

2017-2022 Strategic Plan

For the Statewide Emergency Management Program

Coordinated by:

Nevada Department of Public Safety
Division of Emergency Management

Version 3
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Table of Contents

Introduction 3

Record of Changes and Quarterly Review Tracking 4

Resilience Framework 5

Statewide Emergency Management Program Strategic Plan 6

Performance Measures: Metrics of Success 10

Method and Schedule for Evaluation, Maintenance, and Revision 11

Conclusion 13

Introduction

The strategic plan that follows represents a continuation of the five-year strategic plan published by the Department of Public Safety's Division of Emergency Management (DEM) in 2017. The initial plan was intended to serve as a foundation for future evolution based on incidents and lessons learned that refined organizational knowledge and improved focus on objectives and outcomes. Although a continuation of the initial planning effort, this plan represents a complete update to the initial plan.

This update was necessary for three internal and external reasons. First, the original five-year strategic plan for 2017-2022 was based on input from Governor Sandoval's strategic planning framework from 2016, and while that plan was helpful in providing direction, this update to the plan is intended to conform to Governor Sisolak's vision for public safety in the state. Second, the extraordinary and unprecedented year of emergencies and disasters in 2017, and the transformation process pursued in 2018, resulted in a focus on building statewide resilience, a concept that had only been alluded to in the original plan. And finally, the original plan, and even the interim update preceding this plan did not fully represent the Statewide Emergency Management Program as much as they provided a strategic plan for only DEM. This rewrite of the plan intends to capture the changes required by these three factors.

As an update to the original five-year strategic plan, this version builds on the previous planning efforts while also evolving the vision and direction of the Statewide Emergency Management Program to align with the input from stakeholders and policy makers. This includes removing references to the strategic planning framework from the previous administration and replacing it with a focus on resilience. This is done through the input and oversight of the Resilience Commission, which developed and approved the definition of resilience, the Resilience Goal, and the Resilience Objectives in early 2019.

With the Resilience Goal and Objectives for 2019 established, the goals and objectives in the strategic plan were updated accordingly. This included not only references to and an adoption of the resilience paradigm as directed by the Nevada Commission on Homeland Security, but also the development of updated strategies and activities to carry out this effort. As with the Resilience Goal and Objectives, these updated strategies and activities were developed with input from statewide stakeholders, and are intended to be tied directly to DEM's performance measures, developed in accordance with the biennial budget process.

This update is also intended to expand the scope of this strategic plan from primarily a strategic plan for DEM to a plan that truly represents the interests and vision of the Statewide Emergency Management Program, and it does so in a number of ways. First, the goals, objectives, and strategies in this version are written for the broader community and not just a single state agency, and second, there are more opportunities for stakeholders to provide input in both the direction of the program and also the measurable outcomes that are pursued. In this version, DEM serves as the coordinating body for the Statewide Emergency Management Program.

As can be seen in the final section of this plan, this will not be the final effort to completely update this plan. This plan will be reviewed each quarter, and each year will provide a new opportunity to assess and update every aspect of this plan. And through such efforts, the Statewide Emergency Management Program will continue to work to build a more resilient and prepared Nevada.

Resilience Framework

Following the unprecedented year of emergencies and disasters in 2017, the Nevada Commission on Homeland Security (NCHS) voted to approve a directive that required Nevada to pursue a resilience paradigm for emergency management and homeland security. This directive required the development of a Statewide Resilience Strategy, legislative recommendations, and budgetary recommendations. The strategy was approved by the NCHS in August of 2018.

There are various aspects of implementing the Statewide Resilience Strategy, all of which are discussed elsewhere. Critical to this process, though, is the development of a Resilience Commission, which in turn will develop a definition for resilience, a state Resilience Goal, and associated Resilience Objectives. The Resilience Commission began meeting in October of 2018, and by February of 2019 had approved the following definition, goal, and objectives. These are intended to provide a foundation for the update of the five-year strategic plan that follows.

Resilience Defined: Proactive, flexible, and unified leadership throughout all four phases of emergency management that allows for Nevada communities to adapt to and grow back stronger from disasters.

State Resilience Goal: Nevada will increase resilience across the whole community by focusing on collaboration in policy development, building operational capacity, and maximizing financial resources throughout all four phases of the emergency management cycle.

