. This is intended to ensure that not only is NDEM aligned with the Director's

vision for public safety in Nevada, but also that NDEM is capable of providing coordination and support to its peer agencies within the Department. The Department's strategic elements are as follows:

- **DPS Vision:** To be a unified multi-discipline and total force organization that will provide excellent public safety services and will be known for our abilities and resource capabilities to “to take care of business” anywhere and anytime in the State of Nevada.
- **DPS Mission:** In partnership with the people of Nevada, the Department of Public Safety provides services in support of protecting our citizens and visitors by promoting safer communities through prevention, preparedness, response, recovery, education, and enforcement.
- **DPS Core Values:** Integrity, Excellence, Courage, Accountability, Leadership, and Teamwork.

NDEM embraces and aligns with the Director's vision and mission. Through this planning process, NDEM has also replaced its core values with the Department's. Specifics on the NDEM vision, mission, and priorities are provided below in the “Strategic Plan” section of this report.

NDEM carries out its statutory roles and responsibilities in line with the Governor's vision and the Director's public safety mission, and with resources provided by the state and federal governments. These resources are essentially NDEM's people, its fiscal authority, and its capacity to prepare for, respond to, and recover from emergencies and disasters. These resources are crucial to NDEM's success.

Administratively, NDEM consists of 33 full-time employees, 31 of whom are located in Carson City and two in Las Vegas. In addition to the Chief, NDEM employees are divided into five sections, which together support the overall roles, responsibilities, mission, and objectives of NDEM. The sections are Fiscal and Administrative, Preparedness, Homeland Security, Grants, Mitigation, and Recovery, and Public Information.

To support these sections, NDEM receives funding appropriations and authority from the state and federal governments. Total state *appropriations* for Fiscal Year 2016 for Budget Account 3673 is \$372,611 and for Budget Account 3675 is \$175,223, for a total of \$547,834. Total federal funding *authority* for Fiscal Year 2016 for Budget Account 3673 is \$4,770,840 and for Budget Account 3675 is \$252,830, for a total of \$5,023,670. A full overview of the NDEM section activities can be found in the NDEM “Mission and Capabilities Brief.”

### III. Customer Service Survey

From October 1, 2015 through October 31, 2015, NDEM launched a survey to gain insight into how well the Division was meeting the needs of statewide partners, and what areas it needed to improve. Although the Division regularly engages with community partners through training, committees, emergencies and disasters, and other activities, this survey provided a venue for anonymous feedback on all aspects of the Division's operations, ranging from very specific to very general feedback. The Division found this feedback to be so valuable that much of it was incorporated into its strategic planning efforts and it will be repeated in October of 2016 to measure progress from the community partner perspective.

The survey was sent out through NDEM's statewide distribution list, first as a stand-alone email, and then daily with the situational report for the entire month of October. Because it was intended to capture feedback on each section and responsibility within the Division, it was initially sent out with a draft Mission Brief presentation detailing each aspect of the agency's operations. Respondents were asked generic questions about the Division's separate sections and given an opportunity to respond on a spectrum ranging from "strongly agree" to "strongly disagree." They were also provided an opportunity to comment in more detail in a text box following each question as well. Although some identified their organizations and history with NDEM, the majority of the responses remained anonymous.

In the month the survey remained live, it received a total of 71 responses. The first two survey questions were demographic and geographic questions, allowing NDEM to identify where the responses were coming from, at what level of government, and so on. Within those 71 responses, NDEM received survey responses from ten of Nevada's 17 counties, and three total responses from tribal partners. The largest percentage of responses came from respondents in Carson City (33.8%), Clark County (30.99%), and Washoe County (15.49%). Given the enormous population differences between Clark County and any combination of counties in the state, NDEM hopes future surveys will receive responses that are more representative of the state. The vast majority of responses were from respondents who identified themselves as state and local service providers.

What follows is a snapshot of the responses received by NDEM for this survey, with minor adjustments and editing. The snapshot for each question is intended to provide the numerical data in the overall scoring, but also a cross-section of the type of anecdotal data provided in the individual responses. Whether positive or critical, NDEM chose to remove names of NDEM staff throughout so as to ensure that this is a constructive tool and not personal. Overall, NDEM can be proud that nearly half of the respondents stated that they agreed with the statement that they were pleased with the overall level of service from the Division. When those responding as "strongly agree" are combined with those who "agree" the number of satisfied customers climbs to 70%. As with every organization, though, there still remains plenty of room for growth.

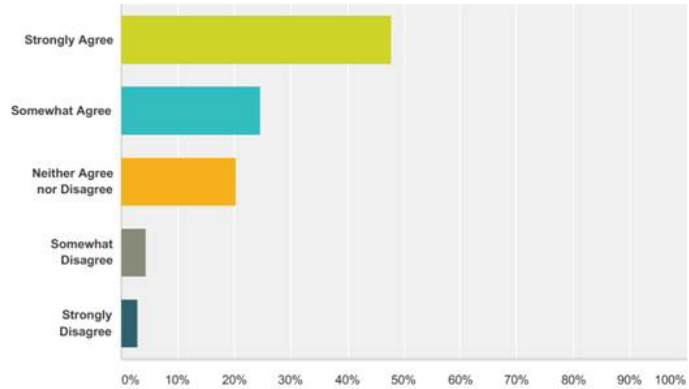
## Overall Satisfaction Responses

The majority of respondents gave a positive response to the "overall satisfaction" question on the survey. While this is certainly positive, the "disagree" and "strongly disagree" responses as well as some of the written responses provide more in-depth feedback, as seen here.

- *"More interaction with rural areas."*
- *"Put more time and personnel towards operational needs of jurisdictions."*
- *"More private sector partnerships are needed."*
- *"As a member of the National Guard, I would like to see more partnership between NDEM and the Guard for exercises."*
- *"Better follow-up with training and education."*
- *"Support differs drastically between departments."*

### Q3 Overall, I am very satisfied with the way the Division of Emergency Management is supporting our efforts.

Answered: 69 Skipped: 2



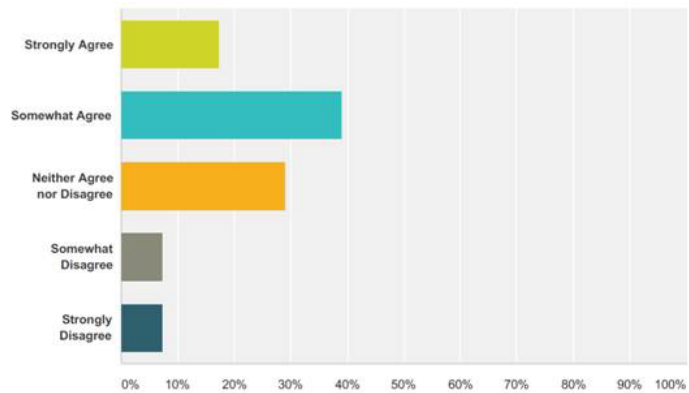
## DEM Grants Section Responses

DEM's Grants function has a deep and personal impact on most of the agency's partners statewide. This function received high marks, and this question received the most spirited feedback in the survey.

