10/29/2018

Statewide Emergency Management Partners,

Over the course of the last three years, the DPS Division of Emergency Management has embarked on an effort to build a strategic vision and a plan to realize it. This has happened in phases, first with the development of an action plan for calendar year 2016, second with the development of a this five year strategic planning framework, and finally with developing the Statewide Resilience Strategy as a method to implement this framework. Countless partners internal and external to the Division have provided invaluable and excellent input to this point, and we believe that same input will be essential to the way ahead.

The document that follows is referred to as a strategic planning framework because it is intended to provide very high level guidance that can be followed and adjusted over the next five years. It aims to provide a roadmap, not just for the Division of Emergency Management, but for statewide emergency management efforts, and one that is able to adapt with various resources and landscapes as they change and evolve over time. That is, it is intended to be a base document on which future action plans can be built.

As such, this document provides important background and context that informed the final planning framework. It begins with an overview of the process used to produce the plan, then covers the statutory requirements for the Division and how those requirements are translated through the Governor's and DPS Director's vision for public safety in Nevada and implemented through the Resilience Strategy. It concludes with the high level details of the strategic planning framework as well as current performance measures.

In partnership,

Caleb S. Cage
Chief, DPS, Division of Emergency Management

Table of Contents

Executive Summary 3
Organizational Depiction of Nevada's Emergency Management Program Stakeholders 4
Strategic Planning Process 5
Agency Overview 10
Governor's Vision and DPS Director's Vision, Mission, and Values 12
DEM Strategic Planning Framework 15
Performance Measures 19
Next Steps 20

Executive Summary

The strategic planning framework that follows is built upon over three years of effort and establishes a roadmap for the Nevada Department of Public Safety's Division of Emergency Management (DEM) and the Nevada Emergency Management Program to evolve over the period of this plan. It is based on previous strategic planning efforts with input from the statewide community, and it aims to provide a vision for the Nevada Emergency Management Program throughout the state, and not just a vision for DEM. And just as it is intended to provide a roadmap, it is also intended to evolve over time as conditions, resources, and other parts of the emergency management landscape change.

This strategic plan is derived specifically from the strategic planning effort for calendar year 2016 as well as the original framework published in January of 2017. While the initial plan provided a one-year action plan that was focused primarily on DEM's activities, the planning process still produced significant strategic planning outputs. That is to say, the vision, mission, values, and objectives previously developed remain largely unchanged in this planning document, which provides continuity and consistency and allows the Nevada Emergency Management Program to build upon the successes and momentum of the previous three years for the remainder of the time period covered in this plan.

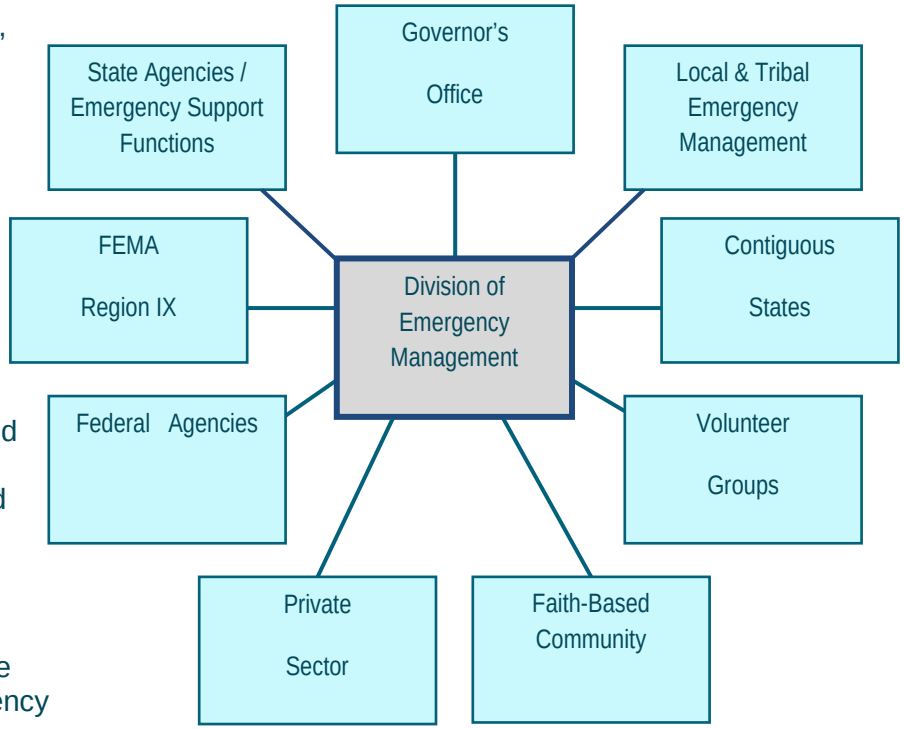
The plan provided here is not a specific action plan that merely connects the DEM mission with supporting tasks, personnel, and timelines. Instead, this is a planning framework—a high level document that provides a general direction for DEM and its partners in the Nevada Emergency Management Program. That is, it does not merely provide strategic level vision, mission, and goal statements and tactical level implementation plans, but it aims to provide a flexible long-term vision and guidance on how to achieve that vision.

