

State of Nevada



Annual Report  
2017- 2018

**Nevada Department of Public Safety's**  

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**Division of Emergency Management**

**Nevada Department of Public Safety  
Division of Emergency Management**



***“Nevada’s Essential Emergency and Disaster Coordinating Partner”***

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*Bud Marshall*

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*Kayla Cuthbert*

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*Dick Creley*

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*Gail Powell*

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*Janell Woodward*

*Jay Giovacchini*

*Jim Walker*

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*Judith Lyman*

*Justin Luna*

*Karen Hall*

*Kathy Meek*

*Kelli Anderson*

*Kelli Baratti*

*Kendall Herzer*

*Lorayn Walser*

*Loretta Smith*

*Lori DeGristina*

*Matt Williams*

*Melissa Friend*

*Michelle Dobbs*

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## **I. Executive Summary**

During the last fiscal year, from July 1, 2017 to June 30, 2018, the Nevada Department of Public Safety's Division of Emergency Management (DEM) has assisted jurisdictions in all aspects of the emergency management cycle. Throughout this period, DEM continued to administer support for mitigation efforts, supported recovery efforts following the unprecedented emergency incidents impacting our state in 2017, provided grant funding, planning, training, and exercise, and other preparedness support throughout the state, and also coordinated efforts in support of local and tribal response efforts. This report intends to capture much of these activities for decision makers, policy makers, members of the public, and our statewide partners in order to ensure that DEM's efforts remain strategic, collaborative, and transparent.

The report that follows begins with a broad overview of DEM's operations. This outlines DEM's responsibilities as defined in various state laws, and how those responsibilities are shaped by the Governor's vision for public safety in Nevada as well as how DEM aligns with and conforms to the DPS Director's stated mission for the department. In addition to the statutory requirements for DEM, this section also provides a brief overview of how DEM is funded and organized to carry out its mission. It is important to note that DEM is currently primarily funded by federal grant funding, which is a significant challenge not only for the state, but also for the local and tribal jurisdictions that DEM supports.

The next section of the report is organized around what FEMA defines as the four phases of emergency management: mitigation, preparedness, response, and recovery. This organization is intended to show not only how DEM fits into the state legal and regulatory structure, but also how it fits into the national emergency management model. Each of the sections included here details DEM's significant contributions in each of these areas, which, following the events of 2017, resulted in increased statewide emergency management support.

This report also covers a period of significant transformation for DEM. In December of 2017, the Co-Chairs of the Homeland Security Working Group presented lessons learned from calendar year 2017 to the members of the Nevada Commission on Homeland Security (NCHS). The NCHS directed the Co-Chairs to pursue a transformation to a model of resilience, as well as instructions to develop a statewide resilience strategy, comprehensive legislative recommendations, and budget enhancements to support this transformation. Governor Sandoval signed an executive order in March 2018 to provide a timeline and benchmarks for pursuing this change, and the major requirements of the executive order were completed by June 30, 2018.

As of the completion of this annual report, the Co-Chairs continue to implement various aspects of the strategy. This includes the development of legislation based on the comprehensive recommendations, submitting budgetary enhancements to the agency budget, and seeking input and support from local, state, and tribal partners. Much of this work will take place over the next fiscal year, and the next DEM annual report will provide updates on the implementation effort.

Though it aims to be comprehensive in nature, this report is primarily intended to provide a high level overview to partners and decision makers throughout the state. As with the previous

reports from state fiscal years 2016 and 2017, it also provides a documented baseline against which future progress can be measured, and also, to inform various public policy discussions around emergency management and homeland security in the state. Those interested in receiving more detailed information on the various aspects of DEM's operations should feel free to contact the agency directly.

## **II. 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. 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 across the state 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. 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, DEM also carries out requirements outlined in other parts of the NRS. For example, NRS 388.257 outlines DEM's duties with respect to emergencies at schools; NRS 281.149 outlines DEM's duties with respect to emergency communications technicians; and NRS 459.738 outlines DEM's 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 for DEM, but rather, simply an overview of the types of activities that are required for DEM outside of its primary statutes.

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 DEM. 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, an overview of which is provided 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.

## **Aligning with the DPS Vision and Mission**

The statutory responsibilities outlined above are the foundation for DEM's activities. Because DEM is an executive branch agency a part of and subordinate to DPS, however, additional guidance is provided at each level of authority. This additional guidance is used to shape how DEM 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, Governor Sandoval 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 Nevada DPS 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 the premiere public safety agency and provide advanced law enforcement services to the citizens of Nevada. To support and empower DPS employees by encouraging diversity in the workforce, results oriented service, productivity and meaningful career growth. The DPS is committed to achieving the highest standards of excellence through the use of comprehensive training programs, progressive technology, federal, state and local government partnerships with interagency cooperation to ensure the safety of all citizens and visitors in 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 the DEM mission 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 Division’s intent, 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.



The foundation for the Division's strategic planning 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 here. 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.

**DEM Vision:** Nevada's Essential Emergency and Disaster Coordinating Partner.

**DEM Mission:** Coordinating mitigation, preparedness, response, and recovery resources through partnerships to sustain safe and livable communities for Nevada's residents and visitors.

**DEM Values:** Integrity, Excellence, Courage, Accountability, Leadership, and Teamwork.

**DEM 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.

## **DEM's Operational Resources**

DEM carries out its statutory roles and responsibilities in line with the Governor's vision and the Director's public safety mission, and with resources provided by the state and federal governments. These resources are essentially DEM's people, its fiscal authority, and its capacity to prepare for, respond to, and recover from emergencies and disasters. These resources help DEM assist and support the DPS mission.

Administratively, DEM consists of 34 full-time employees, 32 of whom are located in Carson City and two in Las Vegas. In addition to the Chief, DEM employees are divided into five sections or functions, which together support the overall roles, responsibilities, mission, and objectives of DEM. The sections are the Fiscal and Administrative Section, the Preparedness Section, the Homeland Security Section, the Grants, Mitigation, and Recovery Section, and the Interoperability Section.

To support these sections, DEM receives funding appropriations and authority from the state and federal governments. Total state *appropriations* for Fiscal Year 2019 for Budget Account 3673 are \$454,728 and for Budget Account 3675 are \$170,262, for a total of \$624,990. Total federal funding *authority* for Fiscal Year 2019 for Budget Account 3673 is \$4,434,172 and for Budget Account 3675 is \$295,121, for a total of \$4,729,293.

### **Budget Account 3673: Emergency Management Division**

This is the primary operating budget account for DEM. Under the authority of NRS 414, DEM coordinates the efforts of the state and its political subdivisions together in partnership with private and volunteer organizations and tribal nations in reducing the impact of emergencies. DEM is given oversight and coordination responsibility for all statewide emergency preparedness, pre- and post-emergency mitigation efforts, and the development, review, approval, and integration of state emergency response planning. This includes the integration of volunteer organizations and the private sector in the state emergency management process as well as oversight of response exercises, training, and emergency operations planning. DEM is responsible for assuring the state's readiness and ability to respond to and recover from natural and technological emergencies and disasters by assisting local governments with their emergency preparedness, response, and recovery efforts while providing a crucial link for accessing state and federal assistance and support. DEM's operations also include those of the Nevada Office of Homeland Security.

### **Budget Account 3674: Emergency Management Assistance Grants**

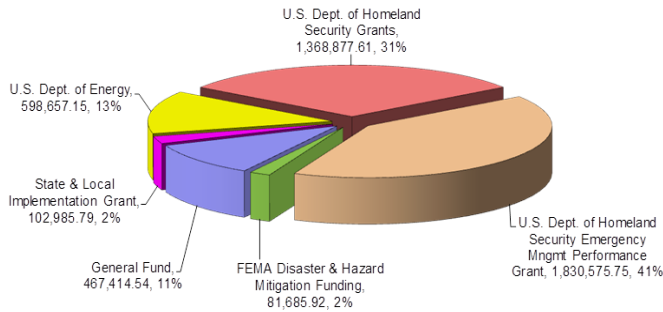
Since 2006, this budget account has been a pass-through account for federal funds received to reduce the impact of emergencies within the State of Nevada. This budget account also provides operational support to DEM, budget account 3673 and the Nevada Office of Homeland Security, budget account 3675.

### **Budget Account 3675: Office of Homeland Security**

This is the operating budget account that supports the Office of Homeland Security. The mission of the Nevada Office of Homeland Security is to collaborate, advise, assist, and engage with various federal, state, local, and tribal entities, private sector, non-governmental partners, and the general public to prevent, detect, and deter terrorism activities in order to minimize the impact on lives, property, and the economy. The Office of Homeland Security was created by the 2003 Legislature, Assembly Bill 441, and is established in NRS 239C.

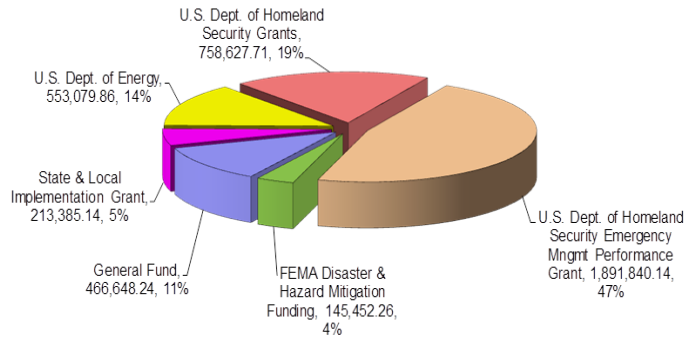
The following charts illustrate the breakdown of operating revenue for DEM over the most recent state fiscal years:

**SFY 2014 Actual Operating Revenue**  
**Budget Accounts 3673 & 3675 – Total \$4,450,197**



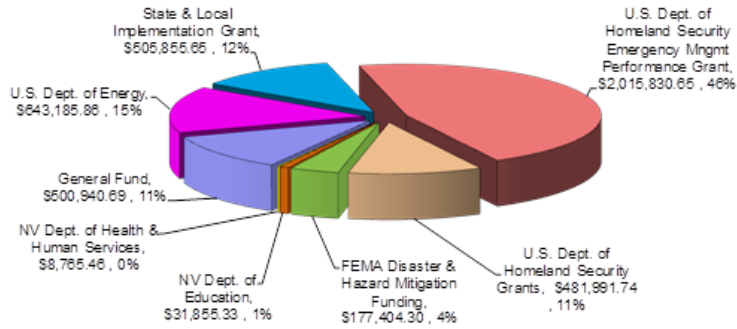
SFY 2014 Actual Operating Revenue			
Funding Source:	BA 3673	BA 3675	Totals
General Fund	\$ 299,742.54	\$ 167,672.00	\$ 467,414.54
State & Local Implementation Grant	\$ 102,985.79	\$ -	\$ 102,985.79
U.S. Dept. of Energy Grants	\$ 559,753.26	\$ 38,903.89	\$ 598,657.15
U.S. Dept. of Homeland Security Grant	\$ 1,316,704.59	\$ 52,173.02	\$ 1,368,877.61
U.S. DHS Emergency Management Performance Grant	\$ 1,673,235.10	\$ 157,340.65	\$ 1,830,575.75
FEMA Disaster & Hazard Mitigation Funding	\$ 81,685.92	\$ -	\$ 81,685.92
NV Dept. of Education	\$ -	\$ -	\$ -
NV Dept. of Health & Human Services	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 4,034,107.20</b>	<b>\$ 416,089.56</b>	<b>\$ 4,450,196.76</b>

**SFY 2015 Actual Operating Revenue**  
**Budget Accounts 3673 & 3675 - Total \$4,029,033**



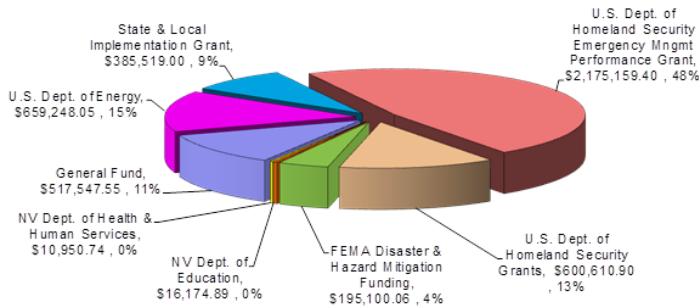
SFY 2015 Actual Operating Revenue			
Funding Source:	BA 3673	BA 3675	Totals
General Fund	\$ 313,450.24	\$ 153,198.00	\$ 466,648.24
State & Local Implementation Grant	\$ 201,799.31	\$ 11,585.83	\$ 213,385.14
U.S. Dept. of Energy Grants	\$ 513,905.17	\$ 39,174.69	\$ 553,079.86
U.S. Dept. of Homeland Security Grant	\$ 740,476.22	\$ 18,151.49	\$ 758,627.71
U.S. DHS Emergency Management Performance Grant	\$ 1,722,382.26	\$ 169,457.88	\$ 1,891,840.14
FEMA Disaster & Hazard Mitigation Funding	\$ 145,452.26	\$ -	\$ 145,452.26
NV Dept. of Education	\$ -	\$ -	\$ -
NV Dept. of Health & Human Services	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 3,637,465.46</b>	<b>\$ 391,567.89</b>	<b>\$ 4,029,033.35</b>

**SFY 2016 Actual Operating Revenue**  
**Budget Accounts 3673 & 3675 - Total \$4,365,830**



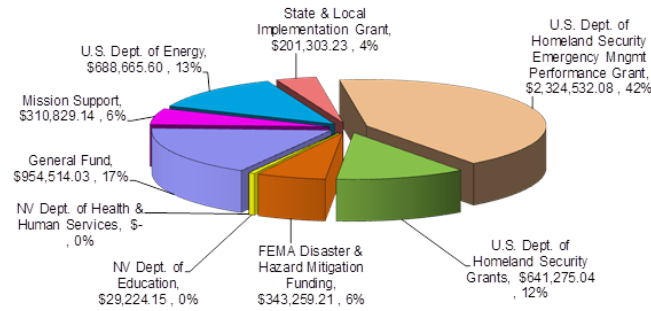
SFY 2016 Actual Operating Revenue			
Funding Source:	BA 3673	BA 3675	Totals
General Fund	\$ 333,626.69	\$ 167,314.00	\$ 500,940.69
U.S. Dept. of Energy Grants	\$ 594,589.66	\$ 48,596.20	\$ 643,185.86
State & Local Implementation Grant	\$ 491,147.83	\$ 14,707.82	\$ 505,855.65
U.S. DHS Emergency Management Performance Grant	\$ 1,835,969.30	\$ 179,861.35	\$ 2,015,830.65
U.S. Dept. of Homeland Security Grant	\$ 463,982.50	\$ 18,009.24	\$ 481,991.74
FEMA Disaster & Hazard Mitigation Funding	\$ 177,404.30	\$ -	\$ 177,404.30
NV Dept. of Education	\$ 31,855.33	\$ -	\$ 31,855.33
NV Dept. of Health & Human Services	\$ 8,765.46	\$ -	\$ 8,765.46
<b>Totals</b>	<b>\$ 3,937,341.07</b>	<b>\$ 428,488.61</b>	<b>\$ 4,365,829.68</b>

**SFY 2017 Actual Operating Revenue**  
**Budget Accounts 3673 & 3675 - Total \$4,560,311**



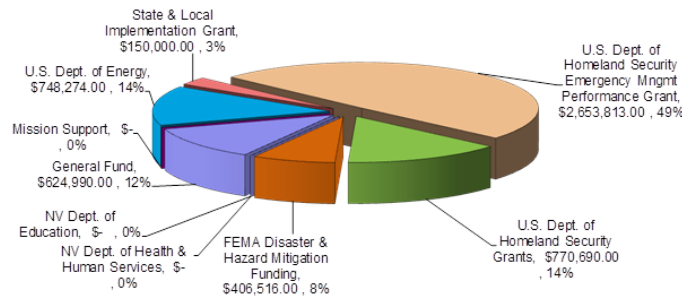
SFY 2017 Actual Operating Revenue			
Funding Source:	BA 3673	BA 3675	Totals
General Fund	\$ 348,078.55	\$ 169,469.00	\$ 517,547.55
U.S. Dept. of Energy Grants	\$ 613,517.54	\$ 45,730.51	\$ 659,248.05
State & Local Implementation Grant	\$ 370,325.79	\$ 15,193.21	\$ 385,519.00
U.S. DHS Emerg Mngmt Performance Grant	\$ 1,987,666.76	\$ 187,492.64	\$ 2,175,159.40
U.S. Dept. of Homeland Security Grant	\$ 583,156.09	\$ 17,454.81	\$ 600,610.90
FEMA Disaster & Hazard Mitigation Funding	\$ 195,100.06	\$ -	\$ 195,100.06
NV Dept. of Education	\$ 16,174.89	\$ -	\$ 16,174.89
NV Dept. of Health & Human Services	\$ 10,950.74	\$ -	\$ 10,950.74
<b>Totals</b>	<b>\$ 4,124,970.42</b>	<b>\$ 435,340.17</b>	<b>\$ 4,560,310.59</b>

**SFY 2018 Actual to date Operating Revenue as of 7/26/2018**  
**Budget Accounts 3673 & 3675 - Total \$5,493,602**



SFY 2018 Actual to Date Operating Revenue			
Funding Source:	BA 3673	BA 3675	Totals
General Fund	\$ 785,614.03	\$ 168,900.00	\$ 954,514.03
Mission Support	\$ 310,829.14	\$ -	\$ 310,829.14
U.S. Dept. of Energy Grants	\$ 641,232.01	\$ 47,433.59	\$ 688,665.60
State & Local Implementation Grant	\$ 185,682.88	\$ 15,620.35	\$ 201,303.23
U.S. DHS Emerg Mngmt Performance Grant	\$ 2,139,568.60	\$ 184,963.48	\$ 2,324,532.08
U.S. Dept. of Homeland Security Grant	\$ 612,540.41	\$ 28,734.63	\$ 641,275.04
FEMA Disaster & Hazard Mitigation Funding	\$ 343,259.21	\$ -	\$ 343,259.21
NV Dept. of Education	\$ 29,224.15	\$ -	\$ 29,224.15
NV Dept. of Health & Human Services	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 5,047,950.43</b>	<b>\$ 445,652.05</b>	<b>\$ 5,493,602.48</b>

**Legislatively Approved Budgeted Operating Revenue SFY 2019**  
**Budget Accounts 3673 & 3675 - Total \$5,354,283**



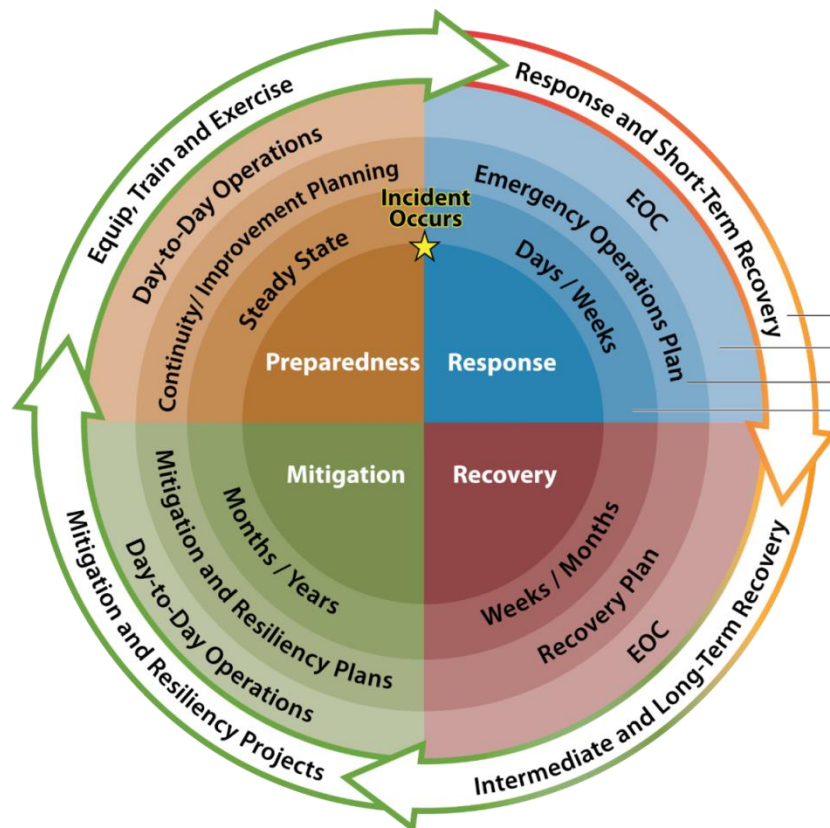
Legislatively Approved Budgeted Operating Revenue SFY 2019			
Funding Source:	BA 3673	BA 3675	Totals
General Fund	\$ 454,728.00	\$ 170,262.00	\$ 624,990.00
Mission Support	\$ -	\$ -	\$ -
U.S. Dept. of Energy Grants	\$ 698,935.00	\$ 49,339.00	\$ 748,274.00
State & Local Implementation Grant	\$ 134,687.00	\$ 15,313.00	\$ 150,000.00
U.S. DHS Emerg Mngmt Performance Grant	\$ 2,447,667.00	\$ 206,146.00	\$ 2,653,813.00
U.S. Dept. of Homeland Security Grant	\$ 746,367.00	\$ 24,323.00	\$ 770,690.00
FEMA Disaster & Hazard Mitigation Funding	\$ 406,516.00	\$ -	\$ 406,516.00
NV Dept. of Education	\$ -	\$ -	\$ -
NV Dept. of Health & Human Services	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 4,888,900.00</b>	<b>\$ 465,383.00</b>	<b>\$ 5,354,283.00</b>

### III. DEM and the Four Phases of Emergency Management

The DEM mission is built around what the Federal Emergency Management Agency (FEMA) has outlined as the four phases of emergency management: mitigation, preparedness, response, and recovery. They are defined briefly below:

- **Mitigation:** Long term activities that prevent, reduce the likelihood of, or reduce the effects of an emergency or disaster.
- **Preparedness:** Medium term activities, such as action or response plans, that improve a person, group, or organization's ability to deal with an emergency or disaster.
- **Response:** Immediate activities conducted to protect a person, group, or organization during an emergency or disaster.
- **Recovery:** Activities intended to restore order, functionality, and safety following an emergency or disaster.