- *"We were not receiving good grants support until the current team took over."*
- *"Process is too subjective and not transparent."*
- *"EMPG is out too late. Not DEM's fault, though."*
- *"Guidance is not always clear. Perhaps we need to conduct informational site visits."*
- *"Always expect to do things by the book but if interpretation is required we should also be willing to consult with FEMA Region IX and DEM advocate for us."*
- *"I wish grants was less about process and more about impacting communities."*
- *"There should be a meeting prior to it all starting. It should be open and transparent so everyone has an opportunity."*

### Q4 I am very satisfied with the Division of Emergency Management's Grants program.

Answered: 69 Skipped: 2



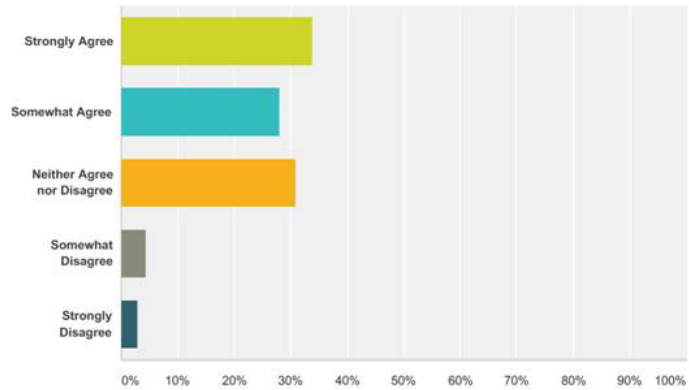
## DEM Recovery Section Responses

DEM's Recovery section assists statewide partners in documenting and assessing damage during emergencies and disasters and also seeking funding from the state and federal government when certain thresholds have been met. This function within DEM received high marks along with some suggested improvements.

- "This is an area where DEM goes above and beyond to assist."
- "Seems like this has worked in my limited experience. Although we need to bolster this more ahead of time and not only use in emergencies."
- "They do a great job and should continue to coordinate with various police and fire agencies."
- "More feedback on the programs being used and improvements being developed."

### Q5 I am very satisfied with the Division of Emergency Management's Recovery capabilities after an emergency or disaster.

Answered: 68 Skipped: 3



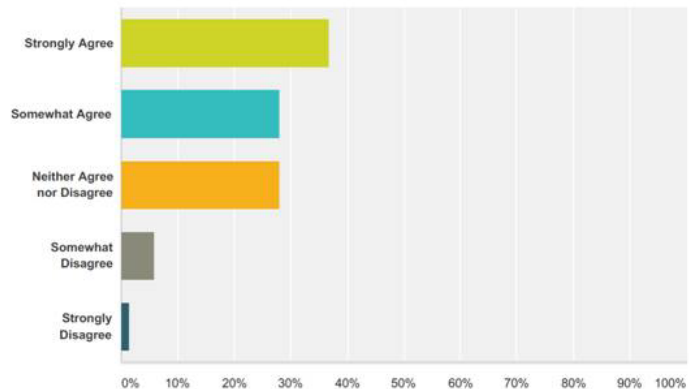
## DEM Mitigation Section Responses

Mitigation efforts in Nevada and Colorado are often held up as national best practices. The feedback received through this survey largely supported this national feedback, with highly positive remarks coming from statewide stakeholders.

- "The preparation and resource management are excellent. DEM helps coordinate agencies that wouldn't always interact on a day-to-day basis."
- "This group has gone out of its way to bring the program to the rural communities and the results are evident in the dollars awarded and the plans produced."
- "Very strong program!"

### Q6 I am very satisfied with the Division of Emergency Management's Mitigation efforts.

Answered: 68 Skipped: 3





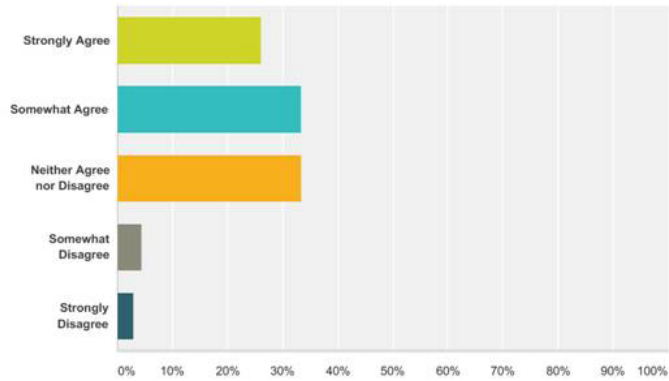
## DEM Homeland Security Program Responses

The Homeland Security function within DEM works through a very small team to largely to assist with the administration of the Homeland Security Grants Program and its related elements. The majority of the survey responses suggested that there was very limited external knowledge of how DEM supports state homeland security efforts, examples of which are provided below. There were several constructive recommendations as well.

- *"Have closer alignment of priorities with the THIRA."*
- *"This program could be more visible to all stakeholders."*
- *"Not very familiar with what DEM does in terms of Homeland Security."*
- *"This has been the biggest mystery to me."*
- *"Great training opportunities."*

### Q7 I am very satisfied with the Division of Emergency Management's Homeland Security program.

Answered: 69 Skipped: 2



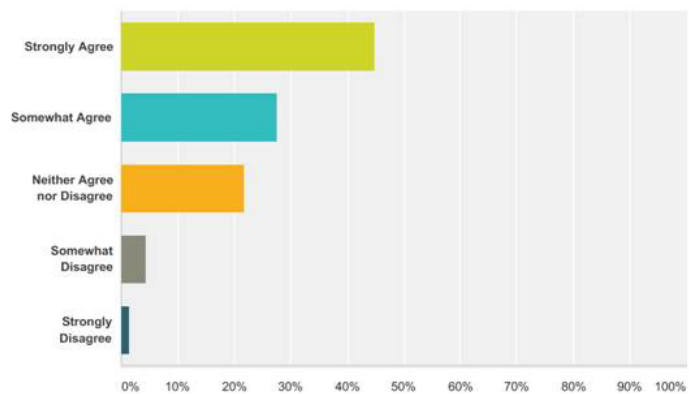
## DEM Administrative Support Function Responses

The Administrative and Fiscal function at DEM received some of the highest marks on this survey. This section largely works behind the scenes ensuring that resources are available for state operations and service delivery. Most of the feedback received suggested that this function within DEM was largely invisible to the outside, which is understandable, but at the same time, is an opportunity to greater awareness.

- *"Recommend allocating some fund to improve the capabilities of your radio communications room, in particular back-up, auxiliary communications equipment."*
- *"The staff I have worked with have been very helpful and knowledgeable."*
- *"Limited experience and knowledge of what support we are supposed to be receiving."*
- *"More communication if possible."*

### Q8 I am very satisfied with the Division of Emergency Management's Administrative Support function.

Answered: 69 Skipped: 2



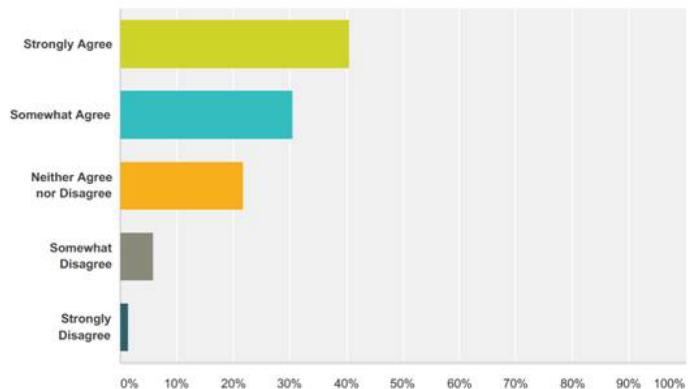
## DEM Resource Coordination Function Responses

Coordinating resources for statewide partners during response is a central service provided by DEM. This function received very positive feedback, with several respondents listing the DEM team members who support their needs by name. As with everything, there is also room to improve.

