



Nevada Division of Emergency Management & Homeland Security

Emergency Management and Homeland Security Enterprise Strategic Plan

2023-2028

*A strategic plan is like a compass, it will head you in the right direction,
but not tell you which street to take... that is the journey.*

STRATEGY



Welcome

Nevada's Division of Emergency Management and Homeland Security, a proud component of the Office of the Military, proudly presents our strategic plan. Every organization needs a strategic plan to guide its activities and we are no different. This is the Division's third strategic plan, building upon the strengths found in the 2017 plan. This plan is a living document as the emergency management and homeland security enterprise changes greatly in a short amount of time to be nimble to emerging threats. The recurring grant priorities are based upon these short term, determined needs in the Stakeholder Preparedness Reports and the Threat and Hazard Identification Risk Assessment. This document, subservient to the Governor's priorities and the Office of the Military strategic plan, works to ensure these changing priorities through grants enable us to improve Nevada's resilience.

We take pride in our organization, our partners, and the state of Nevada. We are constantly evaluating our organization, its people, our skills, and our ability to support Nevada and its guests in their time of need. There has always been a pendulum that swings from natural disaster to human caused disaster. Our strategy will support the approach to manage the extremes of each.

Please review and provide us feedback on our goals, objectives, and efforts to meet them. Only through our collaborative partnerships will we succeed in increasing Nevada's resiliency.



Authorities

Every entity derives its authorities from creation documents. The Division is not unlike many others to see our authorities are vested in various statutes and legislative intent. The follow list highlights where the Division gains it respected authorities. Key components of the relevant section are highlighted.

- NRS 232 – State Departments
 - NRS 232.3532 – Receipt of plan from Department of Health and Human Services
- NRS 233F – State Executive Department
 - NRS 233F.170 – Emergency Control of Communication System
- NRS 239C – Homeland Security
 - NRS 239C.120 – Nevada Commission on Homeland Security
 - NRS 239C.400 – Nevada Resilience Advisory Committee
- NRS 353 – State Financial Administration
 - NRS 353.270 – Disaster Relief Account
- NRS 388 – System of Public Institution
- NRS 394 - Private Educational Institutions and Establishments
 - NRS 394.1688 – Receipt of Plans from each Development Committee
- NRS 414 – Emergency Management
 - NRS 414.040 – Creation of Division and Chief Powers and Duties
 - NRS 414.041 – Plans
 - NRS 414.060 – Powers of Governor
 - NRS 414.070 – Additional Powers of Governor during an Emergency or Disaster
 - NRS 414.135 – Emergency Assistance Account
 - NRS 414.165 – Nevada Tribal Emergency Coordinating Council
 - NRS 414.170 – Search and Rescue
 - NRS 414.270 – State Disaster Identification Coordination Committee
- NRS 414A – Nevada Intrastate Mutual Aid System
 - NRS 414A.110 – Nevada Intrastate Mutual Aid Committee
- NRS 415A – Emergency Volunteer Health Practitioners
- NRS 459 – Hazardous Materials
 - NRS 459.742 - Powers of the State Emergency Response Commission



- NRS 463 – Licensing and Control of Gaming
 - NRS 463.790 – Resort Hotel Plans
- NRS 412 – Military Affairs and Civil Emergencies
 - NRS 412.069 - Chief of the Division of Emergency Management
- NRS 415 – Emergency Management Assistance Compact

Nevada’s State Comprehensive Emergency Response Plan, required under NRS 414 and approved by the Governor, also provides direction to the Division and all state agencies when engaged in disasters.

Mission

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

Vision

Building Nevada resilience through coordination and partnerships.

Slogan

Nevada’s essential disaster coordinating partner.



Values

In the first part of 2021, a list of values was left on a dry erase board in the hallway of the Emergency Operations Center. Employees were able to add values while emphasizing the ones on the board they felt supported their view of our organization. Through dialogue at monthly all-hands staff meetings, the values were whittled down to the following five:

- **Stewardship**: I am not here for me, I am here for Us, and We are here for Them.
- **Integrity**: Doing the right thing when no one is looking.
- **Innovation**: Finding a way to say Yes!
- **Collaboration**: we work with our partners for a better outcome.
- **Teamwork**: we all pull our weight together but subordinate our personal prominence to the efficiency of the whole.



