



**Division of
Emergency Management**

Strategic Plan



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FOUNDATION AND VISION

Division Mission Statement

Lead, unite, and collaborate with stakeholders to build an effective emergency management program through disaster mitigation, preparedness, response, and recovery.

Stakeholders of the Division include local (county/municipal), state, tribal, federal governments, and emergency managers, as well as partner non-governmental organizations, and the general public. The Division supports its stakeholders through response coordination, outreach and preparedness, mitigation, and disaster recovery activities.

GOALS AND OBJECTIVES FOR NEW INITIATIVES

- **External Engagement**
- **Innovation & Adaptability**
- **Collaboration**
- **Operational Efficiency**
- **Individual Development**

EXTERNAL ENGAGEMENT

- **Goal:** Support whole community preparedness to Be Ready for known threats and hazards.
- **Objectives:** Be Ready Utah Initiative/Campaign. Incorporate Be Ready Utah preparedness messaging into all DEM programs.
- **Objectives:** Promote annual awareness campaigns to include ShakeOut, National Preparedness Month, and hazard “seasons”.
- **Objectives:** Enhance Efforts with Private Sector, Critical Infrastructure, Non-Profit, Local, State, and Federal Agency Partners.

Objective	Strategy	Key Employees	Timeline	Status
#1	Incorporate Be Ready Utah preparedness messaging into all DEM programs	All Division staff and programs	Ongoing	
#2	Promote annual preparedness and hazard season awareness campaigns	Outreach Bureau, Public Affairs	Ongoing	
#3	Enhance collaboration with cross-sector and agency partners	Response Coordination Bureau, Grants Administration, and Strategic Planning Assessments	Ongoing	

- **Milestones:**

- Combine the Be Ready Utah website in the new division website with updated preparedness messages.
- Promote and participate in the Great ShakeOut, with an emphasis on personal preparedness.
- Build relationships with stakeholders through monthly SERT meetings, quarterly working groups (LIRC, VOAD, COOP Working Group, etc), and local weekly information sharing for situational awareness.

- **Measurement and Accountability**

- The DEM website has been successfully updated, with current and accurate information relevant to both the public stakeholders and partner emergency management professionals, easily accessible and up to date.

INNOVATION & ADAPTABILITY

- **Goal:** Utilize data and analysis to enhance our approaches to incidents and preparedness.
- **Objectives:** Develop New Ways to Provide and Deliver FEMA-based Training, Exercise, and Preparedness.
- **Objectives:** Continue Development and Implementation of Grants Management Software.
- **Objectives:** Explore ways to add and incorporate new and emerging technologies (e.g., drones, AI insights, advanced data analytics, etc.) into emergency management workflows and projects.

Objective	Strategy	Key Employees	Timeline	Status
#1	Develop new delivery methods for FEMA-based training, exercises, and preparedness	Outreach Bureau, Response Coordination Bureau	Ongoing	
#2	Continue development and implementation of grants management software	Resilience Bureau, Finance and Administration	In process	
#3	Incorporate emerging technologies into emergency management workflows and projects	All Division staff and project teams	Ongoing	

- **Milestones:**
 - Obtain 1-2 new qualified lead instructors for FEMA-based training.
 - Migration of other programs.
 - Hold a division-wide training session on how to use AI to remediate and create ADA-compliant PDFs.
- **Measurement and Accountability**
 - New technology initiatives and projects have been implemented, including the completion of grant software migration, training and exercise tools and resources improvements, utilization of new technologies to complete tasks such as ADA PDF remediation, and improved usage of existing GIS and other data analytics services.

COLLABORATION

- **Goal:** Engage stakeholders to improve communication and coordination across all sectors.
- **Objectives:** Increase relationship building and collaboration with stakeholders through engagement opportunities.
- **Objectives:** Strengthen relationships and trust with Local Emergency Managers, Tribal Nations, and Communities.
- **Objectives:** Increase Collaboration of the Mitigation, Recovery, and Natural Hazard Programs with State Agencies to Develop, Enhance, Train, and Maintain Resilience Support Teams.

Objective	Strategy	Key Employees	Timeline	Status
#1	Increase stakeholder relationships and collaboration through engagement	Division Senior Leadership, Response Coordination Bureau	In process	
#2	Strengthen relationships and trust with local, tribal, and community partners	Response Coordination Bureau, Outreach Bureau	Ongoing	
#3	Increase collaboration with state agencies to develop and maintain resilience support teams	Resilience Bureau	Ongoing	

- **Milestones:**

- Continue to promote the Governor's Preparedness Initiative to include ongoing meetings with agency executive leaders and updating the Initial Response Guide.
- Revising the EM handbook, and monthly in-person visits with the county and tribal emergency managers, conduct BRU preparedness presentations in person and create webinar-style videos for communities to use in their Be Ready Utah presentations.
- Update State Recovery Framework - Implement communication tool for improved coordination between federal/state SHMT/Post-Wildfire partners.

- **Measurement and Accountability**

- Continued advancement in the Governor's Preparedness Initiative with updated resources and materials, successfully executed training and exercises, and improved collaboration with partners at the state executive, local, and federal levels.

OPERATIONAL EFFICIENCY

- **Goal:** Refine and streamline our incident response and recovery processes to better support our stakeholders.
- **Objectives:** Review, update, and implement Division governance, including strategic direction, Division policy, legislation, and rule-making, into an accessible place for staff and stakeholders.
- **Objectives:** Build Operational Readiness through enhancing situational awareness and resource coordination processes, procedures, and position aids.
- **Objectives:** Update, streamline, and refine Division technology systems to better support all staff.

Objective	Strategy	Key Employees	Timeline	Status
#1	Review, update, and centralize Division governance for accessibility	Division Senior Leadership	In process	
#2	Build operational readiness through enhanced situational awareness and resource coordination	Response Coordination Bureau	In process	
#3	Update, streamline, and refine Division technology systems to better support staff	Division Senior Leadership, Finance and Administration, Operational Systems Program Manager, Systems Audit Team	In process	

- **Milestones:**
 - Implement guidance and training for all division staff on how to standardize documentation storage and file naming conventions.
 - Create EOC position aids for each EOC position, finalize EOC processes and procedures to test in exercises.
 - Provide a report to senior leadership.
- **Measurement and Accountability**
 - Division policies, guidance, procedures, and plans are accessible and division staff have the resources and technologies they need to perform their duties and coordinate with partners effectively.

INDIVIDUAL DEVELOPMENT

- **Goal:** Cultivate the emergency management workforce of the future through opportunities to learn and grow today.
- **Objectives:** Increase Employee Growth and Development, Retention, and Incentive Opportunities.
- **Objectives:** Provide opportunities for staff to learn about and explore various SEOC response roles outside of their primary emergency management functions.
- **Objectives:** Conduct an organizational skills gap analysis to support Division workforce planning and upskilling opportunities.

Objective	Strategy	Key Employees	Timeline	Status
#1	Cultivate the future emergency management workforce	Division Senior Leadership	In process	
#2	Cross-train staff on SEOC response roles	Division Senior Leadership, Response Coordination Bureau	In process	
#3	Conduct workforce skills gap analysis	Division Senior Leadership	In process	

- **Milestones:**

- Recognize employees through the Rewards Program.
- Hold a tabletop exercise with division staff to explore various SEOC response roles.
- Conduct an audit which highlights employees who are out of compliance with DEM training requirements.

- **Measurement and Accountability**

- The organization skills gap analysis has been completed, and suggested improvements and opportunities have been put into place, with staff improving in assigned response roles and able to take advantage of multiple personal improvement opportunities.