- **Obj 1:** Develop comprehensive policies for all levels of government in order to improve resilience across disciplines and hazards.
- **Obj 2:** Improve preparedness for response and recovery operations through a unified, statewide planning, training, and exercise effort, in order to improve resilience before, during, and after actual events.
- **Obj 3:** Distribute limited financial resources from various sources with maximum efficiency, predictability, and accountability, in order to best focus on improving statewide resilience.

Statewide Emergency Management Program Strategic Plan

With the development of a definition of resilience, a Resilience Goal, and Resilience Objectives, all aspects of the five-year strategic plan have been updated accordingly. This includes updates to the foundational elements of the strategic plan—the vision, mission, values, and goals—and also to the strategies and activities as well. All of these changes are detailed here.

Vision: Building Nevada resilience through coordination and partnerships.

Mission: Coordinating mitigation, preparedness, response, and recovery programs and resources through partnerships to build resilient communities for Nevada’s residents and visitors.

Values: Leadership, Accountability, and Teamwork

Goals:

- **Goal 1:** Efficient teamwork, strengthened by collaboration, communication, and leadership.
- **Goal 2:** Accountable partnerships in coordinating emergency and disaster resources for the Whole Community.
- **Goal 3:** Effective leadership in building and maintaining statewide emergency and disaster capacity.

Objectives, Strategies, and Activities by Goal:

Goal 1: Efficient teamwork, strengthened by collaboration, communication, and leadership.

Goal 1, Objective: Establish and implement an annual preparedness plan with input from state, local, and tribal stakeholders that includes an annual capstone exercise or activation for a real-world incident.

Strategy 1: Develop a combined, statewide threat and hazard assessment that informs a comprehensive, statewide preparedness program on an annual basis.

- **Activity 1:** Identify current threat, hazard, preparedness, and other assessments relevant to Nevada in order to understand gaps and overlaps between them.
- **Activity 2:** Develop common terminology, metrics, and outputs from current threat, hazard, and preparedness assessments to allow for consistent statewide application.
- **Activity 3:** Conduct studies on primary threats and hazards facing jurisdictions throughout Nevada.

Strategy 2: Develop a comprehensive planning strategy for the collection, review, and evaluation of required local, state, tribal, and industry emergency plans.

- **Activity 1:** Communicate statutory requirements, best practices, and deadlines for emergency response plans with school, utility, political subdivision, and resort partners.

- **Activity 2:** Review and update as appropriate mitigation, preparedness, response, and recovery plans and framework based on exercises, real-world incidents, and stakeholder input on an annual basis.
- **Activity 3:** Maintain Enhanced Hazard Mitigation Plan and Enhanced Status by assisting local and tribal partners in developing plans and updating the state plan in accordance to the FEMA standard.

Strategy 3: Develop a comprehensive training and exercise program based on combined threat and hazard assessments and input from local, state, tribal, and volunteer organizations, non-profit agencies, and industry partners.

- **Activity 1:** Conduct annual Training and Exercise Planning Workshop with local, state, tribal partners, and volunteer agencies to establish an annual training and exercise calendar.
- **Activity 2:** Expand participation in the Nevada Certified Emergency Manager Program and encourage statewide adoption of position-specific task books.
- **Activity 3:** Incorporate Recovery efforts into statewide preparedness efforts, including training and exercises.

Goal 2: *Accountable partnerships in coordinating emergency and disaster resources for the Whole Community.*

Goal 2, Objective: Successfully coordinate resources and information during and after real-world emergencies or disasters.

Strategy 1: Utilize the State Comprehensive Emergency Management Plan and other relevant response efforts in support of local, state, and tribal partners during emergencies and disasters.

- **Activity 1:** Maintain the State Duty Officer program, and increase coordination with other state agency duty officers.
- **Activity 2:** Coordinate notifications of local and tribal emergency and disaster declarations with the state and federal government.
- **Activity 3:** Develop elements of the State Disaster Identification Coordinating Committee in order to assist with patient tracking during mass fatality incidents.

Strategy 2: Encourage the adoption of the Nevada Disaster Recovery Framework to local, state, tribal partners, volunteer organizations, and industry partners.

- **Activity 1:** Implement the Statewide Recovery Framework model, to include developing the Recovery Support Functions and provide a forum for stakeholder input, coordinating teams, and delivering recovery tools.

