

STATE OF NEVADA

Nevada Division of Emergency Management

Multi-Year Strategic Plan 2013 -2018

Department of Public Safety

10/1/2012

This document contains the vision and mission statements as well as the strategic plan for the NDEM from 2013-2018. Also contained is the Implementation Plan for the priorities described by the NDEM and its stakeholders.

Stakeholders,

It is my privilege to serve as the Chief of the Nevada Division of Emergency Management (NDEM) and the Governor's Homeland Security Advisor. It is my distinct pleasure to share the 2012-2017 Strategic Plan.

Nevada is subject to many hazards, some more transient than others. There are 3 common natural hazards that all Nevadans must prepare for: wildland fire, flood and earthquake. Nevada has suffered through multiple devastating wildland fires in the past year and has been the recipient of 35 Federal Fire Management Assistance Grants (FMAG) since 2002. Seismically speaking, Nevada is the 3rd most active state in the country. Furthermore, Nevada has had nine Presidential declarations of major disaster and emergencies since 1997, six of which were directly related to flooding. The presence of these and many other hazards in Nevada require dedicated individuals in state government to be ever vigilant guardians to carry out the emergency management mission to prevent, prepare, respond, recover and mitigate.

Although Nevada ranks 42nd population density, we host millions more on a regular basis in the resorts communities of Las Vegas, Reno and Lake Tahoe that are not reflected in the cited population figure. In light of the volume of visitors to the state, Nevada is certainly vulnerable to domestic security issues. Nevada is also susceptible to a host of different types of weather incidents and natural threats that can significantly impact the residents and visitors to the state. Although we face many challenges in regard to plan development, response capability, and recovery activities, yet we continue to raise the bar of citizen and visitor preparedness

Nevada partners with the Federal Government, specifically the Federal Emergency Management Agency and the United States Department of Energy to support many of the comprehensive emergency management programs that benefit the State's preparedness. Unfortunately, the State of Nevada's Emergency Management program funding ranks the lowest of all fifty states.¹ Despite the reality of difficult economic times in Nevada, the NDEM is committed to providing a world class emergency management program. A review of the actions of the NDEM demonstrates that if Nevada is going to be able to make a substantial difference in the lives of its citizens, we must continue to enhance its emergency management and preparedness capabilities. Regardless of the economic situation in the state, it is incumbent upon those of us in the NDEM to continue to improve our capabilities as we move this agency forward.

In emergency management, we are only as good as our last response. This strategic plan is our guide to insure that we are always improving to provide better services to our citizens and visitors that are professional and consistent. When we establish these goals and objectives, we are able to measure our progress to prove that we are prepared to support the Silver State. It has been said many times in many professions that failure is not an option. In our line of work, we plan for the worst in many situations while maintaining a stalwart hope that we never need to use them. We are Nevada. We are Battle Born! We shall not fail.

Christopher B. Smith, Chief

¹ NEMA 2012 Profile of State Emergency Management Directors and their Agencies.

Summary of the Nevada Division of Emergency Management Authority

The Nevada Division of Emergency Management (NDEM) is the state agency responsible for the administration of emergency preparedness, prevention, response, recovery and mitigation. It is established by the Nevada Legislature in Chapter 414 of the Nevada Revised Statutes. NDEM's primary responsibility is the administration of the emergency management program for the State of Nevada, which includes emergency preparedness, prevention, response, recovery, and mitigation.

Structurally, the NDEM is a division of the Nevada Department of Public Safety. The Chief of the NDEM reports to the Director of Public Safety. The Chief also holds the position of Homeland Security Advisor to the Governor, which ensures that the Office of the Governor can work directly with the NDEM Chief during steady state activities, as well as, events that occur within the state, nation and world, which is exactly the same structure that would be used for coordinating emergencies. The NDEM prepares for emergencies by establishing regular briefings and routines with the Director of Public Safety and the Office of the Governor, increasing our efficiencies in emergent situations.