These four phases are seen through DEM's operations. It is important, once again, to see these functions as a part of the DPS vision and mission, and translated through DEM's strategic objectives provided above. Together, what follows shows how DEM uses its resources, capacity, and capabilities to meet federal and state requirements from all of the sources outlined above.



# Mitigation

Mitigation involves efforts to reduce the loss of life and property by lessening the impact of disasters. To be effective, action must occur prior to a disaster to reduce human or financial consequences through analysis of risk, reductions of risk, and insurance against risk. Disasters can occur at any time and place, and without preparation, consequences can be fatal. DEM's mitigation efforts are primarily coordinated by the State Hazard Mitigation Officer and various grants and committees, all of which are described below.

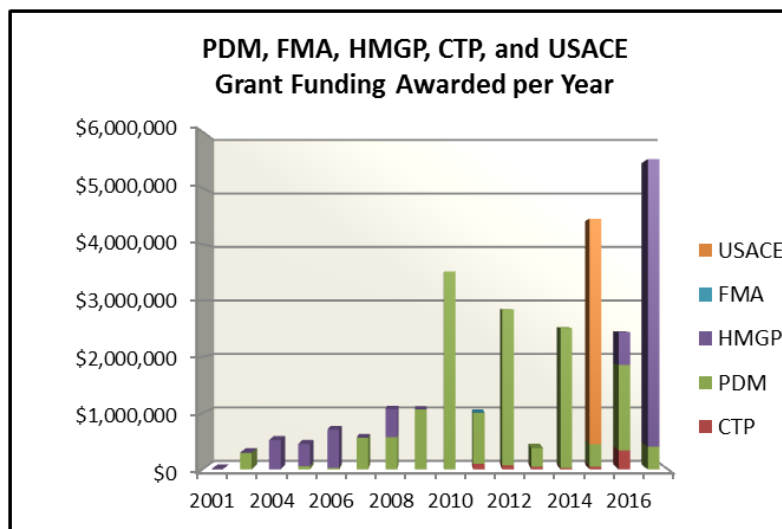


## DEM Hazard Mitigation Program

The DEM Hazard Mitigation Program assists local jurisdictions and State agencies in mitigation planning, and obtaining federal grants to complete planning, public awareness, and mitigation projects. Since 2002, the State of Nevada, 17 counties, eight cities, and three tribes have completed FEMA approved Hazard Mitigation Plans (HMP). Nevada is currently one of only 12 states in the nation with an Enhanced Hazard Mitigation Plan.

A FEMA approved Enhanced Hazard Mitigation Plan documents sustained and proven commitment to hazard mitigation. This designation recognizes current or ongoing proactive efforts in implementing a comprehensive program. The enhanced status acknowledges the coordinated effort a state currently is taking to reduce losses, protect life and property, and create safer communities. Approval of an Enhanced Hazard Mitigation Plan results in eligibility for increased Hazard Mitigation Grant Program (HMGP) funding. In order to be an Enhanced State, Nevada must ensure all hazard mitigation plans are reviewed and updated every five years from the date of the approval of the previous FEMA approved plan.

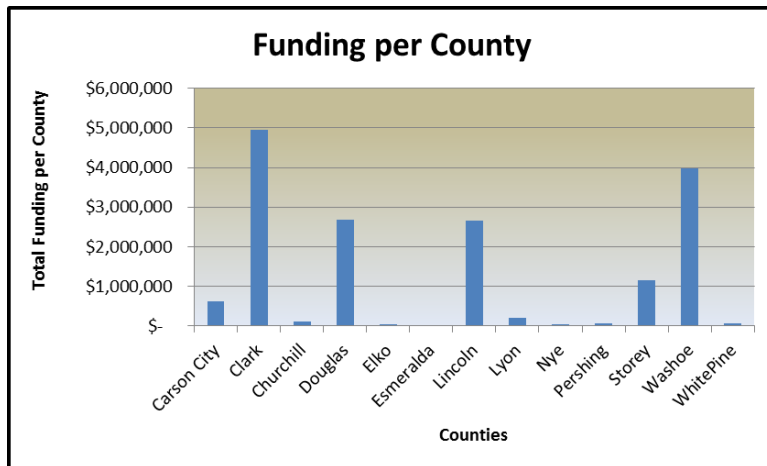
As shown below, nationally-competitive federal grant funds have provided Nevada with just over \$23 million in planning and project grants:



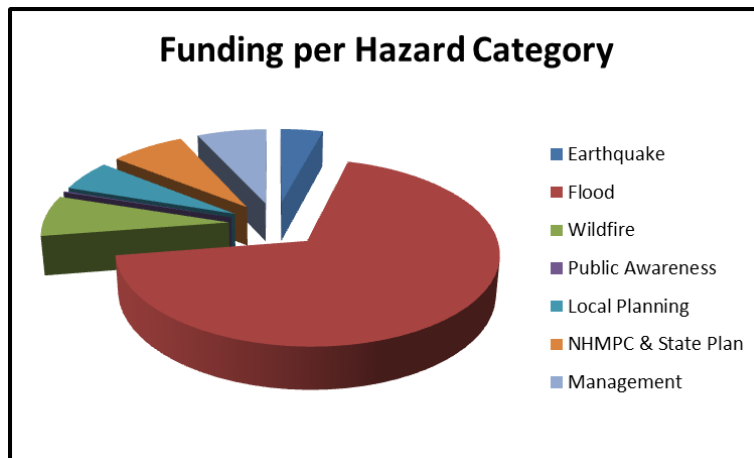
(Key: USACE—United States Army Corps of Engineers, FMA - Flood Mitigation Assistance, HMGP - Hazard Mitigation Grant Program, PDM - Pre Disaster Mitigation), and CTP - Cooperating Technical Partners)



Every county in Nevada has received funding from the Hazard Mitigation program. The mitigation grant projects were conducted by dollar amount in the following Counties:



The following chart provides the hazard category of hazard mitigation projects that have been funded:



As a part of Nevada's hazard mitigation efforts, DEM participates as an active member of and provides grant funding to the following public awareness programs:

- Nevada Flood Awareness Week
- Nevada Wildfire Awareness Month
- Rural northern Nevada Drought Risk Assessment Public Awareness

The Mitigation Program funding streams that are administered through DEM are as follows:

- FEMA Cooperative Technical Partners Grant (CTP);
- FEMA Pre-Disaster Mitigation Grants (PDM);
- FEMA Flood Mitigation Assistance Grants (FMA);
- FEMA Hazard Mitigation Grant Program (HMGP) – Post Disaster;

- FEMA HMGP – Post Fire;
- United States Army Corps of Engineers (USACE) Planning and Project funding (this is not funding that comes through the state but must be applied for and is utilized to direct USACE technical assistance and project funding);
- National Earthquake Hazard Reduction Program (NEHRP) Grant; and
- National Earthquake Technical Assistance Program (NETAP) Grant for earthquake training.

There are four types of funding eligibility that are impacted by not having current FEMA approved Hazard Mitigation Plans:

- State Enhanced Hazard Mitigation Plan (SEHMP);
- Fire Management Assistance Grants (FMAG);
- National Flood Insurance Grants; and
- Public Assistance Program Categories C-G in federally declared disasters.

Additionally, DEM's Hazard Mitigation Program administers four committees used to assist in the Program and advise the Chief of DEM:

- Nevada Hazard Mitigation Planning Committee (NHMPC)
  - NHMPC Planning Subcommittee
- Nevada Earthquake Safety Council (NESC)
  - NESC Unreinforced Masonry (URM) Committee

## **Nevada Hazard Mitigation Planning Committee Annual Report**

The Nevada Hazard Mitigation Planning Committee (NHMPC) plays an integral part in the planning and grants portions of the Nevada Hazard Mitigation Program. The committee oversees the writing of the Nevada Enhanced Hazard Mitigation Plan. The work of the State plan is accomplished by the Planning subcommittee which meets quarterly to update each section of the plan. Both committees are made up of a diverse group of partners throughout the state including both State and local partners. This diversity is a large part of the reason for Nevada's enhanced status. As well, the NHMPC plays an integral part of the PDM, FMA, and HMGP grant programs by reviewing projects and grant applications and offering expert feedback. The NHMPC has played a big role in former mitigation grants for Nevada by ensuring good projects and applications are submitted to FEMA. The committee travels throughout the state for their quarterly meetings which allows them to be a voice for the rural communities as well as helping them to come up with ideas for approvable mitigation projects.

This past year was challenging with the aftermath of the two Presidential disaster declarations making it difficult for the Committee to travel throughout the state. The Committee met on October 26, 2017 in Reno for its quarterly meeting. As the PDM 2017 grant cycle was very late this year, the purpose of this meeting was to hear presentations on each of the PDM 2017 applications. After the presentations, the four hazard mitigation plan update grants and 2 flood project grants were ranked and the Committee voted to accept the ranking.

The March 1, 2018 focused on the update of the State Hazard Mitigation Plan. The Committee reviewed the portions of Section 3 of the plan which was sent from the subcommittee. The Committee sent back several requests for edit to the subcommittee.

The NHMPC met again on April 24, 2018 and reviewed the entire State Hazard Mitigation Plan update and voted to accept the plan as final pending any resultant changes from posting for public comment. The plan underwent final formatting edits and was then submitted to FEMA for approval.

## **Nevada Earthquake Safety Council Annual Report**

A part of DEM's mitigation efforts are the administration of the Nevada Earthquake Safety Council (NESC). Throughout the fiscal year covered in this report, the NESC prepared and approved an annual report. The report, which is provided below, provides an overview of the NESC's mission and purpose, as well as an overview of their activities and recommendations to date.

### **Nevada Earthquake Safety Council - Period July 1, 2017 through June 30, 2018**

The Nevada Earthquake Safety Council (NESC) was established through the authority contained in Nevada Revised Statutes (NRS) Chapter 414, which authorizes the Chief of DEM to carry out the emergency management program for the State of Nevada. The Council acts as an advisory body to DEM. The Council's mission is to provide decision makers and the general public with information and actions to reduce earthquake losses and speed recovery. The Council promotes earthquake awareness and preparedness through education, research, and policy recommendations. Membership consists of representation from northern and southern Nevada, as well as statewide representation with expertise in disciplines as outlined in the bylaws.

The NESC met twice from July 2017 to June 2018 for their quarterly meetings.

The November 8, 2017 quarterly meeting was an all-day in-person joint meeting with the Utah Seismic Safety Commission (USSC). The meeting was held at the University of Nevada, Reno and included a presentation by Utah on their Fix The Bricks program which is a program the state utilizes to address their unreinforced masonry buildings throughout the state. The joint committees also heard a presentation on the seismic retrofit of Lincoln Hall at the University of Nevada, Reno and were provided a walking tour of the Lincoln Hall. Additional presentations and discussions included the progress of earthquake early warning and early fire detection network as well as an extensive resiliency discussion. It was agreed that hazard mitigation is the key to a resilient community. Finally, the Committee voted to adopt two joint committee/commission statements as follows:

“Unreinforced masonry buildings remain the most prominent life-threatening buildings from earthquakes in Nevada and Utah, and the reduction of risk from these buildings is under-addressed commensurate with the threat they pose to society. The communities need to systematically reduce the seismic risk of unreinforced masonry buildings.”

“Nevada and Utah support NEHRP in the continued identification and mitigation of earthquake risks. Furthermore, Nevada and Utah support NEHRP in developing earthquake aware and resilient communities.”

At the May 2, 2018 meeting, the Committee received an update from the Unreinforced Masonry (URM) Committee and their activities regarding how to address URMs throughout the state. Extensive discussion ensued regarding the Council’s role within the state. A presentation was provided regarding the State Enhanced Mitigation Plan update status and the role the NESC plays in the enhanced status for Nevada. Discussion also included Legislative support for earthquake early warning.

### **NESC URM Committee**

The NESC URM Committee was created by the NESC to address the URM buildings throughout the State and come up with solutions to improve safety of these buildings for the communities. This committee reports back to the full NESC.

The Committee met July 26, 2017, October 24, 2017, and April 23, 2018. Each of these meetings focused on the following mission tasks for this committee in addressing unreinforced masonry buildings throughout Nevada.

- URM Summit
  - Development of 2-3 day summit to be held in Reno in 2018 which would be multistate and include Western States Seismic Policy Council to partner for this summit
- Messaging and Communications
  - Development of a web site that would host documentation for education regarding unreinforced masonry buildings in Nevada as well as eventually other important seismic educational topics
- URM Building Inventory Project
  - Development of a guide for local jurisdictions in conducting a URM survey
- Roadmap for Nevada and Overarching final message of the Committee
  - Report outlining introduction, the problem, the plan and the goal

### **National Earthquake Technical Assistance Program (NETAP)**

Nevada held one NETAP Earthquake class this year as follows:

- May 8, 2018: FEMA 154 and ATC-20 Pre and Post Earthquake Inspection

There were approximately 25 attendees at the FEMA 154 and ATC-20 Pre and Post Earthquake Inspection course held in Las Vegas. DEM works closely with local jurisdictions to provide this training throughout the State of Nevada. These courses also draw participation from jurisdictions over the border into California. Unfortunately, FEMA cut back funding for NETAP training and we were limited in the courses we could provide this year.

## Preparedness

Preparedness efforts entail a constant cycle of planning, organizing, training, equipping, exercising, evaluating, and performing corrective action ensuring effective coordination while responding to incidents. This cycle is part of the broader element within the National Preparedness System to prevent, respond to, and recover from natural disasters, acts of terrorism, and other disasters.

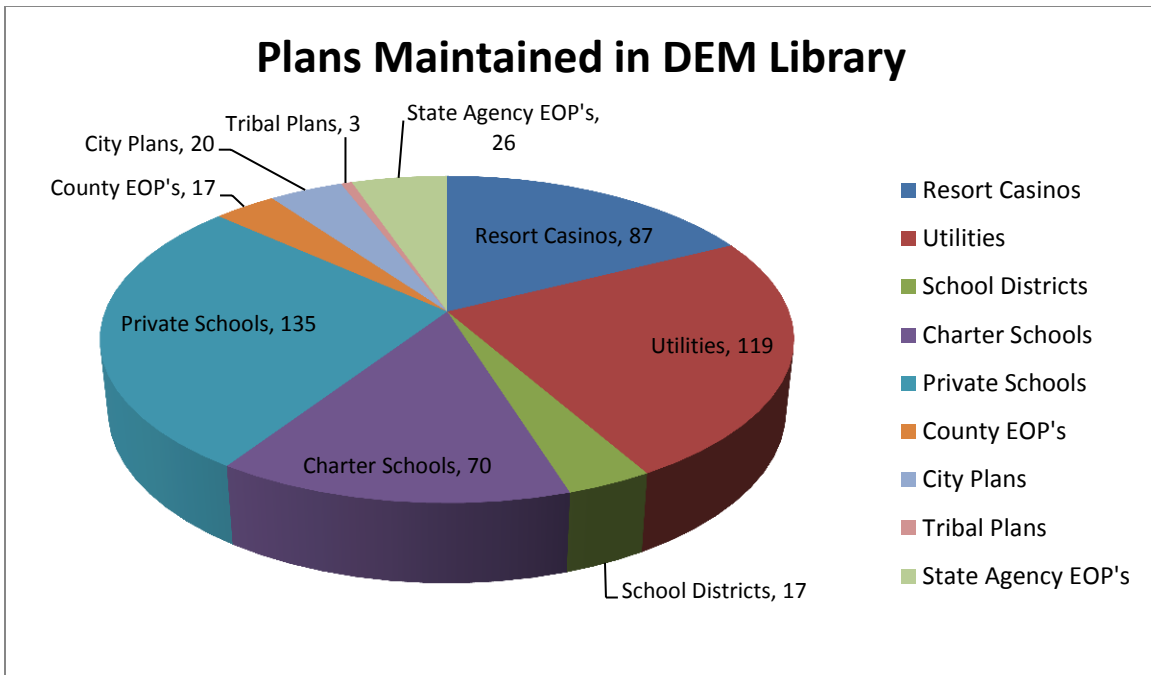


Planning, Training, and Exercise (PT&E) are fundamental to emergency management preparedness, and provide the direction and skills necessary to appropriately respond and recover from an event. In order for PT&E to be most effective, it is necessary to do an assessment of the threats, hazards and preparedness level of the state. An annual Threat and Hazard Identification and Risk Assessment (THIRA) is completed by DEM which identifies and prioritizes the threats and hazards. Along with the THIRA, a State Preparedness Report (SPR) is developed which outlines the current preparedness level of the state in terms of equipment, personnel and training. The combination of the THIRA and SPR provides guidance for the areas where additional planning, training and exercise would be most effective. States are required to submit an annual update to their THIRA in order to qualify for most grant programs administered through DEM. Annual workshops are conducted in the local jurisdictions statewide to capture and catalogue the critical information required in the annual update of the THIRA. The THIRA and SPR inform the PT&E efforts of DEM. Where gaps are identified in capacity, DEM seeks to build plans, train to those plans, and then exercise to evaluate both. PT&E is essential to DEM's overall efforts to be "Nevada's essential emergency and disaster coordinating partner."

## Planning Overview

The DEM Planning Section ensures that Nevada and its emergency management partners are prepared for the threats and hazards they may face. The Planning program develops statewide and regional all-hazards plans to support local and tribal jurisdiction emergency and disaster response, including the State Comprehensive Emergency Management Plan (SCEMP), the State Resource Management Plan, and the State Emergency Operations Center (SEOC) Operating Guide. Annual reviews such as the FEMA Threat and Hazard Identification and Risk Assessment (THIRA), conducted by the Planning Section, provide an ongoing analysis of the natural and human caused events which may affect our communities, and also takes a comprehensive look at those resources within Nevada to gauge our ability to meet the resource requirements for response.

Plans are collected in accordance with Nevada laws to ensure schools, all utility providers, and qualifying resorts within Nevada are prepared for emergencies. DEM maintains a library of plans to monitor, as much as possible, the posture of the organizations within the state with significant emergency management responsibilities. DEM currently has 494 plans within this library, with a breakout of the organizations and plan types shown in the chart below:



The Planning Section initiated a statewide planning project to review and update the SCEMP. During this project the Planning Section held 10 stakeholder meetings and 4 plan development workshops to revise the SCEMP and develop threat specific Concept of Operations Annexes for Catastrophic Earthquake, Major River Flooding, Cyber-Attack and Coordinated Complex Terrorism Attack. This year the Planning Section also oversaw the revisions of the DEM COOP Plan the Nevada Continuity of Government/Executive Branch COOP Plan, the Nevada Recovery Framework, and the Statewide Communications Interoperability Plan.

As a part of our commitment to all communities, DEM actively participated with the Nevada Department of Education in the Grants for School Emergency Management (GSEM) Emergency Response Plan process. In collaboration with the Nevada Department of Education, DEM Planning Staff hosted a two day workshop in March of 2017 which was very well attended and received high marks from school officials. They have requested a repeat of this workshop next year.

The DEM Planning Section also provides continual Whole Community planning expertise to city, county, tribal, and state emergency management programs that are required to develop all hazards emergency operations plans. DEM Planners provide technical assistance in the development of jurisdiction and agency COOP plans, which are used to ensure that businesses and local governments are able to provide essential services and functions when the entity is directly impacted by an emergency or disaster. DEM Planners provided technical assistance to Clark County during the aftermath of the October 1 incident to develop a comprehensive Resiliency and Recovery plan.