- *"The support and subsequent approval of AB90 was a tremendous step forward for the state."*
- *"It would be nice for quarterly meetings to occur that invite all the players to the table."*
- *"WebEOC needs to be a massive priority for DEM."*
- *"Efforts and dedication to coordinate resources for wildfire support to other agencies should be commended."*
- *"Outstanding efforts during disasters. Inventory of resources is perpetually stalled."*

**Q9 I am very satisfied with the Division of Emergency Management's coordination of emergency resources from local jurisdictions, the state, the federal government, and other partners.**

Answered: 69 Skipped: 2



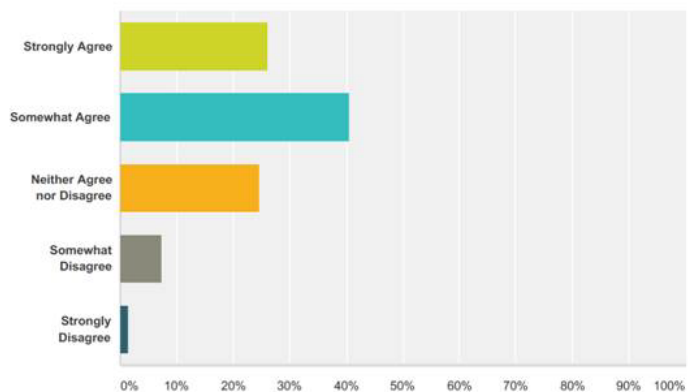
## DEM Planning Function Responses

Receiving high marks, comments on DEM's Planning function also suggest that the statewide effort has tremendous potential for future support and coordination of statewide plans. This potential, as described in part below, will have to come with the current planning efforts, which involves writing new plans and updating existing plans for the state.

- *"This area is tough but important. Perhaps picking a focus area each year and working one plan to completion would be a step in the right direction."*
- *"We have an opportunity to integrate strategic planning better between the Nevada National Guard and DEM to get a better look at training and exercises 5-7 years out."*
- *"With the increased planning requirements and review, you need additional staffing for TA and SME assistance to jurisdictions."*

**Q10 I am very satisfied with the Division of Emergency Management's Planning function.**

Answered: 69 Skipped: 2



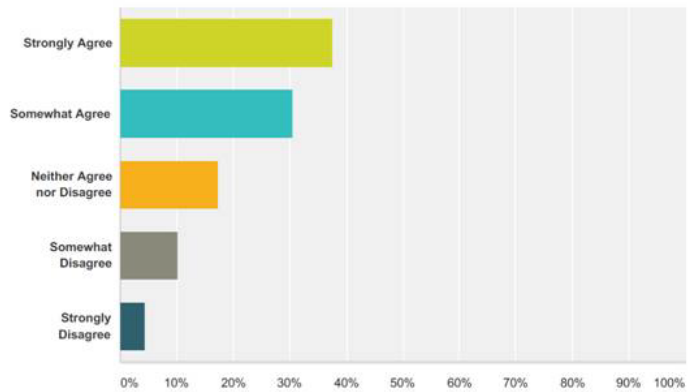
## DEM Training Function Responses

The DEM training function is a key aspect of the division's efforts to build statewide capacity. In addition to the very positive feedback from stakeholders, as seen here, a clear theme of need for more statewide opportunities emerged in the comments.

- *"More southern Nevada training locations would be helpful."*
- *"Perhaps a yearly or semi-annual visit or teleconference could help to ensure that we are efficient with our training offerings."*
- *"Ample training opportunities in the north."*
- *"The Training staff are excellent."*
- *"Excellent customer response and support."*
- *"Equal opportunities in the north and the south."*
- *"Training and exercise functions should be conducted at all levels."*
- *"I would like to see an online participation component."*

### Q11 I am very satisfied with the Division of Emergency Management's Training function.

Answered: 69 Skipped: 2



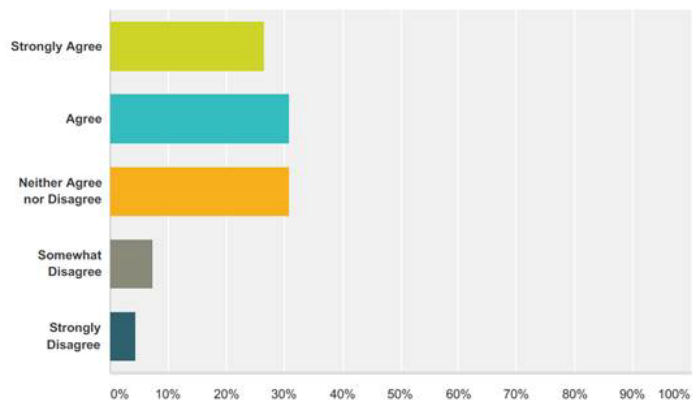
## DEM Exercise Function Responses

DEM's Exercise function, together with its planning and training functions, is a crucial way to measure the success of statewide efforts and focus. In addition to favorable survey responses seen here, comments suggested a clear need for more exercises with all partners, just as all partners would be involved in response to large scale events.

- *"Although more exercise support is always needed, this is probably the one function that has the most positive visibility at the local level for DEM."*
- *"I believe that continued training and especially exercising with the locals is crucial."*
- *"You need more staff to be able to support other parts of the state with exercises."*
- *"Doesn't seem as active over the past five years as they used to be."*
- *"Exercises should be more inclusive."*

### Q12 I am very satisfied with the Division of Emergency Management's Exercise function.

Answered: 68 Skipped: 3



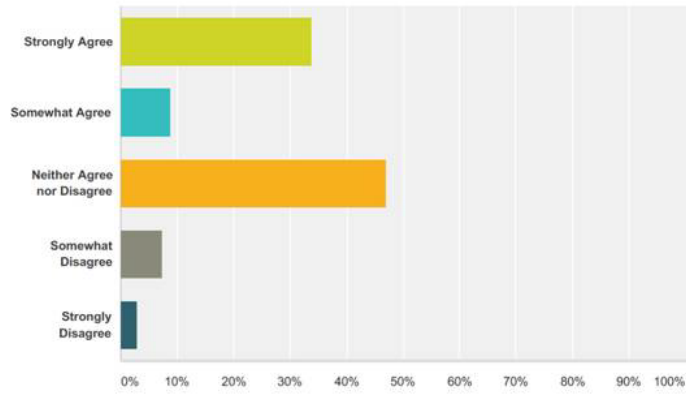
## DEM Search and Rescue Function Responses

Many respondents were not aware of DEM's Search and Rescue function, but those who were generally had a high opinion of the efforts and programs in place. In addition to the positive feedback, this DEM function received a broad set of recommendations for improvement.

- "Duty officers are always there for us. Some of what the DEM staff does in SAR is amazing and should be a part of a national best practice."
- "Anxiously awaiting another SAR course in the south."
- "I have not been to a SAR Board meeting in more than a decade. I suppose sponsoring a 'SARCON' is a good suggestion."
- "The NRP/NRF lists ESF-9 as Urban Search and Rescue yet at the state level ESF-9 is listed as Search and Rescue. No other capabilities at the local/county levels are listed with the exception of NV-TF1 and CAP."