- **Activity 2:** Identify short-, medium-, and long-term gaps in recovery capacity, and identify local, state, tribal, federal and non-profit resources to fill those needs and communicate policy and grant recommendations to the Resilience Commission.
- **Activity 3:** Develop preliminary damage assessment tools and capabilities for local, state, and tribal partners.

Strategy 3: Develop reserve capacities to assist local, state, and tribal partners in responding to and recovering from emergencies and disasters.

- **Activity 1:** Establish deployable statewide incident management assistance teams, training support teams, and partnerships with Volunteer Organizations Active in Disaster for both response and recovery operations.
- **Activity 2:** Establish contracts for strategic resources in order to rapidly deploy support to local, state, and tribal partners.
- **Activity 3:** Conduct education, awareness, and training efforts for the Intrastate Mutual Aid System and the Emergency Management Assistance Compact.

Goal 3: Effective leadership in building and maintaining statewide emergency and disaster capacity.

Goal 3, Objective: Align comprehensive emergency management and preparedness efforts with the statewide resilience initiative.

Strategy 1: Implement the statewide resilience strategy for the whole community.

- **Activity 1:** Create a state Resilience Goal and Resilience Objectives and update annually.
- **Activity 2:** Align grants and policies with Resilience Goal and Objectives through monthly meetings of the Resilience Commission.
- **Activity 3:** Publish an annual assessment of statewide emergency management program capabilities and preparedness activities in order to enhance awareness, communication, and stakeholder input around preparedness activities.

Strategy 2: Build capacity using statewide risk, threat, and hazard assessments and streamlining the grant allocation process.

- **Activity 1:** Invest in regional partnerships through the statewide emergency management and homeland security programs with a continued focus on prioritizing maintaining strategic capacities.
- **Activity 2:** Develop regulations to ensure accountability for statewide grant programs.
- **Activity 3:** Implement legislation following each session and communicate changes with local, state, and tribal partners.

Strategy 3: Ensure maximum coordination and collaboration with statewide partners for grants and capacity building.

- **Activity 1:** Establish and maintain the Nevada Tribal Emergency Coordinating Council to provide oversight and input for tribal capacity building.
- **Activity 2:** Maintain partnership with the Nevada Emergency Preparedness Association to host an annual conference to share information and best practices.
- **Activity 3:** Develop and distribute information bulletins to local, state, and tribal partners regarding significant updates and changes to the statewide emergency management program.