A critical function of the DEM Planning Section is in support to the State Emergency Operations Center during activation due to a state emergency. The Planning Section falls under the SEOC's incident command structure and maintains the state's common operating

picture, tracks resources, determines statewide resource needs, and develops the state's Incident Action Plan for the event. This is an example of one of the few times when the day-to-day mission of DEM team members matches or comes close to matching their emergency response functions in the State Emergency Operations Center.

During this fiscal year the DEM Planning Section was stretched to its limits in support of two Presidentially declared disasters for winter storms and flooding across northern Nevada as well as a significant effort by multiple counties to protect themselves from catastrophic runoff due to the extraordinary snowpack both the Carson and Walker River basins. DEM Planners supported local jurisdiction and tribal nations with technical assistance in emergency operations planning and incident action planning efforts. They also supported the planning efforts of a FEMA Joint Field Office which included Joint Incident Action Plans and regular Situation Reports.

## **Training Overview**

Program and the State Training Officer work to include Nevada's whole community, providing training opportunities across the state in a wide variety of preparedness, response, and recovery activities. Nevada's Emergency Management Training Program has a formal, documented, training program composed of training needs assessment, curriculum, course evaluations, and records of training.

A training needs assessment is conducted annually, and those results are used to prepare the Nevada Training and Exercise Plan for the following three years. Included in this process is a regular evaluation of all exercise activities and real world events. This allows DEM staff to address any immediate needs for additional training, improving the capabilities of resources.

In 2018, the first component involved identifying and conducting increased types of professional course offerings focusing on more emergency management professional skills development and an increase of hazard-specific courses such as cyber security focused courses. DEM has successfully secured and hosted several development courses and series of courses in the PIO, Cyber-security and Basic Academy arena.

The next component focused on the expansion of the instructor qualification process to vet our instructors. This process has expanded the cadre and allowed DEM to evaluate several of the instructor's course delivery skills. This process will allow us to continue to find relevant instructors with the knowledge, skills, and experience and get them through Train the Trainer (T-t-T) courses so they can teach classes in not only their agency, county, or tribe but to teach classes statewide to support the DEM training program.

The third and final component consisted of increasing the number of Nevada instructors qualified for the Incident Management System, Emergency Management profession, and hazard-specific courses. Nevada was very successful in this endeavor by training Nevada instructors to teach all-hazard and basic emergency management courses in Nevada and will greatly expand and enhance the development of a robust cadre of instructors throughout the state.

The DEM Training Program conducted 43 training classes facilitated by both Nevada and qualified contracted instructors that hosted 1882 students. The applications of more than 403 students from Nevada were processed to attend off-site courses offered by the National Domestic Preparedness Consortium. Additionally, several consortium schools were scheduled to bring training to Nevada for remote training in rural and urban areas.

DEM also supported the county and local jurisdictions with instructors, registration, announcements, certificates and supplies across the state. These courses range from Incident Command System, Public Information, Tactical Operations, Public Utility Security, Cyber-Security and Sport and Large Venue Emergency Response offered in northern and southern Nevada.

DEM rolled out a new version of WebEOC and conducted several on-site training courses to local, county and state personnel. This multi-use software assists with training and exercises to manage resources and document after-action report needs as well as provide a calendar for visualization of the multi-year plan for training and exercise. There were both beginner and advanced training classes offered to all uses in the state. The training program is reviewing the options of using this program or another vendor to manage instructor qualification records, classes and materials for statewide training. The process has been initiated with a request for proposal (RFP) development and drafting of the scope of work.

The DEM training program invited three community Training Officers to attend the National Training Symposium for situational awareness and to assist in a statewide effort to have all agencies work together and coordinate training. This successful training effort led to the Nevada Training Working Group (NTWG). This group comprised of state, county (urban and rural), tribal and city Training Officers meets quarterly and is developing a platform to have a single training page and calendar for all agencies and jurisdictions to access for a “one stop shop.” The partnerships and products of the training program were recognized by FEMA which resulted in Nevada DEM receiving an invitation to participate on the National ICS Working Group for the “refresh” and roll out of an updated ICS training program. This update will incorporate Emergency Operations Center (EOC) into all levels of ICS training and will require instructor gap training. As a result of the working groups, the DEM Training Program is participating and presenting in several online formats through the FEMA E-FORUM training; including Training Challenges and Instructor Qualification.

A large undertaking was the completion is the Position Specific Task Books (PSTB) for DEM personnel and statewide use. The DEM training program contacted several western regional states and surveyed their ability to certify or qualify their staff to hold positions in the EOC. These results and the reviews of our State Comprehensive Emergency Management Plan (SCEMP), State Operation Guide (SOG), and field Task Books led to the development of our Nevada PSTB series. These books will be the documented training for EOC staff to fill positions in any EOC across Nevada. The task books are by General Staff Section, except for technically specific positions. The PSTB include: Logistics Section, Communications and Technology, Operations Section, Planning Section, Finance/Administration Section, EOC Manager, PIO, Mass Care and General ESF. Each PSTB user receives training to the personnel that will work to complete the book and will have exercises designed to complete the sections of the task book.



The PSTB will develop a level of professionalism that has led to a cooperative agreement with the Nevada Emergency Preparedness Association (NEPA) to create three tiers of professional recognition and eventually a Nevada Certified Emergency Manager. Specific FEMA training courses are being grouped to establish tiers of training and experience to be certified at a level of knowledge, experience and training. The Nevada PSTB development has also led to FEMA recognition and appointment to National Working Groups to assist in national standards and training for PSTB. FEMA has taken copies of Nevada's PSTB to review and incorporate into a National platform.

The completion of PSTB and advanced training will develop the opportunity for intrastate Incident Management Assistance Teams (IMAT) to support regional disasters from other regions. With a southern and northern Nevada team, DEM will have to opportunity to offer relief to a region for multiple shift operations.

DEM follows the guidance and structure of the National Incident Management System, and many of the regular course offerings provide essential emergency response customers with basic command and control skills. In support of DEM's responsibility to operate the State Emergency Operations Center (SEOC), DEM has aggressively engaged in an internal training program that provides training to staff and Emergency Support Function (ESF) personnel when the SEOC is activated.

The DEM State Training Officer has taken over oversight of the radiological preparedness, prevention and response to radiological and nuclear events. The program is the lead for the Domestic Nuclear Detection Office (DNDO), the Waste Isolation Pilot Plant (WIPP) and Emergency Preparedness Working Group (EPWG) coordination, training and exercise planning. This coordination has led to the creation of the Radiological Committee in the State Emergency Response Commission (SERC). DEM worked with agencies, cities, tribes and counties statewide for a single Concept of Operations, Strategy and Sustainability Plans that will be managed by DEM and SERC.

The State Training Officer manages a cadre of over 100 qualified instructors across the state, ready to provide a wide variety of courses to meet the needs of Nevadans. This critical position and program helps DEM meet the response needs of all Nevadans.

## Exercise Overview



Exercise is the foundational activity which verifies, tests, and validates emergency management and homeland security policies and programs, such as: the National Preparedness System, Threat and Hazard Identification and Risk Assessment (THIRA), and the Community Cyber Security Maturity Model, that DEM is actively engaged in.

The National Preparedness Figure illustrates where exercises, simulations, and other assessment activities, as part of *Validating Capabilities*, are an integral component in the nation's overall preparedness effort, as well as Nevada's preparedness activities.

DEM's State Exercise Officer aims to ensure that the Whole Community has a strong foundation in emergency response through exercise activities focused on identified gaps from real-world and previous exercise activities. Directed by the Homeland Security Exercise and Evaluation Program (HSEEP), the State Exercise Officer routinely assists agencies and organizations across Nevada in structuring quality exercise activities which appropriately test a wide range of core capabilities and plans.

During the last fiscal year, formal and informal exercise program technical assistance was provided to local, state, tribal, and private sector stakeholders over 40 times. At any given time the State Exercise Officer is involved in a multitude of exercises at various stages of development, conduct, evaluation, and corrective actions implementation. This fiscal year alone, DEM was involved directly or indirectly with 20 discussion-based exercises: workshops, tabletop exercises, seminars; and 35 operational exercises and/or real-world events (functional exercises, drills, full scale exercise) events that included well over 2,500 active participants. In 25 of those events DEM participated as a major partner in the design and production of the events, allowing DEM to provide other jurisdictions, agencies, and tribes a realistic gauge as to the overall preparedness of Nevada. The comprehensive review and analysis of these events then form the foundation for further planning and training efforts, and set the foundation for the steady improvement Nevada has shown in preparing for, responding to, and recovering from disaster.

The Continuity of Operations (December 2017) and the Arizona National Mass Care Full-Scale (May 21-24, 2018) exercises along with the many State EOC Drills leading to them were the State's major exercises led by the efforts of DEM, other states and the federal government, state agencies, local jurisdictions, and private sector staff. These series of exercises, and the real-world October 1st shooting event, had DEM working with our various federal, state, local, private sector, and non-government partners in preparing DEM and its partners for the next series of Complex Coordinated Terrorism Attack (CCTA) exercises beginning in April 2018 with a seminar and climaxing in November 2019 with a statewide full-scale CAPSTONE exercise. These exercises and real-world events have and will test the new All-Hazards Statewide Comprehensive Emergency Management Plan (SCEMP) and several of its annexes, the new Nevada Recovery Framework, the new WebEOC version, and newly obtained communication capacities and other technologies.

Several unanticipated After-Action Reports/Improvement Plans (AAR/IP) linked to real-world events of 2017-2018 were completed. The three major Winter Storm and Flooding events of the first six months of 2017 had monopolized DEM's time, delaying the AAR/IP process for those three disasters until July 2017. Completion of the October 1st shooting event AAR/IP was accomplished by the end of February 2018.

The results of the several exercises conducted throughout 2017-2018 have identified improvements in the Operational Coordination, Intelligence and Information Sharing, Mass Care Services, and Operational Communication core capabilities. This is mainly due to the focused, purposeful planning in the design and development processes of drills and full-scale exercises. Public Information and Warning remains a core capability that was identified needing more testing and continued improvement. During the real-world events the Joint Information Systems (JIS) performed well, but the establishment of a Joint Information Center

(JIC) was not demonstrated. Another core capability identified by the Nevada Commission on Homeland Security as a priority needing to be tested validation is Cybersecurity, which will be scheduled in a DHS sponsored exercise in December 2018.

## **Grant Administration Overview**

Preparedness is not only about Planning, Training, and Exercise (PT) for DEM. DEM also builds preparedness capacity by managing numerous grants which support DEM's functions and also support preparedness efforts for local, tribal, and state jurisdictions. These grants support a wide array of emergency management and homeland security activities throughout the state.

DEM is responsible for applying for federal funding, and is the designated State Administrative Agency (SAA) for the distribution of these federal funds. This provides funding for equipment, organization, planning, training, exercise, management and administrative funding to emergency prevention, protection, mitigation, response, and recovery personnel in Nevada. These grants also provide funding to local governments for our critical infrastructure, which is defined as food and water systems, agriculture, health systems and emergency services, information and telecommunications, banking and finance, energy (electrical, gas and oil, dams), transportation (air, road, railways). An overview of each grant administered by DEM is provided below.

## **Department of Energy Grants**

DEM administers three grants through the U.S. Department of Energy (DOE): Agreement in Principal (AIP), Emergency Preparedness Working Group (EPWG), and Waste Isolation Pilot Plant (WIPP).

### ***Agreement in Principal – Department of Energy Five-Year Agreement***

The intent of the Agreement in Principal (AIP) is to work cooperatively to assure residents and visitors of Nevada that the public's health and safety, as well as the environment, are protected. It is voluntarily entered into between the National Nuclear Security Administration and the Nevada Site Office (NNSA/NSO). The following coordination of emergency management capabilities and participation in emergency response and preparedness activities may be performed under the terms of the AIP consistent with specific priorities agreed upon between DEM and Assistant Manager for Safety and Security (AMSS) officials: develop procedures and operational capabilities ensuring compatibility between the state, local, and NNSA/NSO Emergency Operations Center (EOC); incorporate compatible communication systems, including computers, telephones, and radios, between DEM, local, and NNSA/NSO EOCs so that required contact can be maintained during emergency situations; ensure compatibility and integration of emergency mitigation, preparedness, response, and recovery activities that provide for a comprehensive approach to hazard identification, consequence assessment, resource identification, and preliminary damage assessment; develop comprehensive training programs relative to preparedness, response, and recovery activities in conjunction with NNSA/NSO related emergencies;

develop and conduct exercises that will test the preparedness and readiness capabilities of participating Nevada communities; and coordinate to prepare emergency management agreements incorporating mitigation, preparedness, response, and recovery activities with Nevada communities and government agencies in close proximity to the NNSA.

### ***Emergency Preparedness Working Group***

The purpose of the Emergency Preparedness Working Group (EPWG) is to provide a forum for coordination of the Low Level Waste Grant Program between National Nuclear Security Administration Nevada Field Office (NNSA/NFO), DEM, and the Counties of Clark, Elko, Esmeralda, Lincoln, Nye, and White Pine. The purpose of the grant program is to provide assistance to the counties located along the low-level waste transportation routes in Nevada in developing an operational level emergency response capability.

### ***Waste Isolation Pilot Plant***

The purpose of the Waste Isolation Pilot Plant (WIPP) grant is to provide the State of Nevada with the capability to carry out activities needed to ensure the safe and uneventful transportation of transuranic waste within Nevada. Funds are provided to the State of Nevada by the Western Governors' Association (WGA) for activities related to the planning, preparation, and oversight of shipments of transuranic waste within Nevada.

## **Federal Emergency Management Agency Grants**

FEMA provides a number of grants to states around the country and DEM coordinates several of them for state, local and tribal jurisdictions. Much like some of these other grants, the FEMA grants are primarily used to build capacity at the state and local level to respond to and recover from natural and man-made disasters. An overview of the FEMA grants is provided below.

### ***Emergency Management Performance Grant***

Title VI of the Stafford Act authorizes the Department of Homeland Security (DHS) through FEMA to make grants for the purpose of providing a system of emergency preparedness for the protection of life and property in the United States from hazards and to vest responsibility for emergency preparedness jointly in the Federal Government, states, and their political subdivisions. The purpose of the Emergency Management Performance Grant (EMPG) Program is to provide Federal grants to states to assist state, local, territorial, and tribal governments in preparing for all hazards. EMPG grants support the building, sustainment, and delivery of core capabilities essential to achieving the National Preparedness Goal of a secure and resilient Nevada. Delivering core capabilities requires the combined effort of the whole community, rather than the exclusive effort of any single organization or level of government. The EMPG Program's allowable costs support efforts to build and sustain core capabilities across the Prevention, Protection, Mitigation, Response, and Recovery mission areas.

The EMPG Program supports a comprehensive, all-hazard emergency preparedness system by building and sustaining the core capabilities contained in the Goal. Either the SAA or the state's emergency management agency are eligible to apply directly to FEMA for EMPG Program funds on behalf of state, local and tribal emergency management agencies, however, only one application is accepted from each state or territory. Funding guidelines for this grant are as follows:

- EMPG Program focuses on planning, operations, equipment acquisitions, training, exercises, construction, and renovation to enhance and sustain the all-hazards core capabilities of state, local, tribal and territorial governments.
- A cost match is required under this program. The federal share shall not exceed 50% of the total budget. The 50% cost share requirement is graciously met through an agency outside of the State of Nevada system.
- 50% of the budget funding from this grant is used to support DEM staff and operating expenses, the other 50% supports local jurisdictions and tribal nations Emergency Management Programs.

### ***Hazard Mitigation Grant Program – Post Disaster***

The purpose of the Hazard Mitigation Grant Program (HMGP) is to help Nevada communities implement hazard mitigation measures following a Presidential major disaster declaration. Hazard mitigation is any action taken to reduce or eliminate long term risk to people and property from natural hazards. The HMPG is authorized under Section 404 of the Stafford Act and administered by FEMA.

HMGP provides grants to States and local governments to implement long-term hazard mitigation measures after a major disaster declaration. HMGP was created to reduce the loss of life and property due to natural disasters. The program enables mitigation measures to be implemented during the immediate recovery from a disaster.

HMGP funds may be used to fund projects that will reduce or eliminate the losses from future disasters. Projects must provide a long-term solution to a problem, for example, elevation of a home to reduce the risk of flood damages as opposed to buying sandbags and pumps to fight the flood. In addition, a project's potential savings must be more than the cost of implementing the project. Funds may be used to protect either public or private property or to purchase property that has been subjected to, or is in danger of, repetitive damage.

### ***Homeland Security Grant Program***

The Homeland Security Grant Program (HSGP) was established as a funding mechanism to build and sustain national preparedness capability by enhancing the ability of states, local governments, and tribal governments to prepare, respond, and recover from terrorist attacks and other disasters. Funding received from the HSGP was applied to preparedness activities including Planning, Organization, Equipment Purchase, Training, and Exercise (POETE) in addition to management and administration costs. There has been significant improvement to

the HSGP based on stakeholder input and risk assessments allowing the program to move from a completely competitive process to a national allocation wherein funding streams within HSGP are allotted specific amounts of funding based on on-going risk assessment methodology.

Presently, the HSGP plays an integral role in the implementation of the National Preparedness System through the support of building, sustaining, and delivering core capabilities that are essential in achieving the National Preparedness Goal of a secure and resilient Nation. To do this requires the combined effort of Whole Community in lieu of any exclusive effort on the part of single organizations or levels of government. Based on allowable costs, HSGP is designed to support efforts to sustain and build core capabilities across five mission areas including Prevention, Protection, Mitigation, Response, and Recovery.

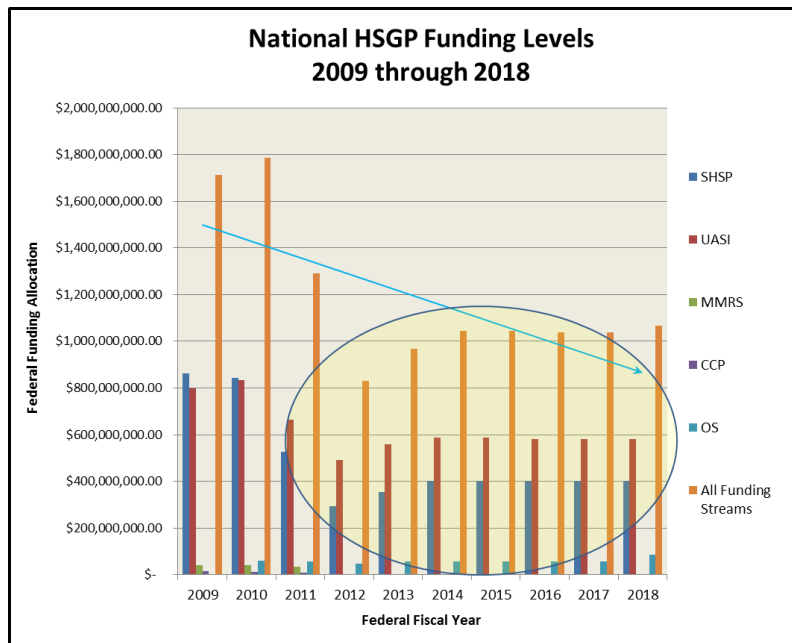
The HSGP is currently comprised of the following interconnected grant programs:

- **State Homeland Security Program (SHSP):** Provides assistance with state, local, and tribal preparedness activities addressing high-priority gaps in preparedness across all mission and core capability areas where a nexus to terrorism may exist.
- **Urban Area Security Initiative (UASI):** Provides assistance for unique capability-based and risk-driven POETE needs of high-density, high-threat Urban Areas on the basis of capability targets identified through the THIRA process and other associated assessment efforts. Additionally, assistance is provided to build sustainable and enhanced capacity to prevent, protect, mitigate, respond, and recover from acts of terrorism.
- **Operation Stonegarden (OS):** Supports enhanced coordination and cooperation among the United States Border Patrol, Customs and Border Protection, and local, state, tribal, territorial, and Federal law enforcement agencies. Funding supports joint effort investments to secure borders and travel corridors between the United States and bordering countries of Mexico and Canada in addition to states and territories that are within international water borders.

It is important to note that although Nevada does currently qualify for both the SHSP and UASI funding streams, the guarantee of funding is never absolute. In 2013, Nevada lost the UASI funding due to the drop in ranking as a result of the Metropolitan Statistical Area (MSA) received for Nevada's Las Vegas Urban Area that year. As a result, considerable and collaborative outreach efforts were put forth on a statewide basis to assess, review, and rebut any inaccuracies in information affecting future year funding. This effort included outreach to commissions, delegate members, and high ranking members of FEMA to ensure data provided was accurate and properly vetted.