### Q13 I am very satisfied with the Division of Emergency Management's Search and Rescue function.

Answered: 68 Skipped: 3



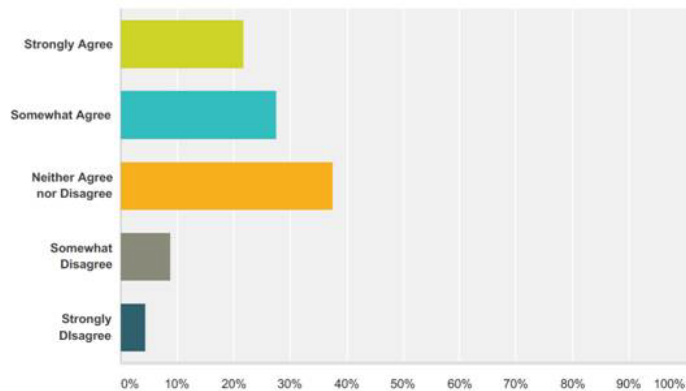
## DEM Outreach Function Responses

This question was poorly worded and was received with considerable confusion from respondents as to what the DEM Outreach function was. The majority of respondents were favorable, however, the general responses suggest the need for more clarity and focus on statewide outreach efforts, as well as a more inclusive approach with local and statewide partners to preparedness messaging, information sharing, and public information response during emergencies and disasters.

- "DEM should solicit people from fire and police agencies for short term, 30-120 day assignments to integrate into DEM operations, learn about programs, and provide expertise."
- "Great outreach and numerous longterm relationships established."
- "They should join others' efforts to make a bigger impact instead of being on their own."

### Q14 I am very satisfied with the Division of Emergency Management's Outreach function.

Answered: 69 Skipped: 2



**Conclusion:** Like every organization, NDEM has plenty of room to grow. While the Division will not have the resources, the scope, or the capability to act on every recommendation provided by respondents in this survey, agency leaders and team members now have a clear idea of existing perceptions and opportunities to work together. Further, this survey provides many opportunities for measurable improvements to be made by NDEM, especially together with the Division's many statewide partners.

Finally, this survey has already had a direct and tangible impact on NDEM's operations. Many of the recommendations, whether general or direct, informed the NDEM strategic plan and 2016 action plan. The 2016 survey, which will be launched in October, should show measurable improvements in the areas that matter most to NDEM's partners throughout the state.

## IV. NDEM Strategic Plan

**Overview:** Starting at the beginning of July, 2015, members of the Nevada Department of Public Safety's Division of Emergency Management (NDEM) worked together to define the way ahead for NDEM as it worked with partners throughout the state. The effort consisted of multiple opportunities for internal and external input, discussed in greater detail below, and culminated with an initial strategic vision and an action plan for 2016. As will be discussed below, this plan will drive NDEM's day-to-day activities in order to achieve its vision, mission, and strategic objectives. The purpose of this plan is to provide transparency to the statewide emergency management community on NDEM's goals, roles, and responsibilities, to provide measurable outcomes for NDEM to aim to achieve, and to maximize accountability for NDEM both internally and with statewide partners who depend on NDEM's support. Finally, this plan should be seen as both a first step as well as a living document. This means that its next iteration in 2017 will provide a broader 5-year vision and plan for NDEM, and partners should expect that it will be updated and refined throughout the 2016 calendar year.

**Methodology:** The plan that follows is based on months of work by the NDEM team, and was developed with significant internal and external feedback. The planning effort began in August and continued through December of 2015 in order to get as much input as possible before its full implementation on January 1, 2016. The effort began when NDEM team members met for the first of six team meetings to set priorities, identify opportunities, and to develop a strategic vision collectively.

During the earliest meetings, the strategy sessions focused on identifying significant items and placing them in three categories: urgent and important, under review, and not urgent but important. Items that fell under the urgent and important category were prioritized immediately, items that were under review were largely placed on a list to be refined within the strategic plan, and items that were not urgent but important primarily consisted of strategic items such as the strategic planning process itself. This provided logic to the priorities that were developed by the team.

As the strategy sessions developed, the focus turned from general priorities to the specific vision, mission, and goals of the Division, all of which are provided below. During these meetings, NDEM team members provided input on what the Division does, what it should do, and what role it provides for statewide partners. There was never total agreement, but by the end of the sessions a clear and attainable vision was developed for NDEM.

Once the vision, mission, and goals were established, NDEM leaders at the supervisor and manager levels developed strategies, objectives, and deadlines for completion. This model, which is based on a model graciously provided by the Arizona Division of Emergency Management, allowed NDEM leadership to identify the things that must be done and assign them formally to team members. It also ensured that innovations were directly in line with the NDEM strategic goals.

NDEM also solicited anonymous feedback to build the current picture of the Division's needs and to shape the objectives going forward. On July 31, 2015, NDEM team members provided feedback to a brief survey on the activities, capabilities, and needs of NDEM, all of which drove the initial planning discussions. Further, statewide partners were offered the opportunity to complete a customer service survey during the month of October, which also shaped the planning effort in its later stages.

In early December, the NDEM leadership team presented the plan internally to team members for feedback. Next, the plan was presented to the Emergency Management Coordinating Council, which consists of emergency responders and managers throughout the state. The meeting was also joined by Ms. Wendy Smith-Reeve, the Director of the Arizona Division of Emergency Management, who served as a key consultant for NDEM throughout the entire planning process. Finally, it was presented to Emergency Support Function partners and to leaders of partner organizations within the Nevada Department of Public Safety. Each presentation allowed the leadership to refine the plan based on feedback provided from all partners in the state.

As noted above, this entire exercise is intended to maximize transparency. The strategy development process and the resulting plan were designed to not only help all NDEM team members better understand all aspects of the Division's activities better, but also to allow statewide partners to better understand the roles and responsibilities of the Division, how it is resourced, and how it is organized. This should help NDEM better serve its partners, and it should provide increased opportunities for statewide partners to provide direct, informed, and candid feedback.

**High Level Strategic Planning Outcomes:** The foundation for any strategic plan is a collective vision for what the team aspires to become. This vision is operationalized through a mission statement that explains how the vision is achieved at a general level, as well as strategic goals that are used to drive individual Division functions. During the Division's strategy sessions from July through September, the NDEM team developed the following draft vision, mission, and strategic goals as the foundation for its strategies and objectives:

**Vision:** *Nevada's Essential Emergency and Disaster Coordinating Partner.*

**Mission:** *Coordinating preparedness, response, recovery, and mitigation resources through partnerships to sustain safe and livable communities for Nevada's residents and visitors.*

**Strategic Goals:**

- *An efficient team, strengthened by collaboration, communication, and leadership.*
- *An essential partner in the coordination of emergency and disaster resources for the Whole Community.*
- *A statewide leader in sustaining and building emergency and disaster response capacity.*

**Operational Action Plan:** Building upon the Division's collective efforts resulting in the vision, mission, and strategic goals listed above, NDEM leadership worked to develop an action plan. This plan was developed by NDEM leaders and is intended to align every Division job element directly with the NDEM strategic plan, ensure that the tasks for each section are transparent to every other section in the Division for maximum awareness, and to ensure that the entire team is collaborating and not duplicating efforts or leaving gaps in services or function. Because NDEM is EMAP accredited, this plan will also ensure that NDEM's activities are tied directly to EMAP standards wherever possible.

This action planning process that was undertaken by NDEM leadership also presented an excellent opportunity for the Division to analyze its current operations. Specifically, the process allowed NDEM leadership to:

- Evaluate existing tasks and recommend removal/realignment of items not consistent with our statutory requirements, vision, or mission, or with the section responsibilities.
- Realign Division staffing functions and structure to support our collective vision and mission.
- Introduce concepts for new innovations for potential implementation in 2016.