Performance Measures: Metrics of Success

State Fiscal Year 19									SFY19	
July thru December			Actual	Actual	Actual	Actual	Actual		Actual	Proj
			FY14	FY15	FY16	FY17	FY18		FY19	
1	% of jurisdictions participating in required emergency preparedness assessments (counties, cities, and tribal nations)	capabilities at level	43	56	56	56	45		39	56
		# of capabilities	62	62	62	62	62		62	62
		Rate	69%	90%	90%	90%	73%		63%	90%
		<i>Planning - Thira</i>	<i>17 counties, 18 cities, 27 tribes</i>							
2	% of jurisdictions participating in training & exercises (counties, cities, and tribal nations)	participants	49	50	56	51	53		54	56
		Total Jurisdictions	62	62	62	62	62		62	62
		Rate	79%	81%	90%	82%	85%		87%	90%
		<i>Training/Exercise</i>	<i>17 counties, 18 cities, 27 tribes</i>							
3	% of timely deployment of assets coordinated within 15 minutes	Deployed within 1 hour	52	149	231	219	278		219	173
		Total requests	52	149	231	219	278		219	173
		Rate	100%	100%	100%	100%	100%		100%	100%
		<i>Operations</i>	<i>(counting only events with an NDEM incident number assigned)</i>							
4	% of training and exercise participant surveys with 80% satisfaction	Participant Surveys w/ 80%	n/a	598	1100	97	1234		723	500
		Participants Surveyed	n/a	600	1200	600	1280		1280	600
		Rate	0%	100%	92%	16%	96%		56%	83%
		<i>Training/Exercise</i>	<i>Low because wasn't tracked in SFY17.</i>							
5	% of sub grantees receiving compliance reviews	Sub Grantees Reviewed	10	14	11	18	0		5	20
		Sub Grantees	60	60	60	60	60		60	60
		Rate	17%	23%	18%	30%	0%		8%	33%
6	% of staff deployments beginning within 24 hours of the request	Staff deployed within 24	52	89	73	50	276		137	77
		Total # of staff deployments	52	89	73	50	276		137	77
		Rate	100%	100%	100%	100%	100%		100%	100%
		<i>Operations</i>	<i>(counting only events with an NDEM incident number assigned)</i>							
7	% of licensed schools with current emergency plans as required under various NRS chapters.	Emergency Plans	n/a	n/a	n/a	n/a	220		106	221
		Licensed Schools	n/a	n/a	n/a	n/a	221		221	221
		Rate	0%	0%	0%	0%	100%		48%	100%
		<i>Planning - Schools</i>	<i>New for SFY18</i>							
8	% of FEMA approved state/local jurisdiction hazard mitigation plans	# of FEMA approved HM plans	n/a	21	21	21	21		21	21
		# of Hazard Mitigation plans	n/a	44	44	21	21		21	21
		Rate	0%	48%	48%	100%	100%		100%	100%
		<i>Recovery</i>	<i>FEMA approved Hazard Mitigation plans are updated on a five year rotation. All Nevada counties have approved plans. City & Tribal plans are annexes within the County plan.</i>							
9	% of state and local participation in public safety/ first responder communication outreach	PS/1st Responders reached	331	750	229	116	110		0	0
		PS/1st Responders	1375	1375	1375	1375	1375		1375	1
		Rate	24%	55%	17%	8%	8%		0%	0%
		<i>Comms</i>								
10	Number of Communication Systems inspected each fiscal year	# of Systems Inspected	n/a	n/a	n/a	n/a	4		4	4
		Total # of Systems	n/a	n/a	n/a	n/a	4		4	4
		Rate	0%	0%	0%	0%	100%		100%	100%
		<i>Comms</i>	<i>New for SFY18</i>							

Method and Schedule for Evaluation, Maintenance, and Revision

Essential to the success of this strategic plan as a guiding document for the Statewide Emergency Management Program is its ability to evolve and improve over time. This evolution must be driven by input from the entire community of stakeholders, analysis of policies and plans following exercises and real emergencies, and as often as possible, actual data. In fact, this current version of the plan begins at Version 3, having been adapted from two previous iterations of the 2017-2022 Strategic Plan.

In order to allow for continued evolution and refinement over the remaining years of this planning period, this update of the plan, beginning with Version 3, includes the following method and schedule for evaluation, maintenance, and revision. By including this method and schedule, described below, this plan intends to incorporate feedback from statewide partners, identify sources of data, and assess progress towards the statewide goals and objectives using key metrics, namely the performance measures listed previously. Following the plan schedule and method outlined below, stakeholders will have multiple opportunities to provide input to DEM on an annual basis, and this input will result in an annual report to stakeholders, policymakers, and other statewide partners.

The process outlined below is intended to be carried out in an annual cycle that follows the calendar year. Beginning in January, the cycle begins with the establishment or revision of baseline information, namely the State Resilience Goal and Objectives as well as the baseline metrics included in DEM's performance measures. With this baseline information established, the strategic plan is reviewed and updated.