That is not just a conceptual difference between the two strategic plans, but also one that is reflected in the practical differences between the two. The previous plan provided vision, mission, and goal statements for DEM and the Nevada Emergency Management Program, where this plan provides measurable objectives for each goal and three strategies for how each goal will be achieved through partnerships and collaboration. These strategies will be carried out through the plan outlined in the final section of this document, relying on DEM team members internally, as well as statewide partners externally.

While there were numerous challenges and opportunities identified and addressed in this strategic planning effort, two were primary focuses throughout the planning process. First, the Governor's updated strategic plan presented and opportunity to the Nevada Emergency Management Program by requiring that Nevada's emergency management vision align with the "100 Resilient Cities" concept. Second, FEMA's reorganization around resilience at a national level, which is continued forward here in this strategic plan, as well as through the State Resilience Strategy, which serves as an implementation model for this plan as described here. If this plan is followed and allowed to evolve under strategic leadership and partnerships going forward, these two specific and significant challenges and opportunities can be addressed.

Organizational Depiction of Nevada's Emergency Management Program Stakeholders

The Nevada Emergency Management Program (NV EM Program) encompasses many organizations, agencies, departments, and individuals that have a role and/or responsibility for the management and coordination of prevention, mitigation, preparedness, response, and recovery activities of its threats and hazards. This is primarily accomplished through the coordination efforts of the Division of Emergency Management (DEM) organized under NRS Chapter 414 working with its many partner stakeholders in the public government, private, and non-government sectors.



Examples of the interaction of DEM and the NV EM Program stakeholders are: the Chief of DEM and staff work closely with the Governor's office, local, county, tribal emergency managers, other elected/appointed officials as necessary. DEM employees interact with and support several commissions, committees, and working groups comprised of individuals from the whole community (federal, state, local, tribal, private sector, business, volunteer, and faith-based sectors).

Individual subject matter experts, contractors, federal, state, local and tribal employees are involved in executing several of the emergency management functions and programs such as serving on the Hazard Mitigation Planning Committee; as instructors in training courses; or as members of the planning committee to update the State Comprehensive Emergency Management Plan.

Nevada's EM Program also works with its stakeholder partners in the use of Nevada's Intrastate Mutual Aid System (IMAS) or the Emergency Management Assistance Compact (EMAC) supporting mutual aid agreements within Nevada or to other states.

Nevada's Emergency Management Program continues to incorporate its stakeholder partners in the all aspects of its emergency management activities - before, during and after disasters and/or special planned events to make Nevada more secure and resilient.

Strategic Planning Process

This phase of the strategic planning process began in July of 2015 and, through this document and subsequent efforts, will continue through 2022. It began as an effort to identify all agency requirements, assess the agency's effectiveness in carrying out those requirements, and to build a plan to make necessary improvements. Going forward, it is intended to solidify the benefits and successes of the early planning effort, and to continue to innovate and improve the capabilities and capacities of the agency and the Nevada Emergency Management Program, primarily through the implementation of the Resilience Strategy.

The strategic planning cycle that began in July of 2015 provided the foundation for this document. Through public surveys, convenings, internal staff meetings, meetings of public bodies, and other efforts, this effort resulted in a detailed strategic plan that was primarily focused on key actions for 2016. That is, the first strategic plan in this process was actually more of an action plan directed at gaining and maintaining compliance with applicable federal and state laws, grant guidance, executive orders, and other requirements. Although it was detailed out to the individual team member level within DEM, it was provided internally as a roadmap to guide agency efforts for calendar year 2016, while also being flexible enough to allow the Nevada Emergency Management Program to adapt to recommendations and input from the broader community.