Over the course of the past eight years, the national HSGP funding allocation has declined significantly as the process for allocation transitioned from a reactive and competitive basis to a risk-based methodology used to allocate funding for state's preparedness activities. DHS uses comprehensive risk methodology with a focus on threat, vulnerability, and consequence to determine the relative risk of terrorism faced by a particular area. The risk is calculated on population affected, critical infrastructure, and the security of the economy. A noticeable trend in declining and stagnant HSGP allocations is seen from 2009 to 2018 equating to a 53% drop

in funding to 50 states and eligible territories. Figure 1 illustrates this stagnant trend in the HSGP program allocations including the SHSP, UASI, Metropolitan Medical Response Systems (MMRS), Citizen Corps Programs (CCP), and OS:



**Figure 1.** National HSGP Funding Levels 2009-2018

Although the methodology for funding the SHSP remains based on minimum amounts established under legislative mandate in addition to DHS's risk methodology, the same cannot be said of the UASI methodology for funding. Eligible HSGP urban areas under the UASI funding stream are determined through analysis of the relative terrorism risk faced by the 100 most populated MSA's within the United States. As relative risk is assessed, in part, in a classified manner, predicting where a state will fall in the annual funding allocation remains a mystery. With the lack of knowing whether UASI funding will be available for Nevada, there is a constant threat that Nevada may receive only its SHSP funding allocation which significantly impacts the Las Vegas Urban Area and subsequently the ability to fund statewide projects as SHSP funding then must be further spread to cover urban area projects with statewide impact.

### **Overview of the SHSP/UASI Preparation Process**

Nevada is uniquely collaborative and transparent with the HSGP process, specifically in the selection of SHSP and UASI projects requesting federal funding. As the process of administering the HSGP lies with DEM acting as the SAA, preparation for the process begins in the fall as DEM conducts a Threat and Hazard Identification and Risk Assessment (THIRA) which is a multifaceted process by which all states identify the events or conditions under which state capabilities are planned for and measured. Though not specific to those events with a terrorism nexus, the THIRA is a federal requirement in obtaining HSGP funding, and input for the THIRA can come from a multitude of sources including after action reports, improvement plans, multi-year training and exercise plans, surveys, quarterly reports, and

other THIRA assessments. Completion of the THIRA involves statewide participation and outreach to federal, tribal, state, county, city, regional, non-profit, and private sector partners. The THIRA is the foundational assessment, under which the State Preparedness Report (SPR) is conducted. The SPR enhances this process by measuring the state's core capabilities contained in five mission areas against the events identified in the THIRA, with the requirement of each state to identify the top 5-6 events from the THIRA to measure capability against. This process has the ultimate goal, in theory, to build capability for the top 5-6 events identified in the THIRA.

In January, the results from the Nevada THIRA are translated to a visual tool referred to as the "Nevada Heatmap" showing increases, decreases, or static change in each of the 32 core capabilities established by DHS. As foundational reports for the HSGP process, both the THIRA and SPR are integral in the creation of Nevada's capability priorities and ultimately the drivers of the final grant award for the state including the SHSP and UASI funding streams.

With the completion of the THIRA and SPR, the standard process moves in an administrative direction over the course of the next several months with the management of the HSGP Notice of Funding Opportunity (NOFO) release and subsequent open meeting schedule allowing for the preparation, submission, vetting, and ultimate submission of the HSGP Grant Application to DHS. The allowable process time to complete these tasks ranges typically from 45-60 days. During this time, significant effort is placed on HSGP messaging, timelines, grant guidance, stakeholder outreach, project submission and review, and committee approvals necessary and required of the process.

### **Administration of the HSGP in Nevada**

Nevada has a legislative mandate to provide a comprehensive state oversight structure for the coordination of domestic preparedness for acts of terrorism and related emergencies. Per Nevada Revised Statutes (NRS) 239C.160, the Nevada Commission on Homeland Security (NCHS) is tasked with making recommendations with respect to actions and measures that may be taken to protect residents and visitors of the state from potential acts of terrorism and related emergencies in addition to serving as the public body serving in review capacity for the State's applications to the Federal Government for homeland security grants and related programs.

Upon release of the THIRA and SPR data, the NCHS reviews and approves a selected number of core capabilities to be used in consideration of HSGP project proposals for the current fiscal year. HSGP project proposal solicitations are sent out through DEM, collected, reviewed, and summarized. The HSGP projects submitted for those projects with statewide impact are presented to the Nevada Homeland Security Working Group (HSWG) for review, vetting, technical review, and ultimately rank-prioritization for funding consideration. The HSGP projects submitted for those projects with Las Vegas Urban Area impact are presented to the Urban Area Working Group (UAWG) in a similar and parallel process. Those projects with communication components are reviewed by the Nevada Public Safety Communications Committee, and those projects with a cyber security component are reviewed by the Cyber Security Committee. Advisory committees provide recommendation to the HSWG, and recommendations from the HSWG and UAWG are forwarded to the NCHS Finance Committee for additional review, and then final funding recommendations are put before the NCHS for



approval in submitting the final HSGP Grant Application to DHS. In 2018, this process entailed 10 open meetings conducted between January 29<sup>th</sup> and June 18<sup>th</sup>, with nine of these meetings occurring in an eight week period due to the delay in the federal release of 2018 HSGP grant guidance. Figure 2 illustrates the 2018 HSGP process:

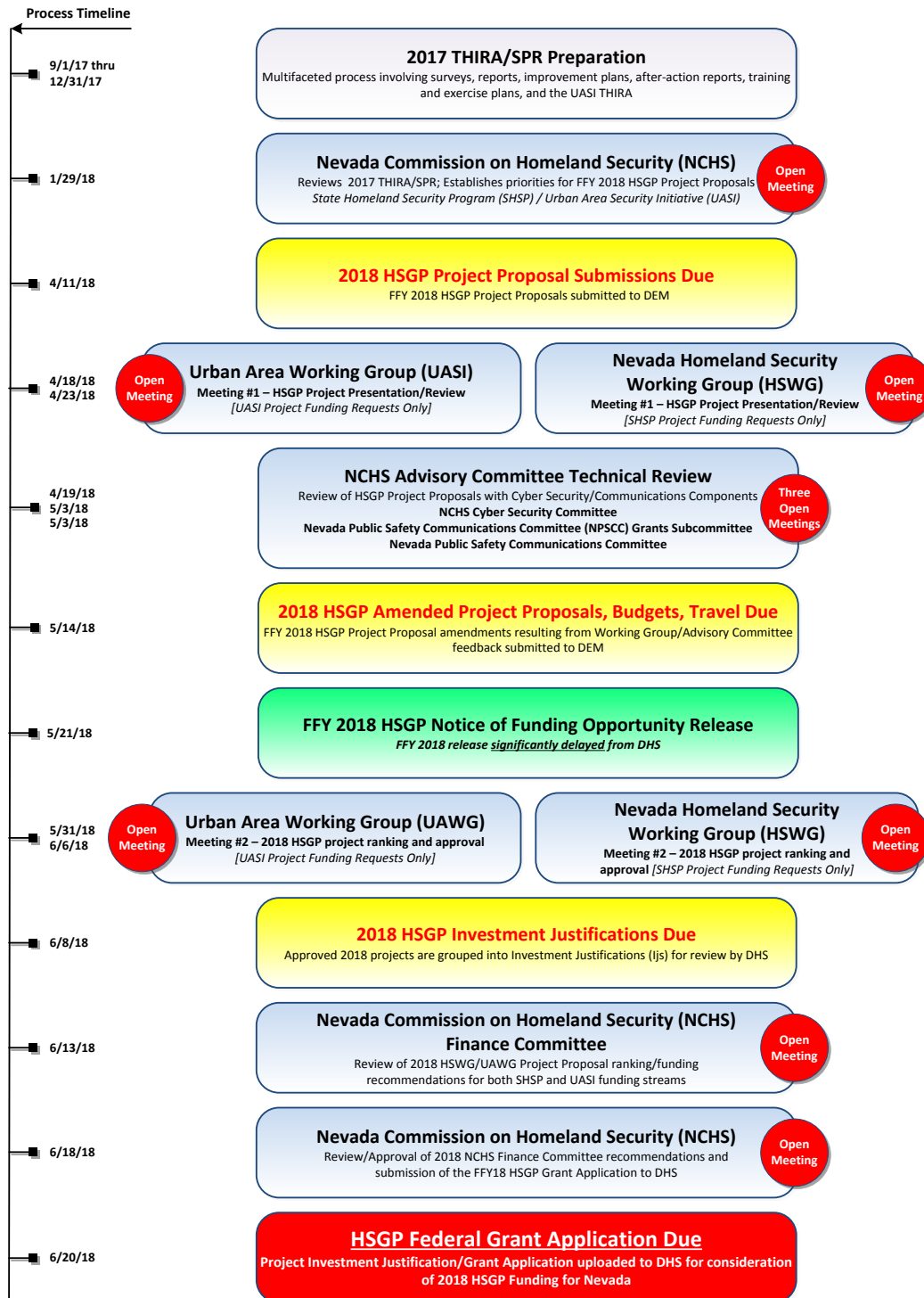
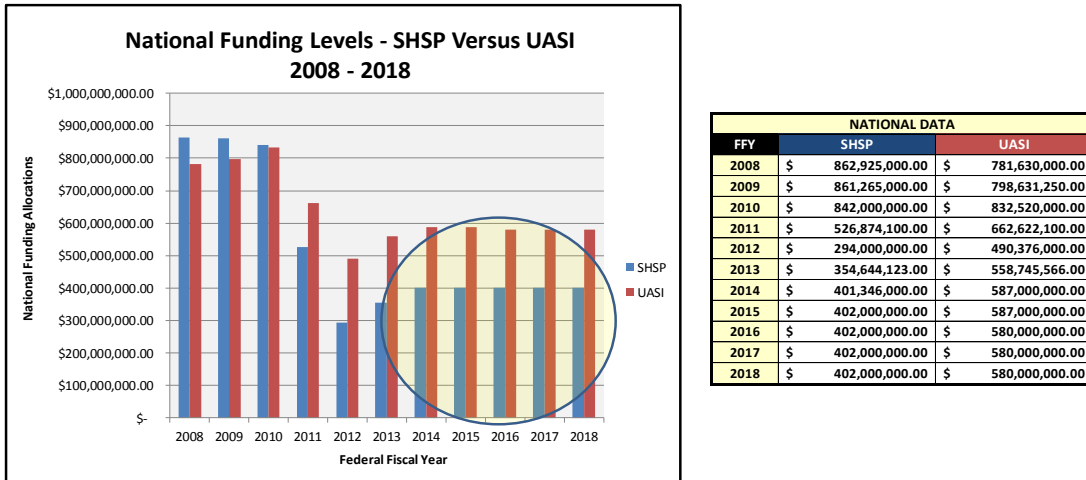


Figure 2. 2018 HSGP Process Timeline

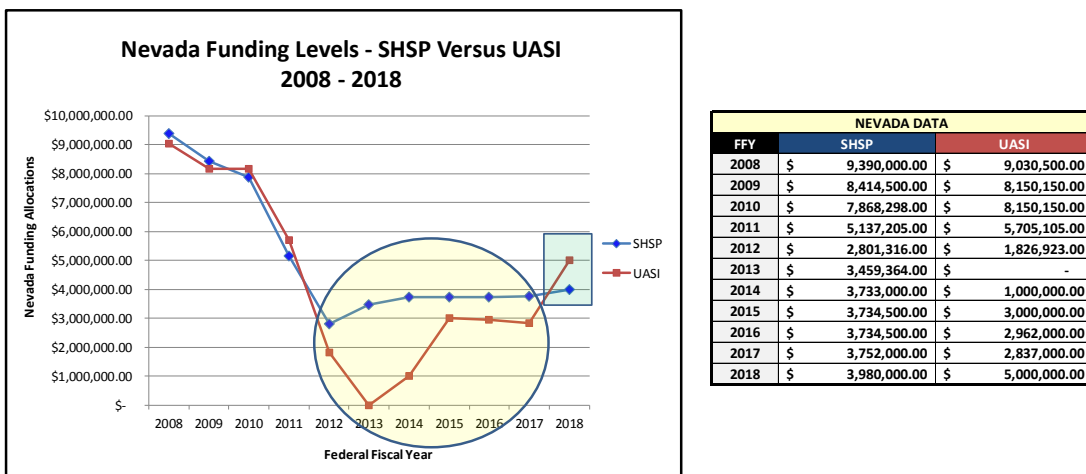
## History of SHSP/UASI Funding

Of particular significance to Nevada is the continued downward and stagnant trend of both the SHSP and UASI funding allocations seen nationally. From the 2008 to 2018, the SHSP has seen a decline of over 53% in funding allocation, and the UASI has seen a similar decline of nearly 26%. Both funding streams have remained at a nationally stagnant rate of increase since 2014. As funding allocations continue to stagnate, the ability to impact the creation and sustainment of statewide, urban, and blended statewide/urban projects becomes increasingly difficult. Figure 3 illustrates the SHSP/UASI national funding trend and associated funding levels per year:



**Figure 3.** National Funding Trends SHSP/UASI 2008-2018

In review of the allocations specific to Nevada in both the SHSP and UASI funding streams between 2008 and 2018, the downward trend translates to nearly a 60% decline in funding in the SHSP, and a similar decline of 69% in UASI through 2017. In 2018, Nevada received a slight increase in SHSP allocation in addition to an unforeseen increase in UASI allocation that may be associated to a higher MSA ranking received in 2018. Figure 4 illustrates the SHSP/UASI funding trend for Nevada per year:



**Figure 4.** Nevada Funding Trends SHSP/UASI 2008-2018

## **National Special Events Data Call (SEDC)**

The Department of Homeland Security SEDC is an annual event relying on the voluntary participation of local, state, tribal, and territorial stakeholders nationwide to collect information on events occurring within their jurisdictions. The 2018 SEDC encompasses those events occurring between December 1, 2017, and November 30, 2018. Event information collected during the Data Call is reviewed and analyzed to compile a risk-informed ranked list based on a Special Event Assessment Rating (SEAR) level which can be used for planning and resource allocation purposes. Although there is no funding attached to the SEAR process itself, nor specific SEAR levels, a SEAR ranking is used as an evaluative criterion for Federal Emergency Management Agency (FEMA) grant decisions. Why this is important to Nevada is because the SEAR ranking may be considered as a factor for the approval of requests to reprogram funding tied to the Homeland Security Grant Program's Urban Area Security Initiative (UASI) and State Homeland Security Program (SHSP).

Special events are those pre-planned events not designated as National Special Security Events (NSSE) that have been submitted to the National Special Events Data Call. More specifically, as defined in DHS Management Directive 111-04, a special event is "an organized, pre-planned occurrence that causes people to gather together in sizeable numbers. Special events typically include sporting events and other contests, festivals, parades, conventions, dedications, memorials, high-profile federal meetings, visits by government officials, and visits by international dignitaries or heads of state.

The Homeland Security Advisor (HSA), through the Division of Emergency Management's Office of Homeland Security, acts as the State's single coordination point for this information, disseminating the data call guidance, retrieving the information from key stakeholders, and uploading the information for review and event ranking to DHS as directed. The Nevada Threat Analysis Center (NTAC), Southern Nevada Counter Terrorism Center (SNCTC), the Northern Nevada Regional Intelligence Center (NNRIC), and statewide Emergency managers play a key role in populating the Special Event list for Nevada annually. On September 11, 2017, the HSA approved the upload of special event submissions to DHS ahead of the established deadline. As of June 30, 2018, 340 special events are catalogued and rated by DHS as a result of the 2018 SEDC. The 2019 SEDC will begin August 1, 2018, and run through September 12, 2018, for those events occurring between December 1, 2018 and November 30, 2019.

## **National Critical Infrastructure Prioritization Program (NCIPP) Data Call**

The Department of Homeland Security NCIPP Data Call is an annual event aimed at the identification and prioritization of critical infrastructure, of which the destruction, or disruption of, could result in catastrophic national or regional consequence. Information received from this data call provides foundational support for infrastructure protection and risk reduction programs and/or activities as executed by DHS, public, and private partners.

Historically, this process is executed through the annual NCIPP data call to sector, state, and territorial partners, using criteria developed by the Office of Cyber and Infrastructure Analysis' (OCIA) National Critical Infrastructure Prioritization Program (NCIPP). The resultant list of critical infrastructure is prioritized into two categories (Level 1 and Level 2), and that

information is used to inform DHS's infrastructure protection plans and programs ensuring risk mitigation efforts are applied in the most effective way possible including funding matrices for preparedness grants.

The Homeland Security Advisor (HSA), through the Division of Emergency Management's Office of Homeland Security, acts as the State's official submission point for this information, disseminating the data call guidance, reviewing information from key stakeholders, and submitting the information for review to DHS as directed. The Nevada Threat Analysis Center (NTAC) and the Southern Nevada Counter Terrorism Center (SNCTC) play a key role in the annual nomination process. On April 27, 2018, the HSA approved the annual submission of critical infrastructure nominations to DHS adhering to the established deadline. As of June 30, 2018, Nevada is currently in the Reconsideration Phase of the Data Call in which DHS re-reviews additional information provided by the state in consideration of initial nomination submissions. That phase will end July 16, 2018, and final publication is expected in the fall of 2018.

### **Nevada Homeland Security Working Group Report**

On March 12, 2018, Executive Order (EO) #2018-4, Implementation of Nevada's Statewide Resilience Strategy, was signed by the Governor in response to the unprecedented emergencies and disasters that occurred in Nevada during 2017. With a commitment to strengthen recovery and resilience efforts within Nevada, the Nevada Homeland Security Working Group (HSWG) was redesigned to ensure that grant resources were used effectively and efficiently as part of the Resilience Strategy set forth in the EO. Changes to the HSWG in 2018 included:

- A reduction in the number of appointed members for the 2018 HSGP cycle from the previously appointed membership total of 32 to 17 appointed members;
- Focus on sustainment efforts, immediate need requirements, and efficiency of process;
- The development of a prioritized list of specific needs based on after-action review processes from 2017 events; and
- The development of prioritized capabilities and capacities essential for funding sustainment in the 2018 HSGP cycle.

Although the HSWG primarily focuses on projects with statewide impact requesting SHSP funding, it also considers UASI funding requests having similar statewide impact. The HSWG makes a project funding recommendation to the NCHS Finance Committee, and in turn, the Finance Committee reviews project recommendations and after consideration passes the final project recommendations to the NCHS for final consideration and approval. The NCHS met on June 18, 2018, and approved the final recommendation of the Finance Committee to fund FFY 2018 HSGP projects as recommended by the HSWG. See Figure 6 for reference.

### **The Homeland Security Grant Program (HSGP) Process FFY 2018**

The NCHS set five priorities for the Federal Fiscal Year (FFY) 2018 HSGP process on January 29, 2018. Figure 5 illustrates these priorities below:

<b>NCHS Priorities for FFY 2018</b>		
<b>Mission Area</b>	<b>Core Capability</b>	<b>Rank</b>
Prevention/Protection	Intelligence and Information Sharing	1
Protection	Cybersecurity	2
All	Public Information and Warning	3
All	Operational Coordination	4
Response	Operational Communication	5

**Figure 5.** NCHS Priorities for FFY 2018

Upon release of the HSGP Notice of Funding Opportunity (NOFO) on May 21, 2018, Nevada received an allocation of \$3,980,000 through the State Homeland Security Program in addition to \$5,000,000 through the Urban Area Security Initiative (UASI). Due to the considerable delay in release of grant guidance, Nevada was given only until June 20, 2018, to submit its final HSGP Grant Application to the Department of Homeland Security (DHS). Historically, states have been allocated 45-60 days to accomplish this task.

The HSWG met first on April 23, 2018, prior to the release of the FFY 2018 HSGP grant guidance to review a total of 40 projects consisting of SHSP and SHSP/UASI combined project requests totaling \$8,321,138. Project requests were submitted by project managers representing various state agencies, local government, tribal entities, and non-profit agencies. All projects represented were presented as having statewide, urban area, or combined statewide/urban area impact. As an additional requirement, projects with a cyber security component were directed for technical advisory review and ranking by the NCHS Cyber Security Committee, those projects with a communications component were directed to the Nevada Public Safety Communications Committee (NPSCC), and the NPSCC Grants Subcommittee, for technical advisory review and ranking. This process ensured the submitted projects fit within the technical parameters of the proposed core capability. In a parallel and separate process for reviewing those projects with a UASI funding component, the Urban Area Working Group reviewed a total of 26 UASI or UASI/SHSP combined project requests totaling \$7,649,300. As a final request from both of the HSWG and UAWG meetings, project managers were asked to make voluntary reductions or to withdraw projects that did not require FFY 2018 funding. Following are summaries of agenda items for HSWG meeting on April 23, 2018:

- Discussion pertaining to the prioritization of funding needs based on recommendations developed during ongoing after-action reports derived from Nevada events in 2017 in addition to prioritization of homeland security capacities and capabilities essential for sustainment during the 2018 HSGP grant cycle;
- Discussion pertaining to the current status of 2018 HSGP guidance, award, and federal application timelines and deadlines in addition to a comprehensive overview of the HSWG process for 2018 including requirements for proposals, budgets, investment justifications, advisory committee input, compliance requirements, timelines, deadlines, and strategic objectives;

- Discussion pertaining to the review of current and historical HSGP grant balances, deobligations, compliance, reporting, extensions, and sub-grantee monitoring in addition to an comprehensive overview of the investment justification process and associated deliverables and timelines;
- Review of the Urban Area Working Group meeting on April 18, 2018, to include funding breakouts for those projects with an urban area funding stream request in addition to strategies applied to the process, updates on the current MSA rankings, and potential funding consequences due to changes in funding allocations; and
- Presentation of statewide and statewide/urban area projects for consideration during the 2018 HSGP process including a summary of submitted projects, request totals, and next steps in the process including resubmission of modified projects and budgets.