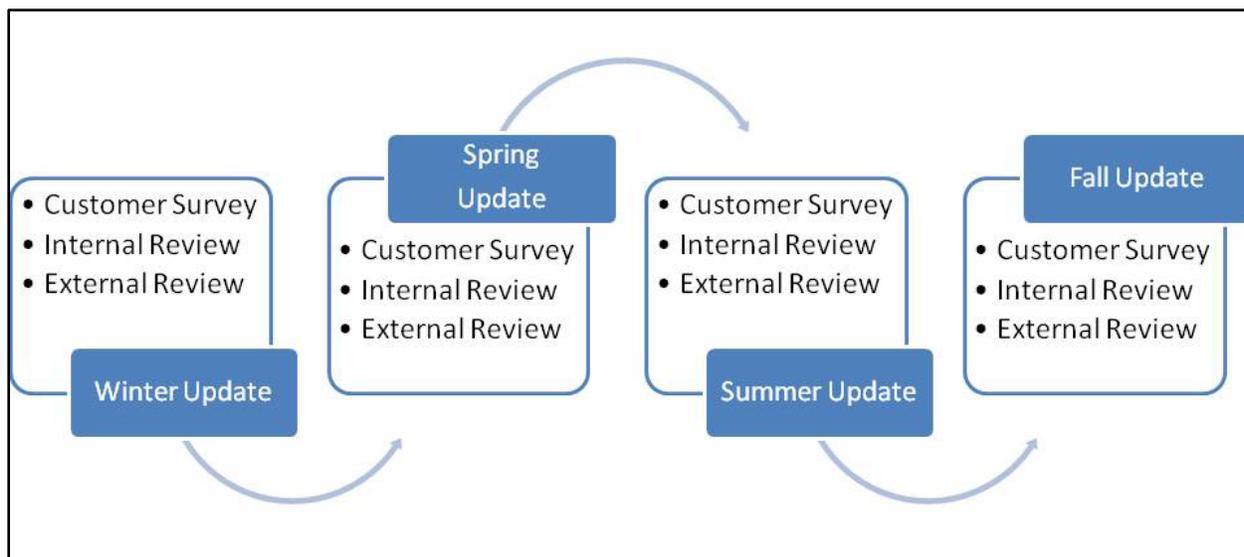


Annual Review Cycle Foundation: Develop or Update Baseline Information.

Following the initial development or annual updating of this baseline information, DEM, serving as the coordinating agency for implementing this strategic plan, will facilitate a quarterly review process. In order to provide a method for evaluating the strategic plan during the quarterly review process, DEM will develop a dashboard to measure progress toward each of the performance measures, as well as additional metrics that are identified as being useful.

During each quarterly review, the dashboard and the strategic plan will be presented both to DEM's internal staff and also to external partners. Internal staff and external partners will review the metrics on the dashboard and provide input for modifications to the plan as well as develop draft recommendations for improving the performance measures and more significant revisions to the plan during the following annual review process. Internally, this process will occur during all-staff meetings and externally it will occur during meetings of the Resilience Commission. The changes from these reviews will be communicated between internal and external partners, and updated in the Record of Change at the front of this plan.

An additional opportunity to gain input will come through various types of surveys distributed by DEM. One type of survey will be a quarterly survey on general customer service topics, where the same or similar questions are used for each quarter in order to provide data points that can be tracked and compared. Another type of survey will focus on specific challenge areas, such as a survey on customer service perspectives for partners receiving recovery support for active disasters. The results of these surveys will be reported out in both the internal and external quarterly reviews.



Quarterly Review Process: Develop minor modifications to the plan and develop recommendations for the annual update.

In December, the Resilience Commission will finalize the annual cycle through the Resilience Commission's annual report. The report will include an overview of activities of the statewide emergency management program, an assessment of accomplishments toward the established performance measures, as well as an overview of the changes and recommendations developed throughout the previous year. The recommendations developed throughout the year will be used to begin the annual cycle again in the following year, specifically by informing the update of the Resilience Goal and Objectives, the performance measures, and the annual update of the overall plan.

Conclusion

This updated format and focus to the Statewide Emergency Management Program's strategic plan provides a new baseline for resilience, risk reduction, and emergency management in Nevada. It represents an expanded vision for statewide partners, a refined underlying philosophy, and perhaps most important, measurable outcomes to track progress. All of this intended to build and maintain the Statewide Emergency Management Program around the values of leadership, accountability, and teamwork.

As with most plans, this update is intended to provide a broad framework for the way ahead. It provides a vision and goals to which the Statewide Emergency Management Program can aspire. It outlines how various jurisdictions throughout the state can work together to achieve the vision and goals that it provides. And it is intended to continue to evolve, while also providing a methodology for regular future reviews and updates.

Under this updated version, DEM serves as the coordinating organization for this plan within the Statewide Emergency Management Program. In doing so, DEM will manage the implementation of this plan through the strategies and activities included within. DEM will also develop metrics for determining success and provide updates to the Statewide Emergency Management Program on these metrics. Finally, as the coordinating organization for this plan, DEM will also manage the process to review, modify, and update through an annual process.

Through this plan, the Statewide Emergency Management Program can pursue unified efforts to build resilience within Nevada. This will be achieved through aligning policies and funding with the state Resilience Goal and Objectives and other efforts conducted through the Resilience Commission. It will also be achieved by continuing to evolve this plan going forward.