In mid-2016, DEM presented its first annual report, and while this report is not a planning document itself, it provided several key opportunities for DEM and its partners. First, it aimed to establish and maintain transparency with statewide partners on activities of the Nevada Emergency Management Program, resources, and capabilities. Second, it provided baseline data for future progress and efforts to be measured against, not only by DEM, but also by emergency management leaders throughout the state. And, third, by maintaining both transparency and performance measures in future annual reports, DEM and its statewide partners can better identify challenges and opportunities and build collaborative plans to succeed together.

In the summer of 2016, development of the base strategic plan began. Because the initial plan was primarily an action plan for 2016, this planning effort was designed to be broader, not just in terms of timeframe, but also in terms of the vision and audience. Specifically, this effort was initiated to develop an actual strategic plan that spans multiple years (five, in this case), and to develop a vision for more than just a single agency, but for emergency management throughout all partnerships, jurisdictions, and sectors within the state.

The effort began on July 14, 2016, when DEM presented this five-year concept to emergency management leaders at the Emergency Managers Conference the Division hosted in Carson City. In addition to this initial meeting, DEM also hosted meetings with statewide partners to ensure that this planning effort received maximum input, but also to provide opportunities for tribal, local, and state-level partners to provide input on this plan. Finally, DEM team members were convened multiple times throughout the second half of calendar year 2016 to

provide key input on this plan, and to ensure that it not only provided a broad enough vision to be truly strategic, but also to ensure that the goals and objectives were both realistic and measurable.

Throughout this development process, many strengths, weaknesses, opportunities, and challenges were identified and influenced the development of this plan. However, the extraordinary and even unprecedented number and magnitude of emergencies and disasters in calendar year 2017 provided real-world opportunities to test this plan, to assess the significance of the challenges and opportunities previously identified, and to develop a single plan for implementing the measurable outcomes identified in this initial plan. Based on a number of presentations to the Nevada Commission on Homeland Security, the Nevada Emergency Management Program developed a Statewide Resilience Strategy to align with FEMA's focus on resilience and to be carried out in accordance with Executive Order 2018-4. A crosswalk of the goals and objectives included in this plan and how they are implemented through the Resilience Strategy is provided here:

Crosswalk of activities toward implementing the 2017-2022 Strategic Planning Framework through Executive Order 2018-4 and the Statewide Resilience Strategy	
Vision: Nevada's Essential Emergency and Disaster Coordinating Partner.	
Mission: Coordinating mitigation, preparedness, response, and recovery programs and resources through partnerships to sustain safe and livable communities for Nevada's residents and visitors.	
Values: Integrity, Excellence, Courage, Accountability, Leadership, and Teamwork.	
2017-2022 Strategic Planning Framework	**Executive Order 2018-4 and Statewide Resilience Strategy**
Goal 1: An efficient team, strengthened by collaboration, communication, and leadership.	
Goal 1 Objective: *Ensure 100% of team members achieve a specified training and experience certification standard within one year of employment.*	
Goal 1, Strategy 1: Develop a tiered Emergency Management training and experience certification standard developed jointly with the Nevada Emergency Preparedness Association and offer certification to partners throughout the whole community.	**EO 2018-4, 3.f.:** Establish a state-specific certification standard for emergency managers in the state. **Status:** the Nevada Emergency Preparedness Association will launch this effort at the annual conference in February of 2018.

Goal 1, Strategy 2: Publish an annual report to enhance internal and external communication of agency capabilities and activities, to include statewide legislative and regulatory recommendations developed jointly with the Nevada Emergency Preparedness Association.	**EO 2018-4, 4.a.:** Work with statewide partners to develop State Resilience Strategy. **Resilience Strategy:** Component 4 is an ongoing annual assessment through an annual report and recommendations. **Status:** Resilience Commission met in October of 2018 for the first time and discussed the annual report for 2019. DEM has published three annual reports since 2016, and will incorporate its report into the Resilience Commission annual report beginning in 2019. Legislative initiatives developed by various public bodies, approved by the Commission on Homeland Security, and developed as legislative bills.
Goal 1, Strategy 3: Operate the agency in accordance with standards required for EMAP accreditation and support accreditation for partners throughout the whole community.	**Resilience Strategy:** Built the Resilience Commission on EMAP principles and will continue to build EMAP into statewide efforts going forward.
Goal 2: An essential partner in the coordination of emergency and disaster resources for the Whole Community.	
Goal 2 Objective: *Effectively coordinate resources, in accordance with ICS principles, during an emergency or disaster for our top five identified threats and hazards for a 96-hour period.*	