Leader's Intent

Leader's Intent is a leadership concept by which the leaders supply their intent on how subordinates should approach work without engaging in micromanagement. Our current leader's intent is provided, focused on our values to ground them. Intent is used in absence of clear guidance, to supply the employee or volunteer a beacon to follow.

Integrity

1. Let our mission, vision, and values guide your decisions in cases where guidance does not exist

Stewardship

2. We are all emergency managers
3. Support our organization, not your organization

4. We have access to information that need not be shared with others at times. Respect the times we need to keep things close. These times should be infrequent as our role is cooperation, coordination, and collaboration.
5. Diversity, equity, and inclusion is not only about hiring practices, but also about emergency management. We must understand the terminology and take this into account within every phase of emergency management to ensure we are reaching all Nevadans
6. I am not here for me, I am here for Us, and We are here for Them.

Teamwork

7. We will always assume positive intent in other's messaging
8. Education, training, and experience is necessary for each of us in our roles
9. Delegate, delegate, delegate: push items down to the right level of our organization. Allow staff to take on responsibility to grow. Solve issues at the lowest level
10. Things will go wrong. Mistakes will be made. We only need to admit to them, correct them, and move on. No need to try to hide them or continue to bring them up. We all make decisions without sufficient details
11. We are in this together. No one person or section is more important than another one. It takes all of us to be the Division of Emergency Management and Homeland Security
12. We all must be subject matter experts within our positions



Innovation

13. Tomorrow's expectations will be greater than yesterday's, prepare yourself and our organization for them
14. We are risk managers for the state: we will buy down risks through our programs for our residents and visitors
15. We will always utilize continuous process improvement: make tomorrow better than today

Collaboration

16. Lean forward to assist our partners within the limits of NRS
17. Every incident is locally executed, state guided, and federally supported. If you are doing a task level item, ask yourself if this is something the local emergency manager should do. We are the coordinators, cooperators, collaborators, not the do'ers.

Organization

The Division is organized in two methods: one for primary job duties which are conducted daily outside of incident/event activations. The second organization is for use during incident/event activations with personnel assigned to the Nevada Operations Center. Personnel must meet qualifications and maintain standards for each of their two assigned roles in accordance with the work performance standards. Everyone within the Division is an Emergency Manager. Everyone is a member of the emergency management and homeland security enterprise, including our Emergency and Recovery Support Functions who come to the Division during activations through the State Comprehensive Emergency Response Plan.



Goals

Each goal reflects different realms of impact for DEM, such as Goal 1 considers the emergency management workforce and the quality of life within that workforce, Goal 2 considers the State's emergency management enterprise's collective ability to support and manage incidents and events, and Goal 3 considers how emergency management services and resources are delivered to stakeholders, partners, and the general public.

1. Actively cultivate a diverse and professional emergency management workforce who embodies integrity, collaboration, and innovation.
2. Strengthen Nevada by supporting the development and improvement of capabilities, capacities, and communications.
3. Lead and coordinate the equitable delivery of emergency management resources and services to the whole community.

Objectives

GOAL 1: ACTIVELY CULTIVATE A DIVERSE AND PROFESSIONAL EMERGENCY MANAGEMENT WORKFORCE, WHO EMBODIES INTEGRITY, COLLABORATION, AND INNOVATION.

OBJECTIVE 1: Establish a professional development program to increase the technical skills and professional knowledge required to carry out effective, equitable, and inclusive emergency management.

OBJECTIVE 2: Develop a culture within Emergency Management that encourages individuals to think creatively to develop best practices and procedures that incorporate accessibility, awareness of identity, values, and biases, to enhance productivity and job satisfaction.

OBJECTIVE 3: Cultivate an emergency management workforce who executes with transparency, trust, and ensures adherence to standards and expectations.

OBJECTIVE 4: Foster an industry built on relationships with partners and stakeholders, encouraging engagement in processes that utilize the talents and contributions of all members.



GOAL 2: STRENGTHEN NEVADA BY SUPPORTING THE DEVELOPMENT AND IMPROVEMENT OF CAPABILITIES, CAPACITIES, AND COMMUNICATIONS.