Nevada Revised Statute 414.035 defines emergency management as “the preparation for and the carrying out of all emergency functions, other than functions for which military forces are primarily responsible, to minimize injury and repair damage resulting from emergencies or disasters caused by enemy attack, sabotage or other hostile action, by fire, flood, earthquake, storm or other natural causes, or by technological or man-made catastrophes, including, without limitation, a crisis involving violence on school property, at a school activity or on a school bus. These functions include, without limitation:

1. The provision of support for search and rescue operations for persons and property in distress.
2. Organized analysis, planning and coordination of available resources for the mitigation of, preparation for, response to or recovery from emergencies or disasters.”

Among other items in Chapter 414 of the Nevada Revised Statutes, the NDEM is identified to conduct specific actions with regard to coordinating assistance, specifically mutual aid. This is one of the most requested functions of the NDEM. It is also stated in law that it is the policy of the state that NDEM functions are to be coordinated with the Federal Government to the maximum extent possible. NDEM mirrors many of the same functions that Federal Government maintains in emergency management. State law also requires the NDEM to develop the most effective preparation measures. NDEM works daily to insure that all of our actions are, in their very nature, preparation actions to build the capabilities of the division and its state/local/tribal partners.

VISION STATEMENT

A safer future that enhances safety and preparedness in Nevada through strong leadership, collaboration and partnerships.

MISSION STATEMENT

Coordinate effort to protect lives and property; to prevent, respond to, recover from and mitigate all threats, hazards and emergencies.

CORE VALUES

Respect - Demonstrate consideration, concern, and high regard for our Nevada communities and the law.

Integrity - Maintain the highest level of honesty, credibility, and character in all relationships by upholding a code of conduct which is demonstrated through high moral and ethical standards.

Excellence - Perform to standards that exceed expectations, provide superior quality, attention to detail, exceptional customer service and innovative solutions.

Professionalism - Demonstrate a commitment to excellence reflected in our service, skills, courtesy, teamwork, timeliness and our understanding of the needs of those we serve.

Leadership - Set the standard for quality, performance, and commitment in our programs and interaction with others.

Principles of Emergency Management:

1. **Comprehensive** – emergency managers consider and take into account all hazards, all phases, all stakeholders and all impacts relevant to disasters.
2. **Progressive** – emergency managers anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.
3. **Risk-driven** – emergency managers use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.
4. **Integrated** – emergency managers ensure unity of effort among all levels of government and all elements of a community.
5. **Collaborative** – emergency managers create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.
6. **Coordinated** – emergency managers synchronize the activities of all relevant stakeholders to achieve a common purpose.
7. **Flexible** – emergency managers use creative and innovative approaches in solving disaster challenges.
8. **Professional** – emergency managers value a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship and continuous improvement.

Developed by the International Association of Emergency Managers (IAEM)

Strategic Goals and Objectives

Goal 1 - Build Capabilities in the NDEM that will serve the agencies and jurisdictions in the state at all times.

Goal 2 – Invest in People whenever possible to improve the day to day and long term growth of the NDEM.

Goal 3 – Lead Nevada and the nation in emergency management thought, practice, and evolution.

GOAL 1 – BUILD CAPABILITIES

Objective 1.1 – Technological Innovation: Seek and embrace technological innovations to build and maintain a state-of-the-art facility and infrastructure.

- Develop and maintain an Information Technology Strategic Plan.
- Develop accurate, real-time communications by enhancing GIS and information-mapping capabilities.
- Develop data servers that support mapping tools, develop a reference library for maps, provide situational awareness and modeling tools, and generate maps.

Objective 1.2 – Acquire Funding: Secure funding to build and sustain emergency management capabilities and fill gaps at the state, local and regional levels.

- Identify and target investments that reduce risk and increase core capability.
- Invest in training and technology to enhance the transparency and accountability of investments.

Objective 1.3 – Strengthen Capabilities: Validate and enhance capabilities through programs, education, training, exercise and evaluation.

- Improve capabilities through the full implementation of the National Incident Management System, the National Response Framework, and the use of emergency technologies.
- Strengthen statewide, national and international mutual-assistance compacts. Work with various partners to develop new systems and agreements and provide exercises to strengthen existing mutual aid compacts.
- Continue to develop a state and local resource management capability that includes the creation of a statewide database to inventory, support and coordinate disaster and response capabilities.
- Enhance the NDEM ability to mitigate the effects of large scale events through thorough planning of recovery efforts prior to any disaster. This can include prepositioning of resources in advance of an event.