Goal 2, Strategy 1: Align all statewide risk, threat, and hazard assessments and all statewide emergency planning efforts in order to maintain enhanced mitigation designation and to develop a multi-year exercise cycle with statewide emergency management agencies.	**EO 2018-4, 4.a.:** Work with statewide partners to develop State Resilience Strategy. Also, the EO requires the development of a joint threat assessment developed by the Fusion Centers by November. **Resilience Strategy:** Component 4 is an ongoing annual assessment through an annual report and recommendations, and one aspect of this annual report will be a combined overview of all of the relevant thread and hazard assessments currently being developed. **Status:** Resilience Commission met in October of 2018 for the first time and discussed the annual report for 2019.
Goal 2, Strategy 2: Implement the Statewide Recovery Framework model, to include developing the Recovery Support Function framework within the State EOC.	**EO 2018-4, 4.d.:** Implement and provide training for the State Disaster Recovery Framework, including the establishment of Recovery Support Functions. **Resilience Strategy:** Components 2 of the Statewide Resilience Strategy provides a focus on local and tribal recovery. **Status:** Resilience Commission met in October of 2018 for the first time and discussed the implementation of this component. RSFs have been appointed and received initial training.
Goal 2, Strategy 3: Train for three-person depth at each critical position in the State EOC, including general staff and ESF partners.	**EO 2018-4, 3.a-d.:** Update the State Comprehensive Emergency Management Plan and provide training for each, and update in-state inventory of emergency response and recovery resources. **Resilience Strategy:** Component 3 of the Statewide Resilience Strategy provides a focus on local and tribal preparedness and response collaboration. **Status:** Resilience Commission met in October of 2018 for the first time and discussed the implementation of this component.

Goal 3: A statewide leader in sustaining and building emergency and disaster response capacity.	
Goal 3 Objective: *Pass through 50% of comprehensive emergency management and preparedness grant awards to sub-grantees and build other efficiencies in support of localized implementation of a statewide resilience plan.*	
Goal 3, Strategy 1: Blend, braid, and pool existing emergency management grants to ensure capacity is built against the statewide risk, threat, and hazard assessments by streamlining the advisory committee structure and grant allocation process.	**EO 2018-4, 4.a.:** Work with statewide partners to develop State Resilience Strategy, including proposals for streamlining the various grant processes for emergency management and homeland security grants. **Resilience Strategy:** Component 1 is the establishment of a Resilience Commission, which is a single body for grant oversight and policy development. **Status:** Resilience Commission met in October of 2018 for the first time. From this point forward, this public body will advise on all emergency management and homeland security grants
Goal 3, Strategy 2: Invest in local partnerships through a regionalized approach based on local threats and hazards versus preparedness and capacity.	**EO 2018-4, 4.a.iv.:** Develop proposals for a regional approach to resilience and preparedness. **Resilience Strategy:** Included in the legislative recommendations included within the Statewide Resilience Strategy is a proposal to facilitate a regional approach to emergency management. **Status:** This recommendation has been included in the bill draft requests submitted by the state.

Goal 3, Strategy 3: Develop a statewide resilience plan for the whole community, including a focus on functional needs and a business emergency operations center	**EO 2018-4, 4.a.:** Work with statewide partners to develop State Resilience Strategy by July 1, 2018. **Resilience Strategy:** This strategy was developed by the deadline and approved by the Homeland Security Commission on August 15, 2018. **Status:** This plan has been adopted and is currently being implemented through the establishment of the Resilience Commission.

Agency Overview

DEM serves as the State of Nevada's coordinator of resources before, during, and after declared and non-declared emergencies and disasters within the state as required by the Nevada Emergency Management Program partners. Nevada's emergencies and disasters can be man-made (acts of terrorism, for example) or natural (fires, floods, and earthquakes, for example), and DEM's role is to ensure communities represented by the Nevada Emergency Management Program have the capacity to prepare for, respond to, and recover from each. DEM has a small but talented staff that is committed to using the resources provided by the federal and state government to ensure that these requirements are met.