The HSWG met for a second and final time after receipt of the 2018 HSGP guidance on June 6, 2018, to hear substantive changes to projects as a result from input received during the first HSWG meeting, from advisory committee input, or from project managers who had voluntarily reduced or withdrawn projects for consideration. Upon review and discussion of proposed changes, and taking into consideration the advisory recommendations as presented, the HSWG rank prioritized a total of 34 projects representing both SHSP and combined SHSP/UASI funding requests. Each voting member participated in a recorded voting process resulting in the selection of 28 projects that remained within the \$3,781,000 allowable SHSP funding allotment. In a parallel and separate process for reviewing and rank-prioritizing those projects with UASI funding stream requests, the Urban Area Working Group (UAWG) recommended funding 19 additional projects comprised of four UASI/SHSP projects and 15 UASI-only projects totaling \$4,750,000 falling within the allowable UASI funding allotment. Both the HSWG and UAWG recommendations were forwarded to the NCHS Finance Committee on June 13, 2018, for review. Following are summaries of agenda items for HSWG meeting on June 6, 2018:

- Discussion on the THIRA process and a review of compliance requirements per the 2018 HSGP Notice of Funding Opportunity;
- Discussion and updates on the outcome of the May 31, 2018, UAWG meeting;
- Presentation of the Nevada Public Safety Communications Committee (NPSCC) ranking recommendations for 2018 HSGP communications-specific project proposals, and the process the NPSCC Grants Subcommittee used to generate the rankings;
- Presentation of the NCHS Cyber Security Committee ranking recommendations for 2018 HSGP cyber-specific project proposals, and the process used to create the rankings;
- Discussion of 2018 HSGP project proposal and budget modifications;
- Discussion on the 2018 sustainment recommendations by the HSWG Co-Chairs presented as a prioritized list of specific needs based on recommendations developed during after-action review of the 2017 disasters in Nevada in addition to homeland

security capacities and capabilities that currently exist and are essential to sustain during the 2018 HSGP cycle. Recommendations included the following project capabilities for consideration by the HSWG (Order presented is not indicative of a higher or lower prioritization):

*For 2018 HSGP UASI Projects:*

- Southern Nevada Counter Terrorism Center
- ARMOR CBRNE (LVMPD)
- Emergency Management Operational Coordination
- Metropolitan Medical Response System
- Southern Nevada CERT

*For 2018 HSGP SHSP and SHSP/UASI Combined Projects:*

- Southern Nevada Counter Terrorism Center
  - Nevada Threat Analysis Center
  - ARMOR CBRNE (LVMPD)
  - Consolidated Bomb Squad
  - Tahoe Douglas Bomb Squad
  - NE Nevada Citizen Corps CERT Program
  - Southern Nevada Community Emergency Response Team (CERT)
  - Statewide Citizen Corps Council
  - Statewide Continuity of Operations
  - Statewide NIMS
  - Washoe County Sheriff's Citizen Corps Program
  - Douglas County CERT Program
  - Statewide Interoperability Coordinator
- Discussion and individual HSWG member evaluation and ranking of statewide projects resulting in a prioritized list of projects for funding consideration;
  - Vote on the final 2018 HSGP funding recommendation with direction to the SAA to submit such recommendation to the NCHS Finance Committee for review; and
  - Discussion on the next steps in the 2018 HSGP process.

With recommendation approval granted by the NCHS Finance Committee on June 13, 2018, and concurrent approval by the NCHS on June 18, 2018, the submission of Nevada's 2018 HSGP Grant Application to the Department of Homeland Security was completed on June 18, 2018, ahead of the federal deadline.

A summary of the project rankings for both the SHSP and UASI funding streams for 2018 is provided below in Figure 6:

FFY 2018 HSGP			
SHSP and SHSP/UASI Combined Project Ranking			
Rank	Project Name	SHSP Allocation	UASI Allocation
1	Southern Nevada Counter Terrorism Center	\$670,400.00	\$361,990.00
2	Nevada Threat Analysis Center	\$570,668.00	\$-
3	ARMOR CBRN Sustainment	\$50,000.00	\$75,000.00
4	Northeast Nevada Citizen Corps CERT Program Sustainment	\$61,024.00	\$-
5	Statewide Continuity of Operations Sustainment	\$150,000.00	\$-
6	Southern Nevada Community Emergency Response Team (CERT) - Sustainment	\$51,055.00	\$239,382.00
7	Consolidated Bomb Squad – Competitive	\$100,636.00	\$-
8	Washoe County Sheriff's Office Citizens Corps Program - Sustainment	\$80,663.00	\$-
9	Tahoe Douglas Bomb Squad – Competitive	\$83,000.00	\$-
10	Statewide Citizen Corps Council – Sustainment	\$18,101.00	\$-
11	Douglas County CERT Program – Sustainment	\$18,249.00	\$-
12	Statewide NIMS – Sustainment	\$501,928.00	\$-
13	Nevada Threat Analysis Center – Competitive	\$120,000.00	\$-
14	Southern Nevada Counter Terrorism Center – Competitive	\$72,000.00	\$276,750.00
15	Washoe County Sheriff's Office - Cybersecurity SUSTAINMENT	\$45,060.00	\$-
16	Statewide Interoperability Coordinator – Sustainment	\$33,122.00	\$-
17	Nevada Tribal NIMS- Sustainment	\$85,632.00	\$-
18	Statewide Recovery Plan Implementation Phase 2 – Sustainment	\$137,722.00	\$-
19	Douglas County CERT Program –COMPETITIVE	\$2,000.00	\$-
20	Elko County Multi-Agency Communications Center – Competitive	\$313,500.00	\$-
21	Washoe County Sheriff's Office Citizens Corps Program - Enhancement	\$6,600.00	\$-
22	Washoe County Sheriff's Office Cybersecurity Enhancement	\$28,000.00	\$-
23	Statewide Continuity of Operations Sustainment – Competitive	\$75,000.00	\$-
24	Implementation of Nevada's Statewide Resiliency Strategy (HSWG) - Sustainment	\$49,600.00	\$-
25	Owyhee Dispatch Multi-Discipline Center – Competitive	\$118,500.00	\$-
26	Public Information and Warning – Sustainment	\$203,900.00	\$-
27	North Central Nevada Mobile Repeater and Tow Vehicle - Competitive	\$30,000.00	\$-
28	Netflow and Intrusion Detection System Monitoring and Analysis	\$104,640.00	\$-
<b>Subtotal of SHSP and SHSP/UASI Ranked Projects:</b>		<b>\$3,781,000.00</b>	<b>\$953,122.00</b>
<b>Combined Subtotal of SHSP and SHSP/UASI Ranked Projects:</b>		<b>\$4,734,122.00</b>	
FFY 2018 HSGP			
UASI Only (*Not ranked by the HSWG)			
Rank	Project Name	UASI Allocation	
*	ARMOR CBRN - New Competitive	\$411,500.00	
*	Emergency Event Tracking System – Competitive	\$300,000.00	
*	Emergency Management Operational Coordination – Sustainment	\$71,000.00	
*	Public Health Analytical FTE – Sustainment	\$96,635.00	
*	Cyber Security Services	\$113,148.00	
*	Clark County EOC Enhancement-Competitive	\$240,000.00	
*	Henderson Regional Hazmat Capability – Sustainment	\$220,656.00	
*	MACTAC Training Equipment – Complex Coordinated Terrorist Attack - Competitive	\$462,300.00	
*	Mass Casualty Incident Response Project – Competitive	\$100,805.00	
*	Metropolitan Medical Response System – COMPETITIVE	\$324,224.00	
*	Metropolitan Medical Response System – SUSTAIN	\$230,810.00	
*	Radiological Monitoring 2018 – Sustainment	\$75,800.00	
*	Southern Nevada Incident Management Team – Sustainment	\$25,000.00	
*	FAO Alternate Facility and Dispatch Training Center Enhancements-Competitive	\$325,000.00	
*	CBRNE Unit 2018	\$800,000.00	
<b>Subtotal of UASI Only Projects:</b>		<b>\$3,796,878.00</b>	
<b>Combined Total of SHSP, SHSP/UASI, and UASI-Only Projects for FFY 2016 HSGP:</b>		<b>\$8,531,000.00</b>	

Figure 6. FFY 2018 HSGP Project Ranking Recommendation Summary



Of the total HSGP projects initially submitted in the 2018 process, 43 out of 62 projects originally submitted were approved for consideration of funding by DHS, either at the originally requested amount, or at a reduced amount that significantly affects the capacity of the projects to provide capability change within Nevada.

### ***Nonprofit Security Grant Program***

The Nonprofit Security Grant Program (NSGP) provides funding support for target hardening and other physical security enhancements to nonprofit organizations that are at high risk of a terrorist attack and located within one of the urban areas receiving funding under the Fiscal Year (FY) 2017 Urban Area Security Initiative (UASI). The program seeks to integrate the preparedness activities of nonprofit organizations that are at high risk of a terrorist attack with broader state and local preparedness efforts. The NSGP also serves to promote emergency preparedness coordination and collaboration activities between public and private community representatives as well as state and local government agencies. The NSGP supports the Quadrennial Homeland Security Review Mission to Strengthen National Preparedness and Resilience. Each non-profit organization may apply for up to \$75,000 and must apply through their respective State Administrative Agency (SAA).

### ***State and Local Implementation Grant Program***

The State and Local Implementation Grant Program (SLIGP) was created under the Middle Class Tax Relief and Job Creation Act of 2012. SLIGP is designed to provide resources to assist regional, state, local and tribal government entities as they plan for the nationwide public safety broadband network (PSBN) developed by the First Responder Network Authority (FirstNet). It is funded by the National Telecommunications & Information Administration (NTIA), United States Department of Commerce

The Middle Class Tax Relief and Job Creation Act of 2012 created FirstNet as an independent authority within NTIA to provide emergency responders with the first nationwide, high-speed, broadband network dedicated to public safety. FirstNet has been obligated by Congress to take all actions necessary to ensure the building, deployment and operation of the nationwide public safety broadband network.

NTIA awarded \$116.5 million in grants to 54 U.S. states and territories. This funding provides recipients with the resources to work with stakeholders throughout the state or territory to identify needs, gaps, and priorities for public safety wireless broadband. This work will also help recipients prepare for consultation with FirstNet.

### **Public Information and Outreach Overview**

The Public Information Officer (PIO) contributes to fulfilling the DEM mission and meeting strategic objectives and program goals. This is accomplished by organizing and implementing public information activities in order to provide the partnering agencies, public, and media with timely and accurate information during an incident and in matters of public interest and to provide a positive organizational image.

One of the priorities for the PIO is to educate and prepare residents through relevant, prompt, and authoritative emergency information. Internally communication systems and networks are essential for protecting lives and property in the event of any kind of significant disaster or emergency. The media and the public seek information and guidance during times of natural and manmade disasters and emergencies; therefore, the DEM PIO has an inherent obligation to protect its residents by disseminating this information.

Due to the importance of disseminating information quickly and accurately in times of crisis, DEM has several operational documents outlining policies, procedures and protocol. Dependent on the size of the incident and the division's activation level, the PIO determines the execution of the appropriate action plan to include the Joint Information Center (JIC).

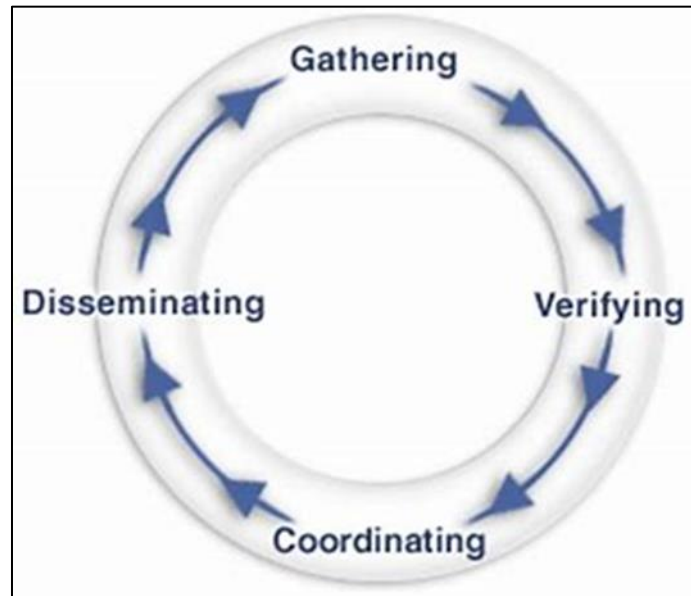
PIOs are often referred to as crisis communicators. They obtain information from various sources, compile the pertinent details in a concise manner and disseminate the specifics to pertinent parties internally and externally. Information is provided on warnings, alerts, shelter, evacuation orders, and the general progress of events. All facts must be reported as accurately as possible and in a timely manner as the incident unfolds.

Communication may occur through a number of avenues, including press conferences, phone calls, email, media outlets, and through social media platforms. (Many federal and state agencies provide timely updates and information through Facebook, Instagram and Twitter, for example.) Further, external affairs are often involved in developing public outreach materials, such as handbooks and flyers, web site development and media materials, such as press releases/advisories.

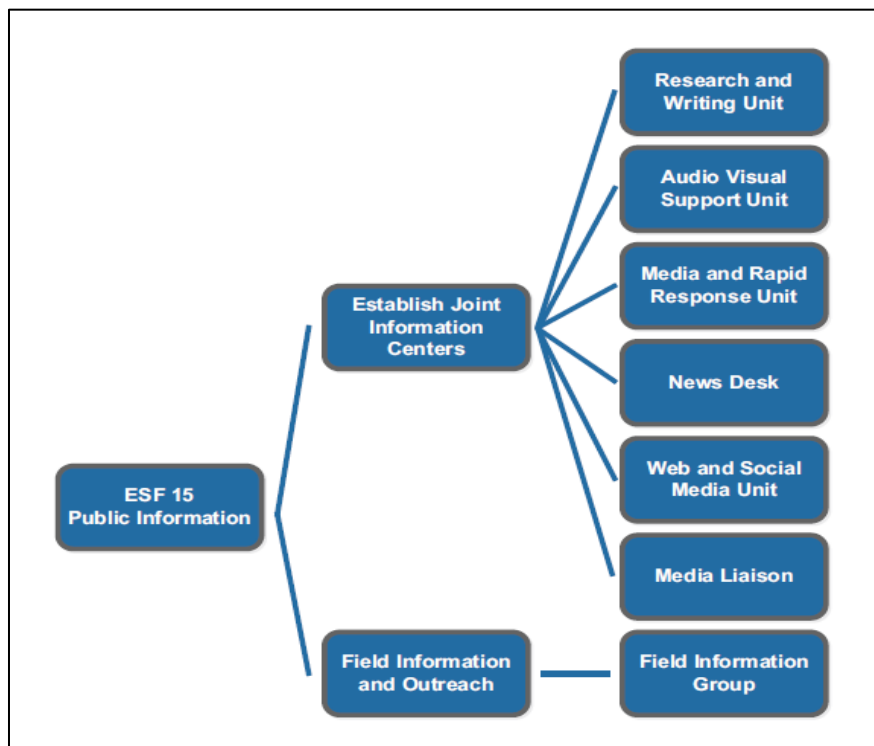
Within the emergency management framework, PIOs are responsible for supporting the agency's incident command structure. These professionals advise the incident command on all matters related to public information. As such, public information officer jobs involve the following duties:

- Coordinating the agency's public information system before, during, and after an emergency – *See Figure 1 below;*
- Developing and updating a comprehensive public information program, which includes educating and increasing awareness of emergency preparedness and response;
- Creating and distributing weekly information reports and maintaining an Internet presence through social media, blogging, and website updates;
- Overseeing public outreach events and programs;
- Emergency Support Function 15 (Public Information) is a component of the SEOC and plays the primary role of coordinating information for the state in support of local jurisdiction incident response – *See Figure 2 below;* and

- DEM PIO establishes a Joint Information Center (JIC) (a location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions) using the Joint Information System (JIS) (the structure for ensuring that PIO functions are coordinated and integrated).



**Figure 1.** Continuous 4-Step Process



**Figure 2.** ESF 15 Organization Chart

## Response

Response describes how entities and agencies around the state seek to stabilize a situation following an emergency or disaster. DEM is responsible for ensuring the state is properly prepared to deal with, and assist with, large-scale emergency response, and it is also responsible to coordinate resources and information through the Duty Officer Program and the State Emergency Operations Center in a statewide response to such incidents. This includes the coordination of support to private sector organizations, local jurisdictions, county and state organizations, tribal governments, and regional incidents as requested.



### Duty Officer Program

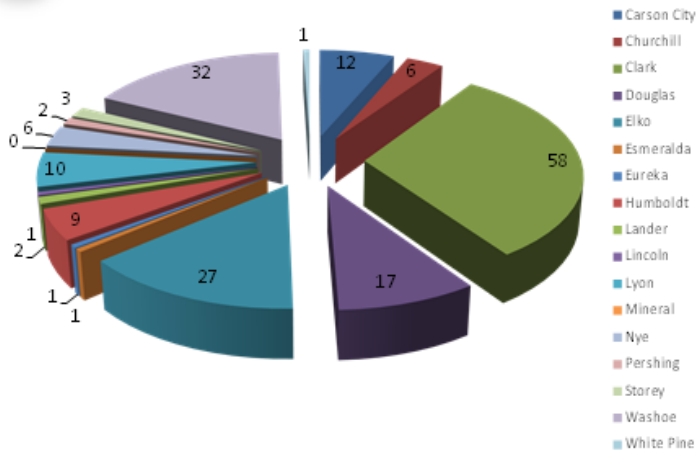
The DEM Duty Officer (DO), in many cases, is the first contact that local government, adjoining states and the Federal government has with the State of Nevada when a disaster/emergency (All Hazard Incidents) occurs. When first contacted by an affected jurisdiction, the Duty Officer will assign an Incident Mission Number, respond to the requests from the affected jurisdiction and begin the documentation of his or her actions. The professionalism, knowledge, and assistance provided by the DO and the cooperation between the state and local jurisdictions will assist in bringing an event to a successful conclusion. The Duty Officer rotation changes every week.

DEM Duty Officers were involved in 278 incidents in FY2018. Those incidents resulted in the Duty Officers being involved in 11 different types of incidents, assisting 16 of the 17 Nevada Counties, and coordinating resources with 17 other states and territories. Duty Officers also participated in multiple training events and exercises throughout the year. Duty Officer calls vary in significance from mere notifications to events that could very well result in local, tribal, state, or federal declarations. During this last year, the Duty Officer Program supported a record number of states through the use of the Emergency Management Assistance Compact (EMAC) system, sending resources as far away as Florida and Puerto Rico. This year, for the first time and in support of the 1 October incident and to assist with recovery efforts from the flooding in early 2017, DEM also was very active in requesting assistance from other states through the EMAC system.