OBJECTIVE 1: Reinforce the process through which the emergency management enterprise obtains, strengthens, and maintains the resources needed to execute each phase of emergency management.

OBJECTIVE 2: Expand the ability of people, organizations, and systems to deliver critical emergency management services to whole communities.

OBJECTIVE 3: Design and sustain interoperable systems and procedures that facilitate accessible communication with partner agencies and the general public.



GOAL 3: LEAD AND COORDINATE THE EQUITABLE DELIVERY OF EMERGENCY MANAGEMENT RESOURCES AND SERVICES TO THE WHOLE COMMUNITY.

OBJECTIVE 1: Collaborate with partners and stakeholders to ensure that all communities have access to the resources, services and emergency management expertise that supports their needs and circumstances.

OBJECTIVE 2: Enhance the systems and procedures that provide resources to all jurisdictions in an equitable manner, to ensure long term systemic resilience.

OBJECTIVE 3: Provide accessible tools and guidance for communities to ensure that all populations are supported through each phase of emergency management.

Tasks

Tasks will be provided by each section (Preparedness, Mission Support, Grants/Recovery, Fiscal) through an appendix like a business plan or improvement plan. These tasks will be time tagged, assigned to an individual for oversight, and watched by all within the organization for completion.

Boards, Commissions, Councils, Committees, and Work Groups Overseen by Division

The Division has several public bodies to supply advice and counsel to our operations. Most of them are spelled out in statute. A Senior Deputy Attorney General is provided to the Division for Open Meeting Law and other compliance assistance.

The Governor appoints the following bodies:

1. Governor's Homeland Security Commission (NRS 239C).
2. Governor's Homeland Security Commission: Committee on Finance (NRS 239C).
3. Governor's Cyber Security Task Force (NRS 239C).



The DEM Chief appoints the following bodies:

1. Nevada Resilience Advisory Committee (NRS 239C).
2. Nevada Tribal Emergency Coordinating Council.
3. State Disaster Identification Coordination Committee (NRS 414).
4. Intrastate Mutual Aid Committee (NRS 414A).
5. Nevada Search and Rescue Board (NRS 414).
6. Nevada Hazard Mitigation Working Group (NRS 414: Powers of the Chief).
7. Emergency Preparedness Working Group (NRS 414: Powers of the Chief).

Meeting Frequency

<u>Public Body</u>	<u>Meeting Frequency</u>
Nevada Commission on Homeland Security	Quarterly
Nevada Resilience Advisory Commission	Quarterly
Nevada Intrastate Mutual Aid Committee	Annually
Nevada Tribal Emergency Coordinating Council	Quarterly
Board of Search and Rescue	Every 6 months
State Disaster Identification Coordination Committee	Annually

Public Body Reporting Requirements

Nevada Commission on Homeland Security	February 15 – Governor shall prepare a report re: the activities of the Commission for the LCB (see NRS 239C.200 for specifics).
Nevada Resilience Advisory Commission	February 1 – Prepare a report re: activities of Committee (see NRS 239C.480 for specifics).
Nevada Intrastate Mutual Aid Committee	No report required.
Nevada Tribal Emergency Coordinating Council	Committee report to Chief by January 31 st .
Board of Search and Rescue	No report required.
State Disaster Identification Coordination Committee	Committee submits report to Chief, Governor, and Director of LCB (see NRS 414280 for specifics).

Division's Future

The Division has ebbed and flowed through the years, based upon priorities of elected officials, needs of local and tribal government partners, occurrence of incidents, growth of the profession, among so many other oars which have steered the ship. This strategic plan, coupled with Governor's priorities, TAG priorities, evolving annual priorities for both homeland security and emergency management, will assist in keeping the Division on task. The expectations of yesterday are not those of tomorrow. More is expected based upon the performance of our past. To those much is given, much is expected: the Division is expected to make Nevada more Resilient.



This is what statewide collaboration looks like- during the Caldor Fire, Southern Nevada fire resources supplied mutual aid to Northern Nevada fire agencies. This picture shows Clark County Fire Department covering Tahoe Douglas Fire Station 21 in Lake Tahoe.