**Implementation:** This plan will drive our activities, our resources, and our collaboration in terms of the NDEM vision, mission, and strategic goals. By the conclusion of the planning process, every identified job element required or implied by statute, policy, budget, or direction from DPS leadership was included in the NDEM action plan, assigned to a duty position within the Division, and assigned an estimated completion date. The intent is for this plan to be in place for a single calendar year, starting January 1, 2016, and to be regularly reviewed and updated. Because of this annual planning cycle, the plan will be finally reviewed for update in late 2016, with team member evaluations completed by early December, and updated Work Performance Standards completed by the end of the year.



<b>Goal #1: An efficient team, strengthened by collaboration, communication, and leadership.</b>				
<b>Strategy = what is your approach?</b>	<b>EMAP Ref. #</b>	<b>Objective = what is the measurable step (EMPG Program Manager Report)</b>	<b>Section</b>	<b>Estimated Completion Date</b>
<b>CHIEF AND SUPPORT</b>				
Provide a clear and actionable vision for agency.	3.1.1 3.1.2	Manage the 2016 NDEM Strategic and Action planning process and adjust accordingly.	Chief	31-Dec-16
	3.1.1 3.1.2	With partners, internal and external, provide a five year vision for the agency.	Chief	1-Sep-16
Maintain compliance with state law, policies, and the Governor and Director's vision for public safety.	3.2.1 3.2.2	Identify all requirements and develop plans and timelines to carry out, delegating where possible.	Chief	31-Dec-16
Enhance internal and external communication and collaboration.	3.2.2	Seek input from NDEM team members and partner agencies on opportunities to improve.	Chief	31-Dec-16
	3.2.2	Build an annual report of agency activities, successes, and future needs to ensure compliance and advocate for resources.	Chief	1-Jul-16
<b>FISCAL AND ADMINISTRATIVE</b>				
Develop WPS with consistent language and ensure job elements support agency goals.	3.1.2	Align agency work performance standards with strategic plan and update annually in December.	Supervisors	30-Mar-16
	3.1.2	Coordinate Division-wide evaluations in November annually.	Supervisors	1-Dec-16
Track and monitor state employee training requirements.	3.1.2	Ensure supervisors maintain compliance with mandatory supervisory training requirements.	Admin	1-Dec-16
	3.1.2	Ensure all agency staff are in compliance with mandatory State training requirements.	Admin	30-Oct-16
Maximize efficiency of current staffing structure.	3.1.2	Oversee the preparation of desk manuals for every agency position to encourage cross-training and support back-up coverage.	Supervisors	30-Nov-16
	3.1.2	Conduct classification review of select agency positions.	Admin	30-Jun-16
	3.1.2	Hire quality candidates within three months of vacancy.	Supervisors	1-Dec-16

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Align NDEM P&Ps with strategic plan.	3.1.1	Review and update NDEM P&Ps annually, add new policies and eliminate duplication as identified.	Admin	30-Nov-16
Create general fund and grant fund budgets that align with the NDEM strategic plan.	4.1.1	Prepare budget recommendations that support the strategic plan by identifying wants and needs at the section level.	Fiscal	31-Jul-16
<b>PREPAREDNESS (PT&amp;E and Ops)</b>				
Maintain state EMAP accreditation.	All	Create NV EMAP Program Policy, SOP and Technical Assistance Guide.	Southern Nevada	31-Dec-15
	All	Identify NDEM EMAP Program Team of Standard Owners.	Southern Nevada	31-Dec-15
	All	Develop quarterly and annual reporting process and schedule.	Southern Nevada	31-Dec-15
	All	Conduct annual EMAP brief and periodic assessments.	Southern Nevada	Ongoing
Incorporate Southern NV team into day-to-day operations.	3.1.2 4.11.4 4.7.4	Develop Southern Nevada Regional Office SOP with regional stakeholders, to include SEOC activation procedures for Southern NV team.	Southern Nevada	31-Dec-15
Provide formal and informal opportunities for internal communications and feedback.	4.14.3	Conduct an AAR internally and externally after every activation and exercise.	Exercise	Ongoing
		Conduct weekly operational updates and situation briefings.	Preparedness	Ongoing
		Inform NDEM staff of significant activities and events relevant to the NDEM mission via email, PIO, and briefings.	Preparedness	Ongoing
	4.13.1 4.14.2	Include entire NDEM team, ESF partners, and local and tribal partners in monthly training and monthly exercise programs.	Training, Exercise	Ongoing
<b>HOMELAND SECURITY</b>				

**Goal #1: An efficient team, strengthened by collaboration, communication, and leadership.**

Strategy = what is your approach?	EMAP Ref. #	Objective = what is the measurable step (EMPG Program Manager Report)	Section	Estimated Completion Date
Maintain Nevada's Community of Interest (NV-COI) in the Homeland Security Information Network (HSIN) for current Critical Infrastructure, official, and Law Enforcement related information.	4.5.1, 4.5.2, 4.5.3	Enhance Homeland Security and Emergency Management communications by administering the NV-COI and related HSIN sites.	HS Section	1-Dec-16
	4.5.1, 4.5.2, 4.5.3	Coordinate HSIN nomination and validation to all NDEM staff and ensuring they have HSIN membership.	HS Section	1-Mar-16
Maintain compliance with the public right to inspect and copy public records to the extent permitted by law.	No EMAP	Serve as the Division Records Officer for the Division to meet requirements of NRS 239.008.	HS Section	1-Dec-16
<b>GRANTS/ MITIGATION/ RECOVERY</b>				
Outline workflow for Preparedness and Disaster Grants.		Standardize and streamline the forms used by our Grants, Recovery, and Mitigation sections to better structure and communicate with the Finance section on how the paper flow will be submitted. (Reimbursement Requests, Draw Requests, Payments, etc.)	Grants Section	30-Apr-16
		Develop and maintain an electronic database structure for grant administration.	Grants Section	30-Sep-16
Review all monthly and quarterly financial reports for timely reimbursement.		Develop standardized process with NDEM Finance Section to ensure all grant funding is tracked appropriately, and grant balances are readily available.	EMPM, Grants Supervisor	31-Mar-16
		Ensure all subrecipient programmatic status is tracked and information readily available.	Grants Section	30-Sep-16
		Ensure payments are made as quickly as possible.	Grants Section	1-Jan-16

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Monitor grant activities to ensure compliance.		Conduct compliance reviews through desk review and field visits. Conduct reviews on accounts, records, activities, flowchart documentation, operations and/or internal controls to ensure compliance of Local, State, Tribal and federal rules and regulations and legal requirements and/or proper safeguarding of agency funds.	EMPM, Grants Compliance Officer	19-Jan-16
Achieve best practice standard for Mitigation Program.	4.4.2 4.4.4 4.4.5 4.6.1 4.6.2	Maintain "Enhanced" Mitigation plan status for Nevada through statewide working groups and committees, identification of best practices, and monitoring of program performance.	Grants, Recovery & Mitigation, EMPM	1-Jan-16
Increase leadership programmatic knowledge and education.		Sharing of programmatic & financial documentation such as SOPs, process flowcharts, checklists, outreach materials, etc., through regularly scheduled leadership meetings.	EMPM	31-Mar-16
Complete development and build out of Grants and Recovery Section Policies and Procedures.		Complete updates of existing guidance, checklists and development of new ones for Grants and Recovery positions.	EMPM, Recovery Section	30-Jun-16
	4.6.1 4.6.2 4.6.3 4.6.4	Update ESF 14 (Community Recovery and Mitigation) procedures and operational functions. Work with and educating ESF 14 Support Agencies regarding SEOC responsibilities during disasters.	Recovery Section	30-Jun-16
<b>PUBLIC INFORMATION OFFICER</b>				
Create internal predictability for non-emergency and -disaster periods.	4.15.1	Develop and deploy an annual messaging cycle plan.	PIO	1-Jan-16
	4.15.1	Maintain agency web presence.	PIO	31-Dec-16
	4.15.1	Develop critical information reporting requirements, to include the period of time after the event.	PIO	31-Dec-16