The following portions of the Nevada Revised Statutes (NRS) outline the legally-mandated duties for DEM, the DEM Chief, and under the direction of the Director of DPS:

- NRS 414: Emergency Management
- NRS 414A: Nevada Intrastate Mutual Aid System
- NRS 415: Emergency Management Assistance Compact
- NRS 415A: Emergency Volunteer Health Act
- NRS 353: Disaster Relief Account
- NRS 239C: Homeland Security

The sections of NRS provided above detail the major responsibilities and duties carried out by DEM on behalf of the Governor and the Nevada Emergency Management Program. In general, they combine to establish DEM's role as a coordinator of emergency resources to partners throughout the state, whether local, state, or tribal. In particular, they include a wide variety of activities, including planning, training, and exercising for emergencies and disasters, coordinating resources before, during, and after emergencies and disasters, administration of Nevada's Homeland Security efforts, the State Search and Rescue Coordinator, and many others.

In addition to these foundational legal requirements are requirements outlined in other parts of the NRS. For example, NRS 388.257 outlines emergency management duties with respect to schools; NRS 281.149 outlines emergency management duties with respect to emergency communications technicians; and NRS 459.738 outlines duties with respect to the State Emergency Response Commission. It should be noted that this list does not constitute a comprehensive list of all of the statutory responsibilities and duties, but rather, simply an overview of the types of activities that are required for the Nevada Emergency Management Program.

These laws, along with resources and budget authority provided to the Division by the Governor and Legislature, provide the foundation for the daily and emergency activities of the Nevada Emergency Management Program. The duties and responsibilities outlined in these laws

are further clarified by the Governor's strategic vision for all state agencies and activities as well as by the Director of the Department of Public Safety's vision for public safety in Nevada. The Division's strategic planning effort, documented here, represents an effort to align all of the agency's duties and responsibilities as they are clarified by state executive leadership and as they are supported by resources—primarily financial and human resources. This alignment is described in further detail in subsequent sections of this plan.

Governor's Vision and DPS Director's Vision, Mission, and Values

The statutory responsibilities outlined above are the foundation for the activities of the Nevada Emergency Management Program. Because DEM is an executive branch agency a part of and subordinate to DPS, however, additional guidance is provided at each level with respect to emergency management at the state level. This additional guidance is used to shape how the Nevada Emergency Management Program executes its statutory duties and responsibilities as listed above, with the Governor's strategic vision serving as the primary and most critical level of input.

Previously, the Governor's "Strategic Planning Framework," developed in 2011, provided an overview of the Governor's vision for government services in Nevada. One particular aspect of the "Strategic Planning Framework" required the administration to provide for "safe and livable communities" within the state. 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."* In April of 2016, the Governor released a more detailed strategic plan entitled, "Generations to Come," which provided a new Strategic Planning Framework for 2016 through 2020.

In "Generations to Come," the Governor provided the following updated vision for Public Safety in Nevada, which is also under the title, "Safe and Livable Communities":

> *Perhaps no other responsibility of State Government is as critical as maintaining law and order and ensuring the public's safety in an environment that is conducive to their health and well-being. This priority is necessary not only as a quality of life consideration for private citizens, but also within the context of economic development efforts, as new businesses consider relocating to Nevada and need confidence that employees and their families will be safe. Nevada's law enforcement personnel must be sufficiently trained and equipped to respond effectively to crime and public safety incidents and emergencies, including cyber-security threats, Nevada's safety infrastructure must be modernized to ensure optimum resiliency to natural and man-made disasters, and our families, our citizens, and our businesses must have full and complete confidence that they live, work, and operate in a state that is safe and secure. All of this must take place against the backdrop of clean air and water, with sensible environmental stewardship rooted in the cultural and historic landscape that in turn makes Nevada unique. We must provide adequate open space, including state parks, and recognize that Nevada is a state with a long history of drought, while continuing to grapple with the issue of federal control over most of Nevada's public lands.*

Under section six of the "Generations to Come" planning framework, the Governor also provided specific and updated goals and objectives for Public Safety as a Core Function in Nevada's government. While all of these apply to DEM by virtue of its role as a subordinate agency of the Department of Public Safety, the specific goals that apply directly to emergency management within the state are listed below:

6.3 Strengthen emergency preparedness and resiliency.

6.3.1 By 2018, align Nevada's emergency management vision with the "100 Resilient Cities Initiative" to develop innovative methods for coordinating preparedness, response, recovery, and mitigation during emergencies and disasters.