Over the last year, DEM has fielded countless calls through the Duty Officer program, and a breakdown of the calls by type and region follows:



DEM Duty Officer Calls - by County  
 Nevada IntraState Mutual Aid - No reimbursements requested or required  
 SFY 2018 - 188 - AS of June 30, 2018

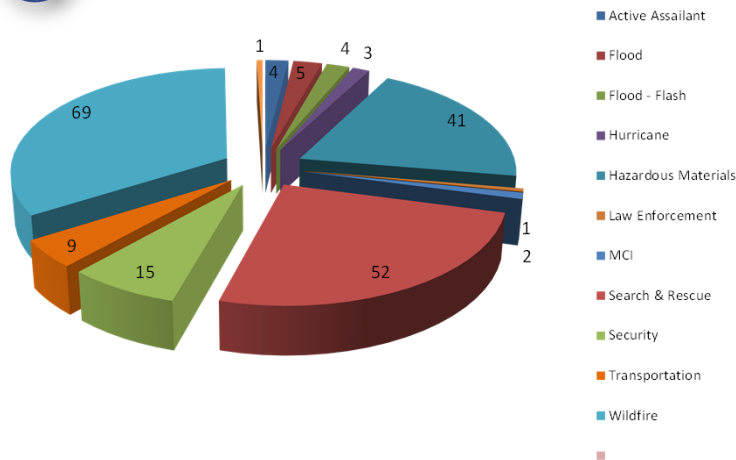


DEM Duty Officer Calls - by County  
 Nevada IntraState Mutual Aid - No reimbursements requested or required  
 SFY 2018 - 188 - AS of June 30, 2018  
 Statistical Breakdown

County	# of Incidents	Primary	Secondary
Carson City	12	Wildfire	Search & Rescue
Churchill	6	Wildfire	Transportation
Clark	58	Search & Rescue	Public Safety & Security
Douglas	17	Wildfire	Search & Rescue
Elko	27	Wildfire	Search & Rescue
Esmeralda	1	Hazardous Materials	
Eureka	1	Wildfire	
Humboldt	9	Wildfire	Hazardous Materials
Lander	2	Wildfire	
Lincoln	1	Flood - Flash	
Lyon	10	Wildfire	Search & Rescue
Mineral	0		
Nye	6	Active Assailant	Flood - Flash
Pershing	2	Search & Rescue	
Storey	3	Wildfire	Search & Rescue
Washoe	32	Wildfire	Hazardous Materials
White Pine	1	Wildfire	
<b>16 of 17 Counties</b>	<b>188</b>		



DEM Duty Officer Calls - SFY 2018  
 Top 3 Categories: Wildland Fire, Search & Rescue, Hazardous Materials Regulatory Reporting  
 By Incident Type - as of June 30, 2018

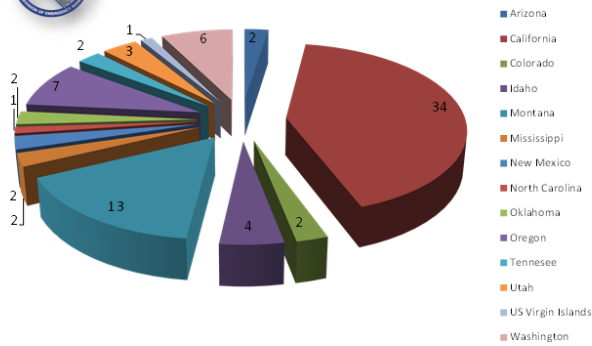


**2018 General Statistics**

Training Exercises issued an Incident	4
# of Real Incidents	274
# of DEM Staff Activations/Deployments (Not including Duty Officers)	148
# of DEM Staff Activations/Training	75
<b>Top 3 Incident Categories</b>	<b>Quantity</b>
Wildland Fire	110
Hazmat (Regulatory Reporting Requirements & Real Events)	41
Search & Rescue	52
<b>Total Number of DEM Duty Officer Calls - all categories (including trainings)</b>	<b>278</b>



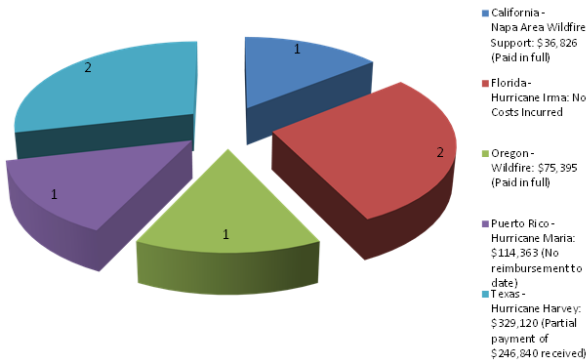
Out of State Responses Coordinated by  
DEM Duty Officers (Non-EMAC) – SFY 2018 – 86 - As of June 30, 2018



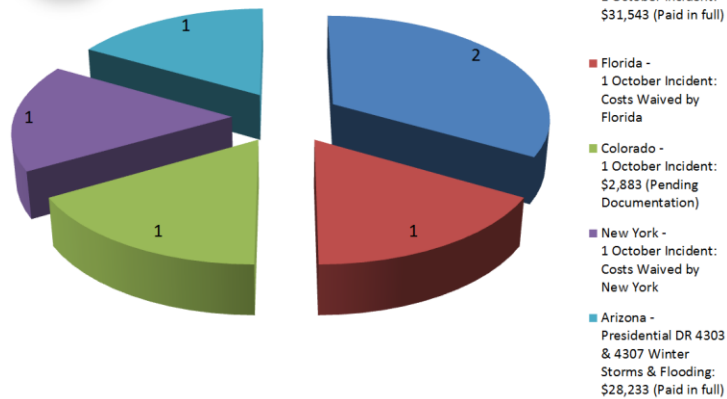
Out of State Responses Coordinated by  
DEM Duty Officers – Types of resources provided  
SFY 2018 – 86 - As of June 30, 2018

State	# of Responses	Type of Incident	Type of Resource Deployed
Arizona	2	VSP - Search & Rescue	DEM Virtual Search Planning
California	35	Wildfire	Engines, Overhead, NVNG Comms
		Hazardous Materials	NVNG CST
Colorado	2	Wildfire	Engines
Florida	2	Hurricane	NVNG Comms
Idaho	4	Wildfire	Engines & Overhead
Mississippi	2	VSP - Search & Rescue	DEM Virtual Search Planning
Montana	13	Wildfire	Engines & Overhead
New Mexico	2	Wildfire	Overhead
North Carolina	1	VSP - Search & Rescue	DEM Virtual Search Planning
Oklahoma	2	Wildfire	Engines
Oregon	8	Wildfire	Engines & Overhead
Puerto Rico	1	Hurricane	Overhead
Tennessee	2	VSP - Search & Rescue	DEM Virtual Search Planning
Texas	2	Hurricane/Flood	NVNG Helicopters & NVTF 1
USVI	1	Hurricane	Overhead
Utah	3	Wildfire	Engines & Overhead
Washington	4	Wildfire	Overhead
		VSP - Search & Rescue	DEM Virtual Search Planning
	<b>86</b>		

EMAC Responses – Nevada as Assisting State  
Deployment of Nevada National Guard resources  
SFY 2018 – As of June 30, 2018



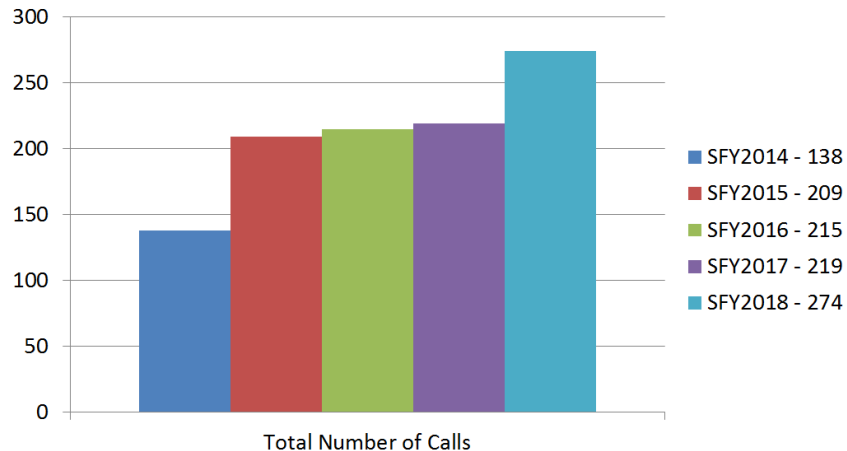
EMAC Responses – Nevada as Requesting State  
SFY 2018 – As of June 30, 2018



The number of Duty Officer calls received each year has steadily increased as the Duty Officer Program has become more relevant and responsive to the needs of the local jurisdictions, as well as due to an increased demand for support out of state.



## 5 Year Average – 2014-2018 DEM Duty Officer Calls



The State of Nevada uses NIMS incident typing criteria. The incident types range from a simple event requiring minimum response requirements, to an event requiring complex local, tribal, state, and federal involvement. As the potential severity of the incident, the geographic area impacted, or the demand on local resources changes, the DEM Duty Officer, DEM Chief or designee, or the SEOC Manager will alter emergency response and coordination activities to meet the emergency needs.

Typically, activation of the SEOC occurs when the Duty Officer confers with the DEM Chief indicating a level of activity that is overwhelming, or the need associated with the type emergency is complex and better suited for a multi-agency response. Catastrophic emergencies will prompt activation just by the nature of the conditions typically associated with the type of incident. Activation of the SEOC is based upon a decision process and is not automatically done due to any particular conditions.

Criteria for activation includes, but is not limited to: a local ECC/EOC activation/declaration of emergency; protracted duration of assistance initially provided by the Duty Officer; loss of or impending loss of life/mass casualty event; DEM management decision; and/or a request by the Governor.

## Search and Rescue Overview

Within Nevada, the Sheriff is responsible for searches and rescues within their county as directed by Nevada Revised Statute 248.092. When an incident requires further assistance

with either resources or coordination of operations, they often turn to the DEM. Under Nevada Revised Statutes 414, DEM maintains the position of the State Search and Rescue Coordinator and provides resource assistance and training opportunities to search and rescue operations and resources throughout the state. SAR Policy and the State Search and Rescue Plan are developed through the State Board for Search and Rescue to assist local jurisdictions in search and rescue operations, provide guidance and direction to State SAR Coordinator, and carry out specific duties.

The State SAR Coordinator, through the DEM Duty Officer Program, is the primary link to acquire Department of Defense (DoD) resources that are used for search and rescue operations. From specific air and ground assets, to state-of-the-art cell phone forensics, radar data and forensic evaluation, and through the Virtual Search Planning process developed in Nevada, DEM has repeatedly brought assets to the local community and helped locate lost persons.

The State SAR Coordinator is responsible for the inventory of search and rescue resources throughout the state, part of the broader responsibility DEM has for the maintenance of resource management. The dynamic nature of volunteer teams brings challenges to the effort; however DEM continues to build a strong partnership with counties and community partners. In this effort, the State SAR Coordinator looks for funding and grants opportunities as part of their responsibility under NRS 414, and they coordinate assistance and mutual aid between counties, other states, and the federal government.

Search and rescue operations remain the third most frequent call for assistance from jurisdictions, just behind wildfire and hazardous material response incidents. As you may imagine, SAR incidents are some of the most diverse and unusual calls received by DEM, requiring anything from simple coordination of resources, the ordering and deployment of local, state, or federal SAR assets, to highly skilled and complex management and planning efforts within an active search effort or technical assistance during a multi-day operation.

The State SAR Coordinator is the primary developer of what has come to be known as Virtual Search Planning (VSP), a process now used by four states as part of their statewide search and rescue programs. Based upon the analysis of very complex factors related to a missing person, VSP collects and reviews data on lost person behavior, historic and current weather patterns and components, terrain analysis and human flow dynamics, physiological, psychological, and pharmacological factors related to the missing person, and statistical data drawn from ISRID, the International Search and Rescue Incident Database, a body of work encompassing more than fifty-thousand lost person events from around the world. Trained VSP Analysts across the country then compare the specific data and compose a one or two scenario solution that is then provided to the requesting agency. After more than 70 plus cases, the VSP process has resolved the missing person event in 82% of those cases where it has been applied. The process and results stand alone as the most effective capability for planning and resolving search operations, bringing lost persons home.

DEM sponsors search and rescue courses based on FEMA Wilderness Land Search standards and “best practices” to Nevada SAR responders, the Nevada Wilderness Search and Rescue Technician Course, and the Nevada Land Search Management Course, and



these continue to be the foundational courses in Nevada for search and rescue. When requested, the State SAR Coordinator working with the division training staff, fill requests for specialized courses as needed. DEM continues to be a force multiplier, assisting Nevada Sheriff's in search and rescue operations, planning, and training. DEM has set a national standard in the VSP process and looks to the future to develop and implement even greater capabilities for SAR.

## Statewide Interoperability Coordinator (SWIC)

As a result of recommendations received from the public safety community, the federal Department of Homeland Security's Office of Emergency Communications (OEC) enhanced the National Emergency Communications Plan (NECP) with the inclusion of an objective requiring states and territories to identify a central point of coordination for interoperable emergency communications efforts. In Nevada, as in most states, the Statewide Interoperability Coordinator (SWIC) is assigned a diverse set of responsibilities including:

- Overseeing daily operations of Nevada's interoperability efforts;
- Coordination of interoperability and communications projects;
- Maintenance of governance structures;
- Assembly of working groups to develop and implement key initiatives;
- Updating, implementing, and management of the Statewide Community Infrastructure Program (SCIP); and
- Continuous outreach efforts working with local, county, state, tribal, and territorial partners on communications projects and policy development throughout Nevada.

## Recovery

The declaration process is a key aspect of the four phases of emergency management. The principle that guides response efforts states that emergencies and disasters begin and end at the local level, and only escalate to higher levels of government when local resources are overwhelmed and additional support is necessary. This principle is observed nationally and is defined in the National Incident Management System. The declaration process is outlined below:



- 1. Emergency or Disaster Event and Response:** The event occurs. Local first responders (e.g., Fire, Law Enforcement and Emergency Medical Services) respond utilizing the Incident Command System (ICS). Depending on the extent of the emergency, the local jurisdiction activates their Emergency Operations Center and initiates their Emergency Operations Plan.
- 2. Local Jurisdiction Declaration:** If the situation exceeds the capabilities of the local community, a local emergency declaration can be issued by the municipality. A declaration enables a jurisdiction to respond to the event and provide resources for use in the emergency/disaster. Declarations remain in effect as long as necessary to ensure an effective response.

3. **State Disaster Request:** A local community that has declared an emergency can request assistance from the state. DEM coordinates support requests with state agencies that may be able to assist based upon their authorities, capabilities and resources. When the magnitude of the emergency warrants consideration of a Gubernatorial Declaration, DEM coordinates a Preliminary Damage Assessment with the affected community at the county level. The jurisdiction's request for State assistance with DEM's recommendation is forwarded to the Governor for a decision.
4. **Gubernatorial Declaration:** When approved, a Governor's Declaration of Emergency is an administrative function that authorizes the use of state resources (e.g., state personnel, equipment and funding) in support of local emergency response and recovery efforts. If the Preliminary Damage Assessments (PDA) confirm impacts that meet federally-established thresholds for an Emergency or Major Disaster Declaration, the State would request a Joint PDA with the Federal Emergency Management Agency (FEMA) and the Small Business Administration (SBA). If the damages meet the federal threshold, DEM will prepare a State request and application for a federal disaster declaration for the Governor to send to the President via FEMA Region IX.
5. **Federal Disaster Declaration:** FEMA examines damage and disaster declaration requests and makes their recommendation to the President. Presidential approval of the declaration activates eligible programs (i.e., Individual Assistance, Public Assistance, and Hazard Mitigation).
6. **Small Business Administration Disaster Declaration:** Once the Governor makes a request to FEMA for Presidential declaration FEMA notifies SBA that the declaration is approved. The SBA can make federally subsidized loans to repair or replace homes, personal property or businesses that sustained damages not covered by insurance.

DEM manages the declaration process on behalf of the state. Through mitigation, preparedness, response, and recovery efforts, and through all aspects of the agency's function, DEM is constantly engaged in this process and related efforts. As noted in the process outlined above, it begins with an emergency or disaster event, which results in an immediate decision: is this event a local or state emergency requiring a declaration of emergency or disaster at any level, coordination of resources, or activation of the local, state, or other Emergency Operations Center.

Conducting damage assessments are often a key step to managing events as they transition from the response phase to the recovery phase. In order to determine the level of damage and whether personal or public damages qualify for state or federal grant assistance, DEM will activate State Preliminary Damage Assessment (PDA) Teams upon request of the affected jurisdiction(s) to complete an assessment. The State PDA Team operates under NRS414.080 Mobile Support Unit. DEM has approximately 20 members located statewide with varying degrees of expertise, and it is responsible for coordinating, planning, training and conducting exercises for this team.

In 2018, Recovery was part of the Nevada Preparedness Conference in Pahrump, NV:

- 2/8/2018 – ***Getting to know your Recovery Support Functions (RSFs)***
- 2/8/2018- ***Damage Assessment Tools & Statewide Best Practices***
- 2/9/18 – ***Post-Summit Recovery Half-day Training***

In 2019, Recovery will be the focus of the final day of the Nevada Preparedness Conference in Reno, NV. Topics to be included:

- ***Response & Recovery Guide to Local Governments***
- ***Preliminary Damage Assessment***
- ***Disaster Declaration Process- Disaster Grants Administration***
- ***Nevada Disaster Recovery Framework & Local Recovery Planning***
- ***Local Recovery Planning Exercise***

There are two primary programs administered by FEMA that may be of assistance during disaster recovery:

- **Individual Assistance:** FEMA may provide financial assistance and direct services to eligible individuals and households who, as a direct result of a major disaster, have necessary expenses and serious needs and are unable to meet such expenses or needs through other means. FEMA's programs are designed to help meet essential needs and assist individuals and their households in taking the first steps toward recovery. FEMA programs are not intended to return all homes or belongings to their pre-disaster condition. Currently Nevada does not have a designated Individual Assistance Officer. This is a shared responsibility between the State's Recovery Manager and the State's Emergency Management Programs Manager.

Although FEMA uses several criteria to determine the need for individual assistance, in states with a population the size of Nevada's an average of 582 homes must be majorly damaged or destroyed in order to receive this assistance.

In January and February, dozens of Nevada homeowners experienced uninsured losses that were considered to be minor by FEMA's criteria. The state requested Individual Assistance in the February disaster and appealed the rejection. SBA was able to provide low-interest loans to homeowners who qualified for this assistance. Nevada had no program to assist these residents without the ability to qualify for SBA.

After multiple damage assessments in towns and neighborhoods affected by flooding, where homeowners expressed their frustration and disappointment with the help available, PDA teams were wishing for an alternative program. In 2005, there was such a program.

- Description and History of the HDAP Program:

In order to assist persons whose homes were damaged in a disaster the 2005 Legislature enacted AB572. Section 5 of this bill tasks the Department of Public Safety's, Division of Emergency management to establish a revolving account

within the State General Fund for grants to persons who own and occupy homes damaged by a locally declared emergency or disaster. HDAP grants may only be used for actual expenses incurred by a homeowner for the recovery or repair of a home. Additionally, HDAP grant awards may only be used for those costs not able to be covered by personal assets, flood insurance or homeowner's insurance policies, with the exception of reimbursement of insurance deductible expenses.

- **Public Assistance:** The Public Assistance Program provides grants to state, local, and federally recognized tribal governments and certain private non-profit entities to assist them with the response to and recovery from disasters. Specifically, the program provides assistance for debris removal, emergency protective measures, and permanent restoration of infrastructure. This is the responsibility of the State's Recovery Manager and the State's Emergency Management Programs Manager.

State of Nevada successfully requested a presidential declaration in January and February of 2017. FEMA opened a joint field office in Carson City in March and the Public Assistance program has been implemented since then. FEMA has a staff of about 50 employees working in the PA program.

State recovery staff has been augmented by two contracted administrative assistants and an Emergency Management Assistance Compact (EMAC) Public Assistance Specialist from Arizona. On average DEM has 5 staff working in the JFO to review and approve project worksheets (PWs), which are the individual disaster grants that cover each jurisdiction's damages. Currently the projected number of PWs is about 300. State will need to augment staff in order to manage over double the live grant awards that the agency currently manages.

The U.S. Small Business Administration (SBA) can make federally subsidized loans to repair or replace homes, personal property or businesses that sustained damages not covered by insurance. The SBA can provide three types of disaster loans to qualified homeowners and businesses:

- **Home disaster loans** to homeowners and renters to repair or replace disaster related damages to home or personal property. Renters are eligible for personal property losses, including automobiles. Regulations limit these loans to \$20,000.
- **Business physical disaster loans** to business owners to repair or replace disaster-damaged property owned by the business, including real estate, inventory, supplies, machinery and equipment. Regulations limit these loans to \$2,000,000. This limit may be waived if a business is a major source of employment.
- **Economic Injury Disaster Loans (EIDLs)** are working capital loans to help small businesses, small agricultural cooperatives and most private, non-profit organizations of all sizes meet their ordinary and necessary financial obligations that cannot be met as a direct result of the disaster. These loans are intended to assist through the disaster recovery period. EIDL assistance is available only to entities and their owners who cannot provide for their own recovery from non-government sources, as determined by the SBA.

## Change to Tribal Presidential Declaration Threshold

FEMA consulted with federally recognized tribal nations on a separate process for tribes to request and receive presidential disaster declarations under the Stafford Act, and the process does not incorporate a disaster deductible. The draft pilot guidance adopted a \$300,000 damage amount to establish a level of damage that must occur before FEMA will consider a PA declaration, eliminating the \$1 million minimum part of the “Estimated Cost of Assistance.” Also, federally recognized tribes have the option of applying for assistance through the state as a sub-recipient, which means that Nevada may see an increase in federal declarations for tribes and increased costs to administer recovery programs for tribes.