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	4.15.1	Monitor news, social media, and email alerts for immediate dissemination of events to team members.	PIO	31-Dec-16
Showcase DEM's participation in the broader EM community.	4.15.2	Develop and distribute 12 monthly NDEM newsletters.	PIO	31-Dec-16

<b>Goal #2: An essential partner in the coordination of emergency and disaster resources for the Whole Community.</b>				
<b>Strategy = what is your approach?</b>	<b>EMAP Ref. #</b>	<b>Objective = what is the measurable step (EMPG Program Manager Report)</b>	<b>Section</b>	<b>Estimated Completion Date</b>
<b>CHIEF AND SUPPORT</b>				
Administer the Emergency Management program on behalf of the state.	3.2.1	Ensure the effective coordination of resources and information in times of emergency and disaster.	Chief	31-Dec-16
	3.2.2	Serve as the designated individual empowered with the authority to execute the emergency management program on behalf of the state.	Chief	31-Dec-16
	3.2.2	Interface with local, state, tribal, and federal officials in times of emergency and disaster.	Chief	31-Dec-16
<b>FISCAL AND ADMINISTRATIVE</b>				
Ensure statewide partners have access to financial resources during activation of the SEOC.	4.1.2	Develop improved policies and procedures for reimbursement of NDEM employees, ESF representatives, and local partners WRT overtime, callback, and other circumstances.	Fiscal	31-Jul-16
	4.1.2	Train and exercise Finance Section on duties and responsibilities during activation and have at least three qualified section chiefs.	Fiscal	1-Dec-16
Ensure local communities have access to the DRF and EAA during the recovery phase of declared events.	4.1.2	Ensure the appropriate executive branch and legislative branch agencies are aware of potential applications to these accounts in a timely manner following information from applicants.	Fiscal	31-Jul-16
	4.1.2	Complete DRF and EAA policies and procedures.	Fiscal	31-Jul-16
	4.1.2	Identify process for requesting contingency funding for EAA.	Fiscal	31-Jul-16
<b>PREPAREDNESS (PT&amp;E and Ops)</b>				
Provide a communications platform allowing local, state, tribal, and federal partners to observe and contribute to the "common operating picture" during emergencies and disasters.	4.7.4	Develop and Implement WebEOC Upgrade, ensuring that it interfaces with local users and systems.	Southern Nevada	31-Jan-16

<b>Goal #2: An essential partner in the coordination of emergency and disaster resources for the Whole Community.</b>				
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	4.7.4 4.13.2	Host 4 WebEOC Training events annually for local, state, federal, and tribal partners.	Southern Nevada, Training	31-Dec-16
	4.7.4	Use WebEOC for all state and local exercises.	Operations	Ongoing
Support requests for resources from local, state, national, and tribal partners in times of Emergency and Disaster.	4.8.1	Maintain current daily and annual inventory of public and private response and recovery resources, to include type, status, and points of contact for requests.	Operations	Ongoing
	4.8.4	Coordinate the mobilization/demobilization of interagency resources for incident support.	Operations	30-Dec-15
	4.9.1 4.9.2	Develop appropriate regulations and provide support for the Nevada Intrastate Mutual Aid Committee.	Operations	31-Dec-16
Develop and maintain robust relationships with ESF function representatives.	4.6.2 4.7.4	Update SEOC SOG with input of ESFs and distribute to partners.	Operations	8-Jan-15
	4.7.3 4.13.2	Host 12 ESF training workshops on pertinent subjects annually.	Operations	31-Dec-16
	4.7.3 4.13.2	Incorporate ESF functions and representatives into 12 NDEM exercises annually.	Exercise	31-Dec-16
	4.7.4	Update ESF contact roster monthly.	Operations	Ongoing
	4.8.4	Provide ESF representatives with appropriate credentials to access the SEOC grounds and facility during SEOC activation.	Operations	31-Oct-16
	4.8.4	Implement NIMS Resource Management and Credentialing Program, to include all NDEM team members and ESFs.	Operations	31-Dec-16
Manage the NDEM Duty Officer Cadre.	4.7.2	Maintain NDEM duty officer function roster to ensure response and assistance during emergencies and disasters.	Operations	Ongoing
	4.7.3	Host Duty Officer training program four times annually to expand the current Duty Officer roster.	Operations	31-Dec-16

<b>Goal #2: An essential partner in the coordination of emergency and disaster resources for the Whole Community.</b>				
<b>Strategy = what is your approach?</b>	<b>EMAP Ref. #</b>	<b>Objective = what is the measurable step (EMPG Program Manager Report)</b>	<b>Section</b>	<b>Estimated Completion Date</b>
	4.7.4	Update Duty Officer SOP.	Operations	31-Jan-16
Ensure readiness of the State Emergency Operations Center (SEOC).	4.7.1 4.12.1 4.12.2	Be prepared to activate SEOC in support of statewide partners for at least three operational periods (8 hours each) at the direction of the Chief.	Operations	31-Oct-16
Develop and execute Statewide Communications Plan.	4.10.1	Update rosters, inventories, and catalogs for communications volunteers, equipment, and frequencies monthly.	Communications	Ongoing
		Conduct public outreach in order to inform state leadership of FirstNet options when complete.	Communications, PIO	31-Dec-16
	4.8.4	Deploy state SATCOM vehicles at the direction of the Chief.	Communications	Ongoing
Develop state Search and Rescue Coordination capability.	4.7.1 4.7.2	Through State SAR Coordinator, identify, inventory, and coordinate all SAR resources, apply for SAR grants, maintain SAR statistics, coordinate assistance during intrastate SARs involving two or more counties, liaise with other state SAR operations, provide assistance, upon request, to sheriffs during searches and rescues, prepare state SAR plans, and establish and maintain a system of communication for State SAR operations.	State SAR Coordinator	Ongoing
	4.7.2	Staff SAR Board meetings at least twice a year and implement their guidance.	State SAR Coordinator	31-Dec-16
	4.7.3	Appoint members to the Committee on Training in Search and Rescue to meet twice annually in order to develop recommendations and certify SAR organizations, maintain a list of all certified organizations and their resources, and coordinate SAR training.	State SAR Coordinator	31-Dec-16
	4.7.3	SAR Coordination meetings quarterly to provide networking, coordination and training opportunities.	State SAR Coordinator	31-Dec-16