Objective 1.4 – All-Hazards Planning: Ensure all jurisdictions in Nevada have plans and programs to effectively address all threats and hazards as well as minimize loss of life and property.

- Provide integrated and timely assistance and coordination by developing and maintaining continuity plans on a statewide basis.
- Develop and exercise state continuity plans, and provide continuity guidance, templates and training for all partners.

Objective 1.5 – Public Preparedness: Ensure that programs and systems prepare the public to respond effectively to emergencies and disasters.

- Increase Public Outreach - Develop a Marketing Plan.
- Produce Quarterly Newsletter for all stakeholders.
- Maintain a meaningful social media presence on Twitter, Facebook, and Pinterest.
- Develop statewide Preparedness Month as well as Cyber Awareness, Wildland Fire, Earthquake and Flood Awareness Campaigns.

Objective 1.6 – Increase Business Efficiency - Conduct assessments on business practices (including all processes for requisitions, procurement, contracts, travel, and document management) and streamline as appropriate.

- Develop a quality control process that will check on a regular (quarterly, at minimum) basis that all business functions are efficient.

Objective 1.7 – Achieve and maintain national emergency management accreditation.

- Once accredited, NDEM will revisit the process on a yearly basis to maintain a highly effective emergency management division.

Objective 1.8 – Map, measure and improve the grant process.

- Maintain NDEM Grants Management guide.
- In collaboration with our state and local partners, identify processes to improve the application and approval process for homeland security and emergency management grant programs.
- Educate policy makers on unduly burdensome federal requirements and the benefits of providing more flexibility to our state and local partners.
- Reduce, wherever possible, growth of overly bureaucratic requirements that do not enhance operational effectiveness.

GOAL 2 INVEST IN PEOPLE

Objective 2.1 – Leadership Development: Build and sustain leaders throughout the organization through a comprehensive leadership development program.

- Enroll a staff person in the Leadership Development Course offered by the Nevada Fire Chiefs Association.
- Identify staff to move into roles that support the state, region, and nation. Engage in supporting, when appropriate, national level emergencies.

Objective 2.2 – Skilled Professionals: Develop skilled emergency management professionals fully capable of serving with local, state and federal partners.

- Increase the number of credentialed Certified Emergency Manager in the NDEM and the state from the current number (1) to 15% of the agency.
- Develop standards for a professional emergency management workforce for all counties and within the Nevada Division of Emergency Management.
- Enhance professional training for the emergency management and homeland security disciplines including Nevada POST and the Nevada Department of Education.

Objective 2.3 – Qualified Workforce: Actively recruit, train and retain a highly qualified and diverse workforce.

- Revise all work performance standards to include emergency management specific language.
- Advertise positions for specific emergency management knowledge, skills and abilities as a job requirement.

Objective 2.4 – Creative Environment: Promote an open and creative work environment that stimulates and rewards professional performance.

- Increase employee sense of ownership
- Reduce Burnout
- Establish Employee Satisfaction Survey
- Explore Telecommuting
- Develop an Employee Recognition Program

GOAL 3 – LEAD NEVADA

Objective 3.1 – Leading Voice: Continue to be a leading voice in emergency management through increased involvement in national initiatives, dialogues and workgroups.

- Increase the number of staff engaged in local, state, and national level discussions.
- Host state, regional and national workshops to promote the emergency management subject matter.

Objective 3.2 – Engage Stakeholders: Actively engage our state and local stakeholders in emergency management programs and issues to maintain cohesion for Nevada disaster readiness.

- Maintain Emergency Management Coordinating Council. Expand membership to whole community of emergency managers.

Objective 3.3 – Education: Improve Nevada’s preparedness through the education of the public, the media and our stakeholders and showcasing best practices.

- Provide education regarding hazards facing Nevadans and the role of the emergency management community and what to expect when a disaster occurs.
- Develop community resource listings
- Develop citizen emergency plans
- Support exercises to assess citizen preparedness and community recovery plans
- Develop and provide tools and guidance to help citizens prepare for disasters.