6.3.2 Align existing resources to build statewide capacity to respond to and recover from man-made or natural emergencies and disasters, focusing especially on Cyber Security.

6.3.3 Apply new technologies such as Unmanned Aerial Vehicles in a way that better prepares the state's response capabilities to maximize emergency and disaster resiliency in the new Nevada.

6.3.4 Establish a statewide food security preparedness infrastructure that includes sustainable agricultural resources.

In addition to the Governor's strategic vision for "Safe and Livable Communities" within Nevada, the Director of the Department of Public Safety also provides guidance into the way in which DEM carries out its duties and responsibilities. This guidance comes from various formal and informal means, and includes the Director's statutory oversight of all divisions under DPS as well as department-wide strategic planning efforts. Specific to this strategic planning effort, the DPS vision, mission, and core values are provided here as additional refinements to the DEM statutory duties and responsibilities and the Governor's strategic planning framework:

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.

All of this, the Governor's "Generations to Come" framework, and the DPS Director's stated vision, mission, and values, are incorporated into this document in various ways. These concepts and philosophies shaped the efforts to develop this planning effort, and they are reflected throughout the goals and objectives listed below. It is the intent of this plan, in other words, to ensure that DEM is performing its statutory obligations in a way that is aligned with the specified visions of the Governor and the DPS Director.

One additional point should be noted about this plan. Although it is not referenced directly within the goals and objectives, this entire plan is in attempt to fulfill a key component of the Governor's framework. During the planning process, the "100 Resilient Cities" model has been a

driving force and it will remain a key goal going forward. This plan, in other words, aims to facilitate this effort in line with the Governor's timeline.

DEM Strategic Planning Framework

Throughout the planning process, partners and team members have requested that this document remain short and direct to maximize its usefulness. The strategic planning framework presented here aims to meet the intent of these requests while highlighting the key outcomes of the development process. More important, it also aims to provide a framework for ongoing strategic planning and execution over the next five years.

The foundation for this framework is the DEM vision, mission, values, and goals. These, which are provided below, are based on the work that was done to inform the 2016 Action Plan, although there are some very minor changes between this mission statement and the previous version. It should also be noted that the vision, mission, and goals below were entirely new to DEM as developed for the 2016 plan, and the values simply reflect the DPS values in an effort to ensure that DEM is best aligned with the culture and direction of DPS. DEM team members decided to maintain these aspects of the previous strategic plan by keeping the vision, mission, and goals largely in the same in order to continue to build upon the progress and success achieved under the previous action plan.

There are two major additions provided by this plan. First, each of the three previously developed goals now has an objective that reflects a measurable outcome that defines success for that goal. Second, each of the three goals has three strategies to achieve that goal as defined by the measurable objective.

- **Vision:** Nevada's Essential Emergency and Disaster Coordinating Partner.
- **Mission:** Coordinating mitigation, preparedness, response, and recovery programs and resources through partnerships to sustain safe and livable communities for Nevada's residents and visitors.
- **Values:** Integrity, Excellence, Courage, Accountability, Leadership, and Teamwork.
- **Goals:**
  - **Goal 1:** An efficient team, strengthened by collaboration, communication, and leadership.
  - **Goal 2:** An essential partner in the coordination of emergency and disaster resources for the Whole Community.
  - **Goal 3:** A statewide leader in sustaining and building emergency and disaster response capacity.
- **Objectives and Strategies by Goal:**

- ***Goal 1: An efficient team, strengthened by collaboration, communication, and leadership.***
- **Goal 1 Objective:** *Ensure 100% of team members achieve a specified training and experience certification standard within one year of employment.*
- **Goal 1, Strategy 1:** Develop a tiered Emergency Management training and experience certification standard developed jointly with the Nevada Emergency Preparedness Association and offer certification to partners throughout the whole community.
- **Goal 1, Strategy 2:** Publish an annual report to enhance internal and external communication of agency capabilities and activities, to include statewide legislative and regulatory recommendations developed jointly with the Nevada Emergency Preparedness Association.
- **Goal 1, Strategy 3:** Operate the agency in accordance with standards required for EMAP accreditation and support accreditation for partners throughout the whole community.