“On January 8, 2016 administrator Craig Fugate initiated tribal consultation on FEMA's second draft of the tribal declarations pilot guidance (guidance). During the consultation, FEMA scheduled listening sessions in coordination with Indian tribal (tribal) governments and tribal organizations to discuss the draft guidance. Tribal governments also submitted written comments. Nearly 800 comments were received on the second draft guidance. Approximately 500 tribal officials representing 178 federally-recognized tribal governments (31% of total) participated in listening sessions 54 listening sessions nationwide during the 90-day consultation period, which ended on April 7, 2016.”

One significant change includes the following:

**The public assistance minimum damage amount for tribal governments is now \$250,000**, for eligible estimated damage and costs, to request a joint preliminary damage assessment. When that amount is met or exceeded, FEMA will then evaluate a tribal government's request for a disaster declaration based on the impacts of the disaster and the tribal government's capabilities, to determine the actual need for federal assistance.

In January and February disasters there were six tribal declarations. None of these tribes have the administrative capacity to apply directly to FEMA for Public Assistance. They will be subgrantees of the State of Nevada. Tribes are not eligible for assistance through the State Disaster Relief Account. All other applicants to the Public Assistance program for both disasters are eligible to the DRA for 50% of their match for federal assistance.

## Statewide Disaster Recovery Framework Overview

The Nevada EM Disaster Recovery Project is guided by the principles outlined in the National Disaster Recovery Framework (NDRF) and the Nevada State Comprehensive Emergency Management Plan. The project is intended to engage Nevada communities in the development of a State Disaster Recovery Plan that supports local and tribal partners in better understanding the principles of disaster recovery and providing tools to support developing their own plans.

Recovery begins with pre-disaster preparedness and includes a wide range of planning activities. The NDRF clarifies the roles and responsibilities for stakeholders in recovery, both pre- and post-disaster. It recognizes that recovery is a continuum and that there is opportunity

within recovery. It also recognizes that when a disaster occurs, it impacts some segments of the population more than others.

The ability of a community to accelerate the recovery process begins with its efforts in pre-disaster preparedness, mitigation and recovery capacity building. These efforts result in a resilient community with an improved ability to withstand, respond to and recover from disasters. Timely decisions in response to disaster impacts can significantly reduce recovery time and cost.

The NDRF describes key principles and steps for community recovery planning and implementation. It promotes a process in which the impacted community fully engages and considers the needs of all its members. A key element of the process is that the impacted community assumes the leadership in developing recovery priorities and activities that are realistic, well-planned and clearly communicated.

#### **Disaster recovery activities in Nevada include:**

- Short-Term Recovery focuses on stabilizing communities and includes care and shelter, debris removal and damage assessments.
- Intermediate Recovery focuses on rebuilding and includes repair of critical infrastructure and deliver of public and individual disaster assistance.
- Long-Term Recovery focuses on revitalizing the community and includes enhancement of systems and long-term strategies for resiliency.

In 2018, the State Recovery staff will continue to work with local jurisdictions other state agencies to refine the Nevada Disaster Recovery Framework and put a focus on successful disaster recovery in Nevada.

#### **Declared Emergencies and Disasters**

In addition to the events that DEM monitored or supported through the Duty Officer Program, there were numerous declared emergencies and disasters at the local and state level throughout the last year. Following the declaration process described above, these events began locally and arose to the state level when additional support was needed. They were primarily related to flooding and public safety events, some were in response to significant events and others were preemptive, and several resulted in a significant recovery process.

The magnitude of the disasters and the consequences of the threats and hazards faced truly make 2017 an extraordinary and even unprecedented year for the state, for a number of reasons. First, never before has Nevada experienced two Presidential Major Disaster Declarations due to natural disasters in the same year, let alone for events in back to back months. Second, Nevada has never experienced as significant of a man-made disaster as the attack on the Route 91 Harvest Music Festival on October 1, 2017.

A full overview of the three most significant events of calendar year 2017 are provided below. Each overview begins with a general overview of the incident followed by specific details on major response and recovery activities. Again, these overviews are intended to be general in nature, with more specific AAR efforts to be developed in the future. Although the two flooding events described below occurred primarily in State Fiscal Year 2017, they are included here as portions of the response and much of the recovery efforts continued into State Fiscal Year 2018.

### **Overview of the January 2017 Flooding in Northern Nevada**

Between January 5, 2017, and January 14, 2017, Nevada was impacted by a severe weather event caused by series of atmospheric rivers, resulting in record rainfall and record snowfall in northern Nevada. During this event, northern Nevada received half of its annual average rainfall, totaling 4.6 inches of 7.5 inches annually, and according to records, the eastern front of the Sierra Nevada Mountains near Lake Tahoe received 358 inches of snow when the average January snowfall is 74 inches. The combination of melting snow and unusually heavy rains resulted in widespread flooding along the rivers and urban flood prone areas in northern Nevada.

The flooding affected residents in the counties of Washoe, Douglas, Lyon, Storey, the City of Carson City, the Reno-Sparks Indian Colony, the Pyramid Lake Paiute Tribe, and the Washoe Tribe of Nevada and California. It caused damage to homes, property, and businesses, including areas within tribal jurisdictions. Water and debris damaged dozens of homes and businesses, flooded or washed out 88 county transportation routes and 20 state transportation routes, and required response all levels of government.

Many residents were instructed to shelter in place for multiple days due to closed transportation routes from the effects of flooding as well as the effects of unmanageable quantities of snow, including avalanche danger. Use of heavy equipment was necessary for debris removal, snow management, and the delivery of water, food, and various survival supplies to families who lost access to roads.

The counties of Washoe, Douglas, Lyon, Storey, the City of Carson City, the Reno-Sparks Indian Colony, the Pyramid Lake Paiute Tribe, and the Washoe Tribe of Nevada and California declared local emergencies, and in turn, requested assistance from the State of Nevada. A State Declaration of Emergency was issued on January 7, 2017, and amended on February 2, 2017, pursuant to state law, for the above listed city, counties, and tribes. This declaration activated state resources to assist local and tribal governments through the State Emergency Operations Plan (EOP), in accordance with Section 501(a) of the Stafford Act.

The U.S. Department of Homeland Security (FEMA Region IX) provided a team to assist Nevada in conducting local, state, tribal, and federal technical assistance and preliminary damage assessments (PDA). A joint team was assembled to conduct damage assessment on the affected areas. The joint damage assessment team met from January 30, 2017, through February 3, 2017, to survey the damaged areas and to estimate the costs to return the communities back to pre-disaster conditions.

The initial PDA analysis revealed that severe damage occurred to public infrastructure, including roads, bridges, culverts, buildings, equipment, utilities, and parks. At least 36 homes were seriously damaged throughout all of the counties and tribal jurisdictions assessed, and portions of 108 roads were damaged and needed to be repaired or cleared to allow for emergency responder access. There were permanent repairs, debris removal efforts and emergency protective measures on county roads as well as state and federal highways. Damages created by the severe winter storm, and resulting flooding, were of such severity and magnitude that effective response and recovery was beyond the capabilities of the State of Nevada and the affected communities. Federal assistance was necessary.

## **Response and Recovery**

The response by public and private partners to the January 2017 winter storm event, and resulting flooding, reflected a well-coordinated, Whole Community approach to assisting disaster-impacted areas in Nevada. Local, state, and tribal officials issued emergency declarations and activated emergency operations plans. Public information announcements were coordinated utilizing television, radio, newspaper, and social media. Public safety organizations transmitted emergency and other data to ambulance crews, fire departments, law enforcement, public works, and other response units. State and local health departments provided technical assistance to ensure safe drinking water. Law enforcement, in conjunction with transportation officials, determined traffic movement restriction and coordinated safety support. Public works crews closed and flagged roads, and also determined the extent of damages. Fire crews and engineers assisted with impact assessments. Emergency managers coordinated resource requests and damage assessments in their respective communities, while the Division of Emergency Management coordinated support from State, Federal, and Volunteer agencies.

Following the announcement of the Presidential Major Disaster Declaration, Nevada was eligible for grants under the Public Assistance Program and the Hazard Mitigation Program. These grant programs, administered by FEMA, provide reimbursement to local, state, and tribal governments to reimburse first response agencies for overtime, to rebuild public infrastructure, and to reinforce infrastructure to ensure that it is not damaged by future events of a similar nature. FEMA and DEM opened a joint field office to administer the millions of dollars in reimbursement grants for the affected area in March of 2017.

Additionally, on February 23, 2017, low-interest federal disaster loans were made available to Nevada businesses and residents affected by the severe winter storms, flooding, and mudslides that occurred January 5-14, 2017. SBA acted under its own authority to declare a disaster in response to a request in response to a request SBA received from Governor Brian Sandoval on February 22, 2017. This disaster declaration made SBA assistance available in Churchill, Humboldt, Lyon, Pershing, Storey and Washoe counties and Carson City in Nevada; Lassen, Modoc, Nevada, Placer and Sierra counties in California; and Harney and Lake counties in Oregon.



## **Overview of the February 2017 Flooding in Northern Nevada**

February 2017 continued the trend of sustained above normal precipitation, especially for western and northern Nevada. Beginning on February 5, 2017, above normal precipitation continued across western Nevada including the Carson City, Reno, and Tahoe areas, and stretching across the northern quarter of the state. The northwestern portion of the state had precipitation totals of 150 percent of normal, with many areas exceeding 200-300 percent of normal precipitation, or more. Across the northern quarter of the state, most areas received up to 150 percent of normal precipitation, with a few areas exceeding 200 percent. Across much of western and northern Nevada, February was one of the top 10 percent wettest periods for the same month on record since 1895. Since the beginning of January, much of the state has seen above normal precipitation.

Except for the southeastern portion of the state, much of Nevada experienced precipitation amounts in excess of 150 percent of normal for the two month period. Areas near and around the Carson City, Reno, and Tahoe region saw precipitation totals of 200-400 percent of normal for the two month period. Across much of western and northern Nevada, this two-month period is the wettest January/February on record (since 1895). The continued very heavy rain and rapid succession of atmospheric river events came quickly after significant precipitation occurred throughout much of January. As a result, rivers, creeks, and streams swelled, and saturated soils that did not have time to recover. Response efforts associated with these declared events are ongoing.

Heavy snowfall also impacted higher elevations near Lake Tahoe, causing multiple avalanches that blocked roads and buried homes. Flooding affected residents in the counties of Washoe, Elko (including the South Fork Band of Te-Moak Tribe of Western Shoshone), Humboldt, Douglas (including the Washoe Tribe of Nevada and California), and the independent city of Carson City. It caused damage to homes, property, and businesses, including areas within tribal jurisdictions. Water and debris damaged dozens of homes and businesses. At least 98 county transportation routes and 18 state transportation routes were flooded or washed out, engaging first response emergency agencies at all levels of government.

Many residents were impacted for multiple days due to closed transportation routes from the effects of flooding as well as the effects of unmanageable quantities of snow, including avalanche danger. Across northern Nevada, over 22 thousand homes were affected by 411 power outages of varying durations. Use of heavy equipment was necessary for debris removal, snow management, rock slides, and the delivery of water, food, and various survival supplies to families who lost access to roads.

The counties of Washoe, Douglas, Elko, and Humboldt, and the independent city of Carson City declared local emergencies, and in turn, requested assistance from the State of Nevada. A State Declaration of Emergency was issued on February 10, 2017, pursuant to state law, and was amended on March 2, 2017, for the above listed city and counties. This Declaration activated state resources to assist local and tribal governments through the State Emergency Operations Plan (EOP), in accordance with Section 501(a) of the Stafford Act.

A request for Direct Federal Assistance (DFA) in the form of technical assistance; dewatering/unwatering of inundated areas; protective action measures to address identified areas of concern throughout the affected area; mass care support for the survivors and impacted communities that may need to be evacuated and/or sheltered as direct result of the continued and forecasted impacts; the environmental impacts of the contaminated waters, vector and health issues of the actively rising flood waters in Lemmon Valley; and support for the various animals, including livestock and pets, was included in the request for a Federal Major Disaster Declaration from FEMA. Public Assistance, Individual Assistance, and Hazard Mitigation were also requested. A request for a Small Business Administration (SBA) Disaster Declaration was submitted to make low interest disaster loans available.

## **Response and Recovery**

The response by public and private partners to the February 2017 winter storm event, and resulting flooding, emphasized the protection of lives, property, critical infrastructure, and the welfare of responders and reflected a well-coordinated, Whole Community approach to assisting disaster-impacted areas in Nevada. Local, state, and tribal officials issued emergency declarations and activated emergency operations plans. Public information announcements were coordinated utilizing television, radio, newspaper, and social media. Public safety organizations transmitted emergency and other data to ambulance crews, fire departments, law enforcement, public works, and other response units. State and local health departments provided technical assistance to ensure safe drinking water. Law enforcement, in conjunction with transportation officials, determined traffic movement restriction and coordinated safety support. Public works crews closed and flagged roads, and also determined the extent of damages. Fire crews and engineers assisted with impact assessments. Emergency managers coordinated resource requests and damage assessments in their respective communities, while the Division of Emergency Management coordinated support from state, federal, and volunteer agencies.

Following the announcement of the Presidential Major Disaster Declaration, Nevada was once again eligible for grants under the Public Assistance Program and the Hazard Mitigation Program. Because FEMA and DEM had already established a joint field office, recovery efforts for this second disaster declaration were also coordinated out of the existing office. On March 21, 2017, low-interest federal disaster loans were made available to Washoe County businesses and residents affected by severe storms and flooding that occurred February 1-25, 2017. On May 25, 2017, low-interest loans were made available businesses and residents in Elko, Eureka, Humboldt, Lander and White Pine counties in Nevada; Cassia, Owyhee and Twin Falls counties in Idaho; and Box Elder and Tooele counties in Utah.

## **Overview of the October 2017 Mass Shooting in Las Vegas**

The incident of October 1, 2017 began as a reported active shooter directed toward the Route 91 Harvest country music festival from the 32nd floor of a high rise resort overlooking the event. The shooting resulted in 58 deceased victims and more than 800 injured. All local police, fire, and medical entities within the Las Vegas Valley responded. Hospitals are still treating patients for their injuries. In addition, two aviation fuel tanks located at McCarran

International Airport were targeted by the gunman. Two bullet holes were found in one of the tanks, and the holes were quickly repaired.

Both incident command and Clark County Multi-Agency Coordination Center (MACC) operations were quickly established, following existing plans, policies, and procedures for establishing situational awareness, agency notification, and resource management through mutual aid and inter-local agreements. The Las Vegas Metropolitan Police Department (LVMPD) and Clark County Fire Department (CCFD) established Unified Command, and their activities were supported by the LVMPD Department Operations Center and the MACC. Incident Action Plans and Incident Support Plans were developed and followed. Initial priorities in the MACC focused on life safety, scene stabilization, and identification of the deceased and injured. Previous investments in and benefits derived from planning, training, exercises and equipment, mostly supported by homeland security grant funds, were clearly evident throughout the response phase of this incident.

Under the provisions of the Nevada Revised Statutes Chapter 414 and Clark County Code Chapter 3.04 the Clark County, Nevada County Manager, Yolanda T. King, declared a State of Emergency on October 2, 2017. Per Nevada Revised Statute 414.070 Governor Brian Sandoval, declared a State of Emergency on October 2, 2017. Also, in accordance with NRS 439.973, the Governor also declared a Public Health and Medical Disaster on the same day. The State Emergency Operations Center was also activated in support of this event.

Medical Surge was coordinated in the Medical Surge Area Command (MSAC). Implementation of the MSAC followed the Clark County Medical Surge Plan, which is included in Annex H (Health and Medical) of the Clark County Emergency Operations Plan. Due to the high volume of injuries, locally available EMS resources were quickly depleted. Many injured individuals were transported by private citizens that stepped up to help those in need. Patient tracking was very challenging during the response and recovery portions of this incident, as patients were transported to hospitals throughout the valley and some went to their personal doctors or clinics.

Additionally, HIPAA regulations along with the high volume of patients complicated the efforts to provide accurate patient information. This did not result in any lower standards of care, but did complicate other areas of the recovery effort. The LVMPD and Medical Surge Area Command (MSAC) were both utilized to assist with patient tracking efforts. Clark County Mass Casualty Incident Plans and Mass Fatality Plans were implemented for this incident. The Coroner's office coordinated resources, established the Family Assistance Center (FAC) for family reunification and notification, and identification, autopsies, and death certificate issuance on behalf of the deceased. The Coroner's Office requested resources from within the state and outside the state due to the volume of the deceased and complexity of this incident. Nevada 211 was also quickly mobilized to assist with information gathering and dissemination.

Public messaging throughout response and recovery was led by LVMPD and Clark County, with support from FBI and other agencies. Public messaging throughout response and recovery has been led by LVMPD and Clark County, with support from FBI and other agencies. During the Response phase, coordination of Public Messaging and Media Contact was accomplished through the JIC. During the Recovery phase, multi-agency coordination of

Public Messaging will be essential to increase public confidence in the recovery process both economically and emotionally.

## **Response and Recovery**

In the initial hours following the incident, several locations had become points of reunification for those affected, including the headquarters for the Las Vegas Metropolitan Police Department, the Thomas and Mack Center, and local hospitals. In the earliest discussions, and formally by 2:00 in the morning on October 2, 2017, a decision was made at the Clark County MACC to stand up a Family Assistance Center (FAC) at the Las Vegas Convention Center (3150 Paradise Road). The Clark County Office of Emergency Management (CCOEM) played a primary role in establishing the FAC, in conjunction with the Clark County Office of the Coroner/Medical Examiner (CCOCME). Other agencies and organizations supported this effort, including an incident management team assembled by the CCMACC, the American Red Cross (ARC), the FBI, the Southern Nevada Volunteer Organizations Active in Disaster (VOAD), representatives from the City of Orlando and San Bernardino, and representatives of the Sheriff's, and Coroner's office of Washoe County.

Under the Unified Command of Chief John Steinbeck and Coroner John Fudenberg, the FAC officially began providing services at 1:00 PM on October 2, 2017. However, a soft opening occurred earlier, the first families of victims arriving at approximately 9:15 AM. Public notification of the FAC was supported through the 211 system, the establishment of a Clark County call center, a Clark County web page for information on the family assistance center and donations at [www.clarkcountynv.gov](http://www.clarkcountynv.gov). A series of press releases were distributed and daily news conferences were organized to keep the media and the public informed of new developments and progress on the response and recovery efforts. The messaging encouraged those affected to seek available assistance.

For the first three days, the FAC functioned in 24 hour operational periods, primarily to provide the services of a Victim's Assistance Center (VAC). These purposes include the conducting of investigations to positively identify victims, provide notifications to next of kin, and to support the families of victims with crisis counseling services. Although other social services were being provided, it was on October 5, 2017, that the CCOCME had completed the work supported by the FAC and the center transitioned hours of operation open to the public from 10:00 in the morning to 7:00 in the evening, providing a wider and robust range of social services in accordance with the Clark County Emergency Operations Plan (CCEOP).

The services included, but were not limited to:

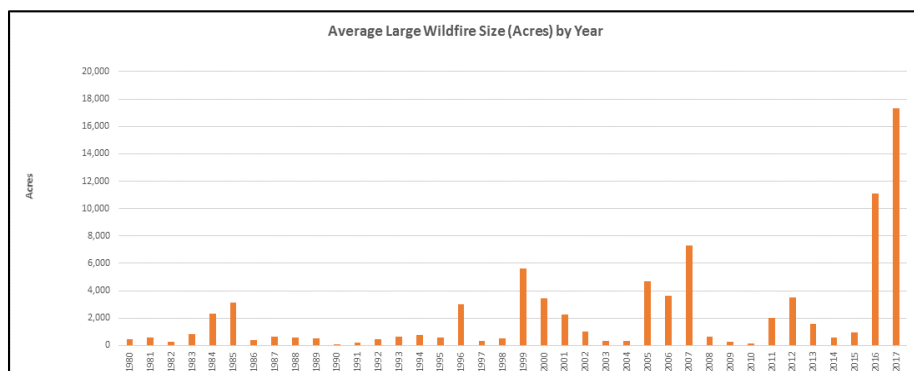
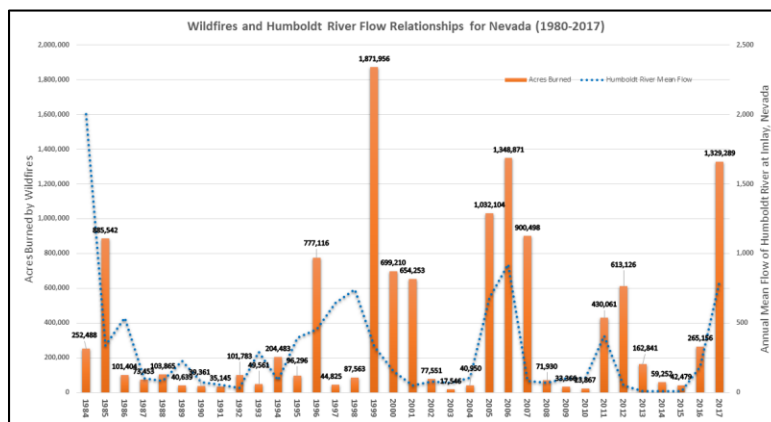
- Ground and air transportation
- Onsite childcare
- Lodging
- Crime victim benefits and compensation
- Legal aide
- Identification services
- Counseling and spiritual care

- Personal effects return
- Donation management (i.e. supplies and services)

These services were provided by agencies and organizations from the local, state and federal governments, as well as from the private and non-profit sectors. It was this level of support that quickly combined to form the short-term recovery response to the 1 October incident. The FAC maintained operations through Friday, October 20, and assisted over 4,200 individuals. The transition from the short-term recovery center (FAC) to a long-term “Vegas Strong Resiliency Center” was accomplished between October 20 and October 23, at which time the Vegas Strong Resiliency Center was open to the public. The Clark County Office of Emergency Management, with support from County Purchasing and Social Services, played a lead role in establishing the Resiliency Center prior to transfer of responsibility to Social Services.