Objective 3.4 – 20% of jurisdictions/tribes will be EMAP accredited in 5 years.

- Offer opportunities for local emergency managers to participate in the NDEM review process for accreditation.
- Encourage use of grant funds for agencies to achieve EMAP certification.

2013 – 2018 Strategic Goals and Implementation Plan

(Short Term Objectives should be completed by 2015, long term objectives should be completed by 2018. Continual Objectives are ongoing) Updates for all objectives are due July 1 of each year.

THE DIVISION’S TOP 3 STRATEGIC GOALS:		
1. <u>Build Capabilities</u> in the NDEM that will serve the agencies and jurisdictions in the state at all times.		
2. <u>Invest in People</u> whenever possible to improve the day to day and long term growth of the NDEM.		
3. <u>Lead Nevada</u> and the nation in emergency management thought, practice, and evolution.		
BUILD CAPABILITY		
OBJECTIVE	OWNER	TIMEFRAME
Objective 1.1: Seek and embrace technological innovations to build and maintain a state-of-the-art facility and infrastructure. <ul style="list-style-type: none"> Develop and maintain an Information Technology Strategic Plan. Develop accurate, real-time communications by enhancing GIS and information-mapping capabilities that includes a reference library for maps, situational awareness and modeling tools, and map generation. 	Chief	Long Term
	IT Work Group	Short Term
	Special Projects	Short Term
Objective 1.2 Secure funding to build and sustain emergency management capabilities and fill gaps at the state, local and regional levels. <ul style="list-style-type: none"> Identify and target investments that reduce risk and increase core capability. Invest in training and technology to enhance the transparency and accountability of investments. 	Chief	Long Term
	OPS, PTE	Short Term
	Grants	Long Term

<p>Objective 1.3 Validate and enhance capabilities through programs, education, training, exercise and evaluation.</p> <ul style="list-style-type: none"> • Improve capabilities through the full implementation of the National Incident Management System, the National Response Framework, and the use of emergency technologies. • Strengthen statewide, regional, and national mutual-assistance compacts. Work with various partners to develop new systems and agreements and provide exercises to strengthen existing mutual aid compacts. • Continue to develop a state and local resource management capability that includes the creation of a statewide database to inventory, support and coordinate disaster and response capabilities. • Enhance the NDEM ability to mitigate the effects of large scale events through thorough planning of recovery efforts prior to any disaster. This can include prepositioning of resources in advance of an event. 	<p>PTE</p> <p>OPS, Legal</p> <p>Operations Section</p> <p>Recovery Section</p>	<p>Short Term</p> <p>Long Term</p> <p>Short Term</p> <p>Long Term</p>
<p>Objective 1.4 Ensure all jurisdictions in Nevada have plans and programs to effectively address all threats and hazards as well as minimize loss of life and property.</p> <ul style="list-style-type: none"> • Provide integrated and timely assistance and coordination by developing and maintaining continuity plans on a statewide basis. • Develop and exercise state continuity plans, and provide continuity guidance, templates and training for all partners. 	<p>PTE Section</p>	<p>Continual</p>
<p>Objective 1.5 Ensure that programs and systems prepare the public in Nevada to confront emergencies and disasters.</p> <ul style="list-style-type: none"> • Increase Public Outreach – Develop a Marketing Plan. 	<p>Public Affairs</p>	<p>Short Term</p>

<ul style="list-style-type: none"> • Produce a Quarterly Newsletter for all stakeholders. • Maintain a meaningful social media presence on Twitter, Facebook, Pinterest and other appropriate platforms as they develop. • Develop statewide Preparedness Month as well as, Cyber Security Awareness, Wildland Fire, Flood, Earthquake and Citizen Corps campaigns. 	Public Affairs	Short Term
<p>Objective 1.6 Conduct assessments on NDEM business practices (including all processes for requisitions, procurement, contracts, travel, and document management).</p> <ul style="list-style-type: none"> • Develop a quality control process that will check on a regular (quarterly, at minimum) basis that all business functions are efficient. 	Fiscal Section	Short Term
<p>Objective 1.7 Achieve and maintain national accreditation.</p> <ul style="list-style-type: none"> • Once accredited, NDEM will revisit the process on a yearly basis to maintain a highly effective emergency management division. 	All Command Staff	Short Term
<p>Objective 1.8 Map, measure and improve the grant process.</p> <ul style="list-style-type: none"> • Maintain NDEM Grants Management guide. • In collaboration with our state and local partners, identify processes to improve the application and approval process for homeland security and emergency management grant programs. 	Grants Section	Short Term