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

- **Goal 2 Objective:** *Effectively coordinate resources, in accordance with ICS principles, during an emergency or disaster for our top five identified threats and hazards for a 96-hour period.*
- **Goal 2, Strategy 1:** Align all statewide risk, threat, and hazard assessments and all statewide emergency planning efforts in order to maintain enhanced mitigation designation and to develop a multi-year exercise cycle with statewide emergency management agencies.
- **Goal 2, Strategy 2:** Implement the Statewide Recovery Framework model, to include developing the Recovery Support Function framework within the State EOC.
- **Goal 2, Strategy 3:** Train for three-person depth at each critical position in the State EOC, including general staff and ESF partners.

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

- **Goal 3 Objective:** *Pass through 50% of comprehensive emergency management and preparedness grant awards to sub-grantees and build other efficiencies in support of localized implementation of a statewide resilience plan.*

- **Goal 3, Strategy 1:** Blend, braid, and pool existing emergency management grants to ensure capacity is built against the statewide risk, threat, and hazard assessments by streamlining the advisory committee structure and grant allocation process.
- **Goal 3, Strategy 2:** Invest in local partnerships through a regionalized approach based on local threats and hazards versus preparedness and capacity.
- **Goal 3, Strategy 3:** Develop a statewide resilience plan for the whole community, including a focus on functional needs and a business emergency operations center.

Performance Measures

The performance measures provided below were developed as a part of the State Fiscal Year 18/19 budget process. While they do not necessarily reflect the measurable objectives defined in this report, they are often aligned and they do not contradict this five-year plan. For future budget processes, DEM should consider updating its performance measures to better reflect the desired outcomes from this plan or its successors, however, the performance measures below are provided in order to ensure transparency for the statewide emergency management community.

1. Percent of jurisdictions participating in required emergency preparedness assessments (counties, cities, and tribal nations).
2. Percent of jurisdictions participating in training and exercises (counties, cities, and tribal nations).
3. Percent of timely deployment of assets coordinated within 15 minutes.
4. Percent of training and exercise participant surveys with 80 percent satisfaction.
5. Percent of sub-grantees receiving compliance reviews.
6. Percent of staff deployments beginning within 24 hours of the request.
7. Percent of schools with current emergency response plans.
8. Percent of FEMA approved state/local jurisdiction hazard mitigation plans.
9. Percent of state and local participation in public safety broadband outreach.
10. Number of Communication Systems Inspected each fiscal year.

Next Steps

The plan that is included here is an updated version of the plan published in January of 2017. It is also an interim plan. Through the publication of this plan, as well as the 2019 update, the Nevada Emergency Management Program will continue to update needs and initiatives within this plan, and identify strategies to carry them out.

The purpose of this update to the plan is primarily to acknowledge the framework found within the January 2017 plan, and to identify how that plan has been implemented through the Resilience Strategy, which was approved in August of 2018. As the crosswalk above shows, the two planning efforts work together in accomplished the goals and objectives outlined by the Emergency Management Program in 2017. They also set the foundation for future collaboration between statewide partners, including focusing on developing the next major update to this plan in 2019.

This will occur through the Resilience Commission, which began meeting in October of 2018. This Commission will meet monthly throughout 2018 and be presented with this plan as a foundation, and as an intermediate step. As a part of their duties, the Commission will develop a State Resilience Goal and Objectives through their monthly meeting in 2019. The Goal and Objectives will serve to drive efforts for the Commission throughout the rest of the calendar year, and that will be reflected in the updated version of this strategice plan.

Specifically, this will result in specific changes to this document. Where this document relies upon statutory authority, the Governor's Strategic Planning Framework, and the Strategic Plan for the Department of Public Safety to establish its goals and objectives, the State Resilience Goal and Objectives will serve as the centerpiece for the 2019 update. This update could result in a substantial changes to the overall plan, to include changes to the vision, mission, as well as the strategies, and other items included in the current version of the plan.

In addition to collaboration toward developing this plan for the Nevada Emergency Management Program through the Resilience Commission, this plan will also be regularly reviewed and updated by team members at DEM. This will occur at weekly leadership meetings, monthly all-staff meetings, and during DEM's participation at the Resilience Commission meetings on a monthly basis. This will provide an opportunity for staff input at all levels of the agency going forward, and to ensure that this strategy remains in place for the entire Nevada Emergency Management Program.