<b>Goal #2: An essential partner in the coordination of emergency and disaster resources for the Whole Community.</b>				
<b>Strategy = what is your approach?</b>	<b>EMAP Ref. #</b>	<b>Objective = what is the measurable step (EMPG Program Manager Report)</b>	<b>Section</b>	<b>Estimated Completion Date</b>
Develop the State Disaster Identification Team (SDIT) and the necessary processes, procedures and regulations.	4.7.5	Coordinate with County Teams to provide services as the SDIT.	Operations	30-Jun-16
	4.7.4	Include the SDIT in the State Mass Fatality Plan.	Operations	30-Jun-16
	4.7.4	Create regulations for the SDIT as necessary.	Operations	31-Dec-16
<b>HOMELAND SECURITY</b>				
Administer the Nevada Commission on Homeland Security (NCHS), its Committees, and assigned advisory Executive Order Committees.	4.5.1, 4.5.2, 4.5.3	Coordinate agenda development and the creation of meeting minutes per Open Meeting Law standards, track member participation and Commission/Committee status, venue selection and set-up, and timely communications for NCHS and associated committees.	HS Section	1-Jan-16
Enhance SEOC section-specific support capability prior to, during, and after activations in support of DEM's mission.	4.6.3	Train and exercise as a SEOC Planning Section Chief and the PIO Liaison during SEOC activation.	HS Section	31-Dec-16
Support the NCHS PI/PW priority.	4.5.1, 4.5.2, 4.5.3	Maintain membership to the Public Information/Public Warning Task Force	HS Section	1-Jan-16
<b>GRANTS/ MITIGATION/ RECOVERY</b>				
Identify changes with the roll out of the OMB Supercircular/Information Bulletins/guidance changes.		Establish research protocol to track changes and potential effects to each of the grant programs NDEM administers to provide pertinent information to all grant recipients.	Grants Section	30-Jun-16
		Develop best method for sharing information and changes with stakeholders; deliver training, fact sheets, check lists, webinars, go-to-meeting, etc. to ensure compliance moving forward.	Grants Section	31-Mar-16

**Goal #2: An essential partner in the coordination of emergency and disaster resources for the Whole Community.**

Strategy = what is your approach?	EMAP Ref. #	Objective = what is the measurable step (EMPG Program Manager Report)	Section	Estimated Completion Date
		Develop a grant and compliance education program on standard grant and compliance processes for grants administered through DEM.	EMPM, Grants Compliance, Grants Section	30-Jun-16
Grow and strengthen county, tribal, and regional partnerships.		Enhance outreach and meeting participation statewide sharing guidance and best practices for short term recovery and local long-term recovery committees. Promote the effectiveness of developing long term recovery committees.	Recovery and Mitigation Section	31-Mar-16
Grow and strengthen county and regional VOADs/COADs.		Enhance outreach and meeting participation statewide with existing VOAD/COADs sharing best practices for local short and long-term recovery efforts.	Recovery and Mitigation Section	1-Jan-16
Strengthen participation in the Washoe County Disaster Recovery Framework Project.	4.6.2 4.6.4	Enhanced outreach and cultivation of stakeholder relationships to enlist support in developing the Statewide Recovery Framework project.	Recovery and Mitigation Section	31-Jan-16
Increase statewide resilience to disasters.	4.4.1 4.4.2 4.4.3 4.4.4 4.4.5	Work with state agencies, local jurisdictions, and tribal nations to increase awareness and reduce injury and damages through promoting mitigation activities.	Recovery and Mitigation Section	1-Jan-16
	4.4.5 4.6.1 4.6.2 4.6.3 4.6.4	Update Response and Recovery Guide to Local Government and Tribal Nations, Debris Management Plan, and Volunteer Donations Management Plan.	Recovery and Mitigation Section	29-Apr-16
	4.13.1 4.14.2 4.14.3	Develop Damage Assessment, Debris Management, Volunteer Donations Courses for Nevada local jurisdictions and tribal nations. Work with NDEM Training Section to develop and deliver courses and Exercise Section to develop exercises.	Recovery and Mitigation Section	30-Jun-16

**PUBLIC INFORMATION OFFICER**

<b>Goal #2: An essential partner in the coordination of emergency and disaster resources for the Whole Community.</b>				
<b>Strategy = what is your approach?</b>	<b>EMAP Ref. #</b>	<b>Objective = what is the measurable step (EMPG Program Manager Report)</b>	<b>Section</b>	<b>Estimated Completion Date</b>
Maintain a functional and capable JIC.	4.15.1 4.15.3	Host monthly meeting with JIC partners for training and feedback.	PIO	31-Dec-16
	4.15.1	Exercise the revised JIC operations plan four times.	PIO	31-Dec-16
Support PA needs of local communities during declared emergencies and disasters.	4.15.2	Write and distribute press releases and update single point of information sharing venue for NDEM and local communities needing support.	PIO	31-Dec-16
	4.15.2	Coordinate, administer, and lead media updates hourly or as appropriate during periods of activation.	PIO	31-Dec-16
	4.15.5	Conduct annual customer service survey of EM partners statewide.	PIO	1-Nov-16

<b>Goal #3: A statewide leader in sustaining and building emergency and disaster response capacity.</b>				
<b>Strategy = what is your approach?</b>	<b>EMAP Ref. #</b>	<b>Objective = what is the measurable step (EMPG Program Manager Report)</b>	<b>Section</b>	<b>Estimated Completion Date</b>
<b>CHIEF AND SUPPORT</b>				
Maintain compliance with state law, policies, and the Governor and Director's vision for public safety.	3.2.1 3.2.2	Identify all requirements and develop plans and timelines to carry out, delegating where possible.	Chief	31-Dec-16
Enhance internal and external communication and collaboration.	3.2.2	Seek input from NDEM team members and partner agencies on opportunities to improve.	Chief	31-Dec-16
	3.2.2	Build an annual report of agency activities, successes, and future needs to ensure compliance and advocate for needs.	Chief	1-Jul-16
<b>FISCAL AND ADMINISTRATIVE</b>				
Reduce legal barriers and increase opportunities for state, local, and tribal partners in accessing resources.	4.2.2	Identify legislative recommendations that support the strategic plan.	Leadership	31-Jul-16
Ensure business practices (including all processes for requisitions, procurement, contracts, travel, vehicle maintenance, inventory, and document management) are efficient and effective.	4.1.1	Review current businesses practices and assess for need and efficiency and make recommendations for improvement going forward.	Fiscal	1-Dec-16
	4.1.1	Maintain appropriate authority and cash to ensure efficient operations.	Fiscal	1-Dec-16
	4.1.1	Manage grant expenditures and receivables to maintain appropriate cash management; Submit grant financial reports within the required timeframes.	Fiscal	1-Dec-16
	4.1.1	Coordinate all requests for financial audits in a timely manner.	Fiscal	1-Dec-16
<b>PREPAREDNESS (PT&amp;E and Ops)</b>				
Increase coordination during response and recovery phases.	4.6.1 4.6.4 4.6.5	Conduct training with NDEM team members and local and tribal partners 12 times annually.	Training	Ongoing

**Goal #3: A statewide leader in sustaining and building emergency and disaster response capacity.**

Strategy = what is your approach?	EMAP Ref. #	Objective = what is the measurable step (EMPG Program Manager Report)	Section	Estimated Completion Date
Assist local and tribal partners in EMAP accreditation.	4.6.6	Coordinate exercises with NDEM team members and local and tribal partners 12 times annually.	Exercise	Ongoing
Assist local and tribal partners in EMAP accreditation.		Provide EMAP technical assistance to stakeholders	Southern Nevada	Ongoing
Ensure Planning Documents are updated and in compliance with Federal requirements, Nevada statutes, and EMAP guidelines.	4.6.1 4.6.2 4.6.3	Ensure that required planning documents are within compliance and current	Planning	Ongoing
	4.6.1	Ensure that School EOP documents are received and stored.	Planning	Ongoing
	4.3.1 4.3.2	Ensure Federal Assessments are performed and completed related to planning.	PT&E	Ongoing
	4.11.1 4.11.2 4.11.3 4.11.4	Ensure the Emergency Management Program has operational plans and procedures that are developed, coordinated and implemented among all stakeholders.	PT&E	Ongoing
		Assist local, state, and tribal partners in development of local plans and studies.	Planning	Ongoing
	4.6.1	Develop and maintain statewide planning documents in accordance with laws and policies, and reflecting state threat and hazard analysis.	Planning	Ongoing
Maintain a formal Incident Management System for the State to coordinate resources in support of emergency response by state agencies or local jurisdictions.	4.7.1 4.7.2	Establish and maintain a formal Incident management System for the State in compliance with the National Incident Management System (NIMS).	Operations	1-Jan-16