### Overview of Fire Activity in 2017

In addition to these major events, Nevada also experienced a difficult year of fire activity in 2017 as well. Several Fire Management Assistance Grants were approved in 2017, to include three in the month of July alone: the Cold Springs Fire (July 14, 2017), Oil Well Fire (July 17, 2017), and the Preacher Fire (July 24, 2017). The graphics below show how 2017’s fire activity corresponded to increased flooding in northern Nevada, and as a result, the statewide acreage burned was much higher in 2017 than in previous years.



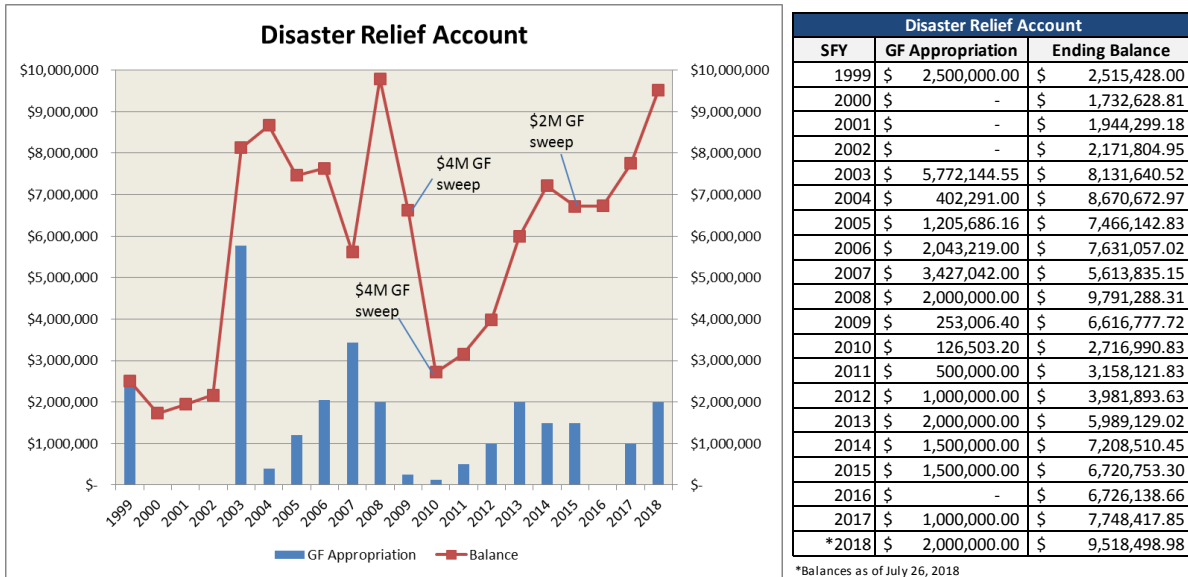
## **Disaster Relief Account (DRA)**

The Disaster Relief Account (DRA) was created during the 1997 Legislative Session and was subsequently incorporated into law as Nevada Revised Statutes, Chapter 353.2705-2771. The account is administered by the Legislative Interim Finance Committee and requires submission of requests for assistance from the fund to the State Board of Examiners for recommendation to the Interim Finance Committee.

The DRA is intended to assist state agencies and local government with grants/loans when necessary to assist with emergency/disaster related costs exceeding the financial capabilities of the applicant and may also be applied for to assist with match requirements that are a condition for receipt of federal disaster assistance funds.

DEM is responsible for facilitating the state emergency declaration process. As part of the emergency declaration process, DEM may provide resources (technical assistance teams) to assist local jurisdictions with preliminary damage assessments, which assist in the determination of their amount of damages. DEM is responsible for the processes and procedures associated with the DRA as well as assisting jurisdictions navigate the various federal, public, and individual assistance programs.

The charts show the historical balances of the DRA. The account is funded periodically through a direct Legislative appropriation averaging approximately \$1.5 million per State Fiscal Year. However, there have also been several sweeps of the account over the years; most notably in 2009 and 2010 when the State made adjustments as a result of the economic downturn, and another sweep as recent as 2015. Interest income over the life of the account has averaged approximately \$210,000 per State Fiscal Year; but, this amount has decreased drastically over the most recent years, averaging only about \$26,000 in interest income per State Fiscal Year from 2010 to 2017. Although the annual interest transfers seem to be increasing over the past few years as the appropriations to the account have been increased. The amount of interest income that the account generates is significant because, the interest income earned is transferred annually to the Emergency Assistance Account which is administered by DEM in accordance with NRS 414.135.

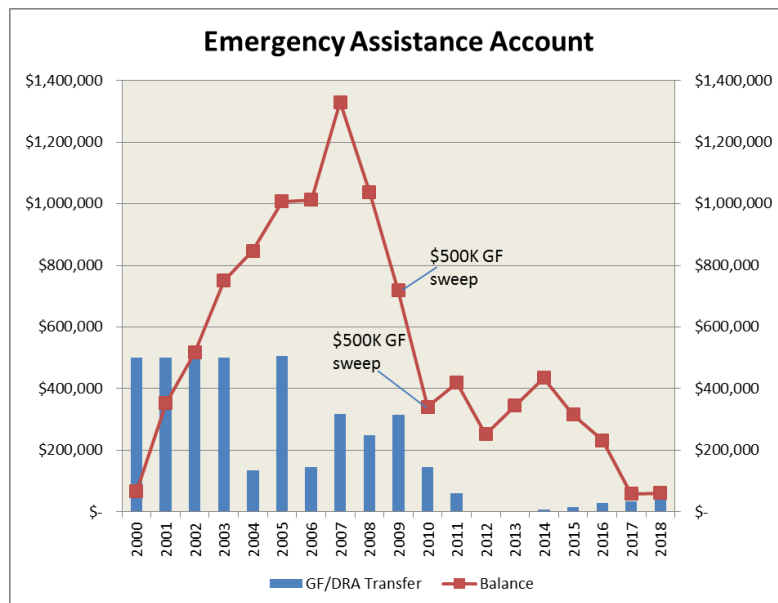


## Emergency Assistance Account (EAA)

The Emergency Assistance Account (EAA) was created during the 1997 Legislative Session as a sub-account within the Disaster Relief Account, and was subsequently incorporated into law as Nevada Revised Statute, Chapter 414.135. In addition, regulations were developed and adopted into Nevada Administrative Code, Chapter 414. NRS 414 establishes the division, and provides DEM with the authority to administer the EAA.

The funds in this account are to be used to provide supplemental emergency assistance to state and local governments that are severely and adversely affected by a natural, technological or man-made disaster. The EAA can provide small grants to state agencies and local government when necessary to assist with emergency/disaster costs exceeding the financial capabilities of the applicant. Additionally, these funds are available to assist DEM with the administrative costs associated with administering an emergency/disaster.

The charts below show the historical balances of the EAA. The account is funded annually through a transfer of the interest income from the DRA. Interest transfers over the life of the account have averaged approximately \$210,000 per State Fiscal Year; but, this amount has decreased drastically over the most recent years, averaging only about \$26,000 in interest income per State Fiscal Year from 2011 to 2018. And similar to the DRA, the EAA also had sweeps from the account in 2009 and 2010. The sweeps coupled with the reduced interest transfers, along with unprecedented emergencies and disasters over the past couple of years have left the balance at the lowest level since creation of the account. This greatly limits the state's ability to respond to and recover from emergencies and disasters throughout the state for the foreseeable future.



Emergency Assistance Account		
SFY	GF Appropriation	Ending Balance
2000	\$ 500,000.00	\$ 66,517.79
2001	\$ 500,000.00	\$ 353,148.55
2002	\$ 500,000.00	\$ 517,234.60
2003	\$ 500,000.00	\$ 750,523.53
2004	\$ 134,097.00	\$ 847,304.87
2005	\$ 506,913.24	\$ 1,008,072.85
2006	\$ 144,696.91	\$ 1,012,298.34
2007	\$ 317,382.93	\$ 1,329,680.93
2008	\$ 249,170.08	\$ 1,037,749.78
2009	\$ 314,891.52	\$ 717,884.62
2010	\$ 143,984.84	\$ 340,129.72
2011	\$ 60,478.47	\$ 419,576.39
2012	\$ 1,609.30	\$ 252,353.15
2013	\$ 1,308.74	\$ 344,887.43
2014	\$ 8,544.76	\$ 434,925.43
2015	\$ 15,709.21	\$ 315,248.16
2016	\$ 27,951.51	\$ 232,703.68
2017	\$ 33,336.17	\$ 58,579.66
2018	\$ 55,615.02	\$ 60,644.69

\*Balances as of July 26, 2018

## Disaster Response and Recovery Account

The Disaster Response and Recovery Account was re-established in State Fiscal Year 2017 to account for the federally-declared disaster grants related to the winter storms and flooding incidents in January and February 2017, along with the preparedness efforts for the spring run-off of the record-setting snow pack. This non-executive budget account serves as a pass-through account for federal disaster funds received from the Federal Emergency Management Agency. It also records disaster related expenditures for the Division of Emergency Management and allows for the transfer of associated management costs for the disasters.

## IV. Statewide Resilience Strategy

### Excerpt from the 2018 DEM Report on Statewide Resilience Strategy and Legislative Recommendations to the Nevada Commission on Homeland Security

The full report can be found on the Division's website at: <http://dem.nv.gov/>.

In 2017, the State of Nevada endured an unprecedented level of emergencies and disasters. Jurisdictions around the state were well prepared, responded effectively, and quickly moved into recovery, however, 2017 brought a new awareness of the intense crises that Nevada has faced and may continue to face in the future. As Nevada continues to change, and as the apparent threats faced by the state continues to evolve, Nevada must embrace a new paradigm of resilience to align statewide homeland security and emergency management efforts.

Nevada's resilience paradigm should be adaptable, strategic, and developed in full collaboration with statewide partners. In order to implement it fully, it requires a deliberate process for developing and vetting new policies and new investments. In order to ensure



accountability to these principles and outcomes, as well as ensuring transparency to the public, this process must be carried out throughout the remainder of calendar year 2018 and 2019, and under the guidance and supervision of the Nevada Commission on Homeland Security.

The combined report provides a plan for implementing this new paradigm; however, this transition should not result in broad and immediate change. Rather, it should embrace existing processes, policies, and systems that currently exist in executive orders, statutes, regulations, and current practices, and modify them in the months ahead through a strategic focus on statewide resilience. Support from local, tribal, state, and federal partners will allow various agencies throughout Nevada to participate fully in this transition.

The concept presented above is paraphrased from a directive approved by the Nevada Commission on Homeland Security during their February 28, 2018 meeting. Also approved during the same meeting were a recommended Executive Order from the Governor, budget enhancements, and initial legislative recommendations. Together, these provide the foundation for implementing the resilience transition called for by the Commission members, a foundation that is expanded through this report.

Executive Order 2018-4, which was signed by Governor Sandoval on March 12, 2018, provides the key deliverables and timelines for Nevada's transition to resilience. Although it covers a wide array of requirements for the Department of Public Safety's Division of Emergency Management, it assigns the Co-Chairs of the Homeland Security Working group the oversight of developing a strategy and additional policy recommendations.

Specific to this report, the Executive Order requires the Co-Chairs to develop a Statewide Resilience Strategy that aligns Nevada's emergency management and homeland security initiatives. At a minimum, this strategy is to include proposals for streamlining Nevada's public body structure, proposals for streamlining Nevada's grants processes, proposals for incentivizing local partners to engage in this resilience model, proposals for a regional approach to resilience and preparedness, and other requirements. Additionally, Executive Order 2018-4 requires the Co-Chairs to provide the Commission with a final list of legislative recommendations for the 2019 Legislative Session.

This report is intended to meet these requirements. It does so by combining a number of efforts that have been carried out between the dates of March 12 and June 30, 2018, during which time the Co-Chairs made a number of presentations of various levels of detail to partners throughout the state and incorporated their significant input accordingly. What follows is presented in five parts.

First, this report includes the required Statewide Resilience Strategy, which provides a high level approach for how Nevada should proceed as well as recommendations for the changes that would be necessary to fully implement this strategy. Second, the Co-Chairs provided an abridged version of various reports presented to the Nevada Commission on Homeland Security, which includes an overview of emergency and disaster activity in 2017, the legislative and budgetary recommendations approved by the Commission in February of 2018, as well as other recommendations that were identified throughout the development process. Third, the Intrastate Mutual Aid Committee provided a report and recommendations for improving mutual

aid in Nevada, with a particular focus on health care related systems. Fourth, the Resort Planning Task Force was established to address the need to improve processes and requirements for resorts in Nevada to submit emergency response plans, and the task force’s report and recommendations are included here as well. Finally, the report and recommendations from the Cyber Security Committee are also included here.

**The Statewide Resilience Strategy**

The Statewide Resilience Strategy provides a general overview for how and why Nevada should transition to a resilience paradigm for its emergency management and homeland security initiatives. It examines the existing efforts and provides proposals for how to reinforce existing systems, and more important, how to coordinate all of these systems in the most efficient and productive way possible. As a strategy, it does provide some mechanisms for making immediate change, but primarily it is focused on providing a high-level perspective on how this transformation should occur.



*The four components of the Statewide Resilience Strategy*

The proposed strategy consists of four primary components: the Resilience Commission, Local and Tribal Recovery Collaboration, Local and Tribal Preparedness and Response Collaboration, and an Ongoing Annual Assessment. These components provide a mechanism for coordinating emergency management and homeland security efforts between local, tribal, and state jurisdictions, and are intended to align all of Nevada’s efforts toward a single vision. This approach is intended to strengthen collaboration for existing systems (recovery and response, for example), and to ensure that all are coordinated efficiently and effectively.

The Resilience Commission serves as the centerpiece of this strategy. Not only does this proposal serve to streamline Nevada’s public body structure and grant processes, but it also establishes the central coordinating body for all of Nevada’s resilience efforts. The Resilience Commission proposed here will meet monthly, it will be made up of members from across the emergency management and homeland security spectrum, and it will establish a resilience goal and associated objectives to guide its efforts to vet and recommend grant allocations and policy proposals.

Local and Tribal Recovery Collaboration incorporates the existing system established by the state's Disaster Recovery Framework. This framework provides the mechanisms for how the state is organized for recovery efforts following an emergency or disaster, and in its current form, it already reflects key resilience principles. The work of the Disaster Recovery Framework is carried out by Recovery Support Functions (RSF), which provide key recovery preparedness support prior to emergencies and disasters, and are activated as necessary to support statewide recovery after an incident. Recovery Support Function 1, Community Planning and Capacity Building, which is administered by the Division of Emergency Management, will report the work of the various RSFs to the Resilience Commission for consideration.

Local and Tribal Preparedness and Response Collaboration incorporates the existing system established by the State Comprehensive Emergency Management Plan. This plan outlines how the state of Nevada prepares for and responds to emergencies and disasters throughout the state, and its model is reflected in many local and tribal emergency management plans as well. In addition to incorporated this existing effort into the Resilience Commission, this strategy also proposes aligning local and tribal efforts with the statewide effort as well through a number of recommendations.

The final component of the Statewide Resilience Strategy is an Ongoing Annual Assessment. This key component of the strategy is intended to ensure that Nevada's resilience efforts are reflective and able to evolve over time as Nevada's threats, hazards, capabilities, and capacities evolve as well. Through an annual report, the proposed assessment will include an overview of Resilience Commission activity, lessons learned from the previous year, an overview of existing threat, hazard, and preparedness assessments, and recommendations for improvement in the following year and beyond.

While the function of the Statewide Resilience Strategy through Resilience Commission has yet to be approved or fully developed, there are countless examples of how this system can be coordinated. Any number of capabilities, threats, hazards, or otherwise can be addressed through this system in a number of appropriate ways, however, a single example is provided here to show how specific gaps might be addressed through specific resources. This example discusses the need for improved disaster housing capacity within the state.

The need for increased disaster housing capacity has been identified for a number of years. Through the annual Stakeholder Preparedness Review, which was previously known as the State Preparedness Report, disaster housing has repeatedly been ranked low year after year. According to the Department of Homeland Security, housing is one of 32 Core Capabilities that states should address in order to recover from emergencies and disasters by "implement(ing) housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience." To be clear, disaster housing has been a focus of the Division of Emergency Management (DEM) and its local and tribal partners, however, efforts could be improved with the coordination provided by this proposed strategy.

The example below shows six steps that could be taken to coordinate efforts to address Nevada's disaster housing capacity within the framework provided by the Statewide Resilience Strategy. It addresses a single issue, disaster housing; however, it exemplifies how the entire

proposed process could be used for any number of grant, policy, or preparedness efforts. The six-part process outlined below refers to the figure above.

- **Step 1:** Resilience Commission sets the State Resilience Goal and Objectives at the beginning of each year in order to drive capacity building in all areas of Nevada emergency management and homeland security. Housing would either be specifically identified as an objective, or it would align with one or more objectives.
- **Step 2:** The Resilience Commission shares these objectives with each of the other three components of the plan to be considered in their work.
- **Step 3:** Through the State Disaster Recovery Framework, RSF 4 focuses on housing. Members of this RSF would identify gaps in Nevada’s immediate, intermediate-term, and long-term disaster housing efforts, as well as state, local, tribal, and federal resources that could be used to fill these gaps.
- **Step 4:** RSF 1, Community Planning and Capacity Building, presents RSF 4’s efforts to the Resilience Commission for consideration.
- **Step 5:** The Resilience Commission makes funding recommendations based on RSF 4’s input for housing capacity building in accordance with the State Disaster Framework or considers supporting planning, training, exercise, and other response and preparedness efforts in accordance with the State Comprehensive Emergency Management Plan.
- **Step 6:** The Resilience Commission assesses how well these goals were met and makes recommendations for future improvements through the annual assessment and the annual report.

Each of the five reports included here provides recommendations. As noted previously, these cover various aspects of emergency management and homeland security efforts in Nevada, including implementation of the Statewide Resilience Strategy, general recommendations developed by the Co-Chairs, health care mutual aid, resort emergency response plans, and cyber security. Although each report provides full detail on the conceptual recommendations, they are abbreviated below for ease of reference. The full Statewide Resilience Strategy and Legislative Recommendations can be accessed via the DEM website at <http://dem.nv.gov/>.

## **Conclusion**

This strategy and the associated recommendations are the first step toward the transition toward resilience required by the Nevada Commission on Homeland Security and the Governor’s Executive Order. They should serve as the starting point for a statewide discussion on how to implement the changes recommended, and if supported, they should be implemented over the remainder of 2018 and 2019. If this is done through the Co-Chairs and the various agencies involved, then Nevada will be able to lead toward resilience, not only within Nevada, but also nationally.

The framework provided in this strategy will allow Nevada to build on its current systems and ensure that they are coordinated through a single approach. It will allow for increasing collaboration and transparency as well as decreasing the bureaucratic burden. It will also allow for greater coordination and efficiency between Nevada's emergency management, emergency response, and homeland security initiatives, coordination that is essential for providing safe and livable communities for all of Nevada's residents and visitors.

With the threats that Nevada currently faces as well as the current capabilities and capacities required to respond to them, a change in process and paradigm is necessary, and the Co-Chairs of the Homeland Security Working Group believe that the paradigm proposed here is the right direction for Nevada to pursue. It provides a roadmap for aligning Nevada's current efforts toward long-term resilience, as well as ensuring that all statewide partners, including tribes, local jurisdictions, and state agencies, have direct input on how the process is established. Given its model for annual review and updates, it will also allow for the process suggested in the pages that follow is able to evolve as threats change and capacity grows.