<ul style="list-style-type: none"> • Educate policy makers on unduly burdensome federal requirements and the benefits of providing more flexibility to our state and local partners. • Reduce, wherever possible, growth of overly bureaucratic requirements that do not enhance operational effectiveness. 	Grants Section	Short Term
GOAL 2 – INVEST IN PEOPLE		
<p>Objective 2.1 Build and sustain leaders throughout the organization through a comprehensive leadership development program.</p> <ul style="list-style-type: none"> • Enroll a staff person in the Leadership Development Course offered by the Nevada Fire Chiefs Association. • Identify staff to move into roles that support the state, region, and nation. Engage in supporting, when appropriate, national level emergencies. 	Command Staff	Short Term
<p>Objective 2.2 Develop skilled emergency management professionals fully capable of serving with local, state and federal partners.</p> <ul style="list-style-type: none"> • Increase the number of credentialed Certified Emergency Manager in the NDEM and the state from the current number (1) to 15% of the agency. • Develop standards for a professional emergency management workforce for all counties and within the Nevada Division of Emergency Management. • Enhance professional training for the emergency management and homeland security disciplines including Nevada POST and the Nevada Department of Education. 	Command Staff EMCC Training Officer Training Officer	Long Term Long Term Short Term Short Term
<p>Objective 2.3 Actively recruit, train and retain a highly qualified and diverse workforce.</p>	Command Staff Supervisors	Long Term Short Term

<ul style="list-style-type: none"> • Revise all work performance standards to include emergency management specific language. • Advertise positions with emergency management knowledge, skills and abilities as a job requirement. 	Supervisors	Short Term
<p>Objective 2.4 Promote an open and creative work environment that stimulates and rewards professional performance.</p> <ul style="list-style-type: none"> • Increase employee sense of ownership • Reduce Burnout • Establish Employee Satisfaction Survey • Explore Telecommuting • Develop an Employee Recognition Program 	Command Staff	Short Term
GOAL 3 – LEAD NEVADA		
<p>Objective 3.1 Continue to be a leading voice in emergency management through increased involvement in national initiatives, dialogues and workgroups.</p> <ul style="list-style-type: none"> • Increase the number of staff engaged in local, state, and national level discussions. • Host state, regional and national workshops to promote the emergency management subject matter. 	<p>Command Staff</p> <p>NDEM Staff</p>	<p>Short Term</p> <p>Short Term</p>
<p>Objective 3.2 Actively engage our state and local stakeholders in emergency management programs and issues to maintain cohesion for Nevada disaster readiness.</p> <ul style="list-style-type: none"> • Maintain Emergency Management Coordinating Council. Expand membership to whole community of emergency managers. 	<p>Command Staff</p> <p>Chief</p>	<p>Short Term</p> <p>Short Term</p>
<p>Objective 3.3 Improve Nevada’s preparedness through the education of the public, the media and our stakeholders and showcasing best practices.</p>	External Affairs, SHMO,	Short Term

Plan Development

During the summer of 2012, members of the NDEM Management Team held several meetings to identify the vision and mission of the organization. We all determined the goals and objectives that the division will be working toward during the next 5 years. The process was enlightening for the members of the team for a myriad of reasons. It brought us to a place that will empower the agency to move stalwartly into the next 5 years with the ability to achieve a level of performance that is congruent with national standards and capabilities.

The strategic plan was shared with the members of the Emergency Management Coordinating Council, a body created to advise the Chief of the NDEM on issues and trends in the state and around the nation. The membership of the body includes emergency management professionals in Nevada in a variety of fields. The EMCC meets quarterly in two regions of the state to reduce the need for long distance travel.