**Goal #3: A statewide leader in sustaining and building emergency and disaster response capacity.**

Strategy = what is your approach?	EMAP Ref. #	Objective = what is the measurable step (EMPG Program Manager Report)	Section	Estimated Completion Date
		Ensure that financial reporting of all grant programs used in support of the Planning, Training, and Exercise programs within NDEM are maintained to ensure financial and regulatory compliance, as well as programmatic compliance within each grant.	PT&E	Quarterly
Establish and maintain an Emergency Management Training Program to ensure readiness to respond.	4.13.1 4.13.2 4.13.3 4.13.4	Establish and maintain a State of Nevada Emergency Management training program as it relates to emergency preparedness. Ensure program has a formal, documented process.	Training	1-Jan-16
	4.13.1	Ensure the statewide training program is compliant with the Emergency Management Accreditation Program (EMAP) and the National Incident Management System (NIMS), and is compliant with the National Training Standards.	Training	1-Jan-16
	4.7.3 4.13.2	Ensure that NDEM Staff and Emergency Support Function personnel are trained to support their positions and work assignments within the State Emergency Operations Center when activated.	Training	31-Oct-16
		Ensure that "just in time" training requests have an evaluation process with review, and that all coordination and materials development is completed if course is delivered.	Training	Ongoing
	4.13.1 4.13.3	Invite statewide partners to participate in the NDEM training program.	Training	Ongoing
	4.13.1 4.13.3	Incorporate statewide partners into the NDEM training program.	Training	Ongoing

**Goal #3: A statewide leader in sustaining and building emergency and disaster response capacity.**

Strategy = what is your approach?	EMAP Ref. #	Objective = what is the measurable step (EMPG Program Manager Report)	Section	Estimated Completion Date
Establish and maintain an exercise program supports the response capability of the Division	4.14.1 4.14.2 4.14.3	Ensure documented exercise program is established that regularly tests the skills, abilities, and experience of emergency personnel as well as the plans, policies, procedures, equipment, and facilities of the Emergency Management Program.	Exercise	31-Jan-16
	4.14.1 4.14.2 4.14.3	Ensure the Emergency Management Program trains, evaluates plans, procedures, and capabilities through periodic reviews, testing, post-incident reports, lessons learned, performance evaluations, exercises, and real-world events.	Exercise	Ongoing

**HOMELAND SECURITY**

Increase information sharing and collaboration between Fusion Centers and HSA.	4.5.1, 4.5.2, 4.5.3	Administer a monthly report of activities from both Fusion Centers and the Regional Intelligence center.	HS Section	31-Dec-16
	4.5.1, 4.5.2, 4.5.3	Administer two joint products between both fusions centers and the Regional Intelligence Center.	HS Section	31-Dec-16
	4.5.1, 4.5.2, 4.5.3	Administer two exercises between both fusion centers and the Regional Intelligence Center.	HS Section	31-Dec-16
	4.5.1, 4.5.2, 4.5.3	Administer a monthly meeting with both Fusion Centers and the Regional Intelligence center.	HS Section	31-Dec-16
Communicate grant opportunities, activities, and coordinate data call responses to NDEM and Homeland Security stakeholders.	4.5.1, 4.5.2, 4.5.3	Coordinate with the NDEM Grants Section and NDEM PIO to disseminate Homeland Security Grant Program (HSGP) information including notices, creation of Project Request fillable template forms, and workflow initiatives as necessary for compliance to the HSGP program.	HS Section	31-Dec-16

<b>Goal #3: A statewide leader in sustaining and building emergency and disaster response capacity.</b>				
<b>Strategy = what is your approach?</b>	<b>EMAP Ref. #</b>	<b>Objective = what is the measurable step (EMPG Program Manager Report)</b>	<b>Section</b>	<b>Estimated Completion Date</b>
	4.5.1, 4.5.2, 4.5.3	Develop annual report for NCHS using a monthly at-a-glance model to keep Governor, Commission members, HSA, and others informed.	HS Section	15-Feb-16
	4.5.1, 4.5.2, 4.5.3	Develop collaborative and efficient process for Federal Data Calls as requested by the Department of Homeland Security.	HS Section	1-Sep-16
<b>GRANTS/ MITIGATION/ RECOVERY</b>				
Standardize forms distributed to DEM's customers to provide consistency and clarity.		Identify commonalities and best practices to determine areas for potential standardization and develop/implement accordingly.	Grants Section	30-Apr-16
		Find a program/database that will benefit the Grants Section to better assist our partners within and outside the agency for forms (grant applications, reports, reimbursements, tracking deadlines and expenses, etc.	Grants Section	31-Mar-16
		Provide subgrantees with the knowledge, tools and training to manage the grant funds passed through to the State agencies, Local, Tribal and Non Profits.	Grants Section	30-Apr-16
Improve pre and post disaster outreach services.		Develop e-mail blast to send to County and Tribal EMS; request presentation slot at County Director's Meeting, LEPC, Tribal Commissions, etc., to provide short overview.	Recovery and Mitigation Section	28-Feb-16
		Provide recovery workshops to county & tribal emergency management.	Recovery and Mitigation Section	30-Jun-16
		Push out all updated Federal and State guidance in Disaster Assistance programs within 30 days of publication and/or development and ensure all internal documents/plans are updated on policies and procedures.	Recovery and Mitigation Section	31-Mar-16



<b>Goal #3: A statewide leader in sustaining and building emergency and disaster response capacity.</b>				
<b>Strategy = what is your approach?</b>	<b>EMAP Ref. #</b>	<b>Objective = what is the measurable step (EMPG Program Manager Report)</b>	<b>Section</b>	<b>Estimated Completion Date</b>
		Educate County Emergency Managers on issues arising in significant events for future planning consideration.	Recovery and Mitigation Section	30-Jun-16
Maintain the 5 year update of the Hazard Mitigation Plan as required by FEMA.	4.4.5	Assist in keeping all 17 County plans and 4 Tribal plans current,	Recovery and Mitigation Section	1-Jan-16
		Work with InterTribal Emergency Response Council (ITERC) to expand outreach to all tribes on the importance of mitigation planning.	Recovery and Mitigation Section	31-Dec-16
		Provide technical assistance to tribes in drafting hazard mitigation plans.	Recovery and Mitigation Section	1-Jan-16
<b>PUBLIC INFORMATION OFFICER</b>				
Incorporate local EM partners into annual messaging cycle.	4.15.1	Highlight twelve local events, programs, or activities that correspond with NDEM annual messaging cycle.	PIO	31-Dec-16
Train statewide EM partners on PA capabilities.	4.15.3	Incorporate local communities into four JIC exercises.	PIO	31-Dec-16
	4.15.5	Highlight twelve local best practices annually through written descriptions in NDEM newsletter.	PIO	31-Dec-16
Alert statewide EM partners of grant opportunities through NDEM.	4.15.5	Promote grant application opportunities through all media sources upon availability.	PIO	31-Dec-16
	4.15.5	Promote grant application opportunities through all media sources upon award.	PIO	31-Dec-16