

# Las Vegas Urban Area Homeland Security Strategy (2013)

Status: Adopted 2/13/13

## LAS VEGAS URBAN AREA HOMELAND SECURITY STRATEGY 2013

### Section 1 > Introduction

#### Purpose

The purpose of the Las Vegas Urban Area Homeland Security Strategy is to identify the mechanisms by which capabilities are achieved in the Las Vegas Urban Area. The Las Vegas Urban Area Homeland Security Strategy is a stakeholder-inclusive, whole community planning process that aligns with the National Preparedness Goal and the Nevada State Homeland Security Strategy to sustain capabilities and assure enhancements of deployable assets.

#### Vision

The Las Vegas Urban Area provides superior public safety by maintaining proficient all-hazards preparedness, including prevention, mitigation, protection, response, and recovery programs.

#### Focus

The State Homeland Security Commission priorities provide guidance and direction for UASI priorities and projects. This plan provides for an inclusive methodology which results in a UASI strategy for the Las Vegas area that reflects alignment with federal and state plans, guidance, policy and priorities, and provides preparedness at a regional level which enhances capacity for national preparedness.

The Las Vegas Urban Area will achieve its vision through partnership and collaboration with stakeholders at the federal, tribal, state, local, and faith-based and private sector organizations, in alignment with the collective Las Vegas Urban Area and State Homeland Security strategies, and in alignment with the following Nevada Commission on Homeland Security priorities:

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1. Intelligence and Information Sharing
2. Public Information and Warning
3. Operational Coordination
4. Critical (Operational) Communications
5. Public Health and Medical Services
6. Cybersecurity
7. Community Resilience and Facilitation

## Coordination

The Las Vegas Urban Area Working Group was first established in 2003. The LVUA Working Group operates under a set of bylaws and presently consists of representative members of Clark County, City of Las Vegas, City of Henderson, City of North Las Vegas, City of Mesquite, City of Boulder City, the Clark County School District, the Southern Nevada Health District, Clark County School District, Las Vegas Metropolitan Police Department, the MMRS program, and the Citizen Corps Program. The LVUA Working Group meets at least quarterly in support of the Homeland Security Grant Program, the State Homeland Security Grant Working Group, and the State Homeland Security Commission (SHSC). The State Administrative Agency has appointed the Clark County Emergency Manager as the Urban Area Administrator (point of contact) and that responsibility is assigned to the Office of Emergency Management and Homeland Security. The LVUA Working Group is responsible for reviewing projects, programs, Investment Justifications, responding to DHS program requirements, and reaching consensus on requests for allocation and reallocation of UASI funding.

## Description of Jurisdictions

The LVUA is comprised of Clark County in its entirety (7,910 square miles, roughly the size of the State of New Jersey), and the 5 incorporated cities (Las Vegas, North Las Vegas, Henderson, Boulder City, and Mesquite.) The LVUA encompasses the internationally famous Las Vegas Strip and Downtown Las Vegas, including 15 world's largest resort hotels, attracting 250,000 or more visitors on any given day. The state's economic engine relies on major concentrations of soft targets, including hotels, casinos, conference centers, and stadiums, which are difficult to harden without inhibiting the revenue they generate. The LVUA hospitality brand is not only the state's economic engine, but represents the iconic

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hospitality brand regionally, nationally, and globally. The critical vulnerabilities highlighted above are consistent with those identified by the RAND Center for Risk Management study in 2007 that identified Las Vegas as the 9<sup>th</sup> – likeliest city to be targeted for a terrorist attack.

Clark County, the nation's 14<sup>th</sup> largest county in geographic area, includes 75% of the state's population, approximately 1.9 million. Clark County includes several airports. McCarran International Airport, the 8<sup>th</sup> busiest airport in the country, hosts 40 million passengers annually. The LVUA is home to some of the largest and busiest convention and meeting facilities in the world, with nearly 5 million convention delegates visiting the region annually. The Black Mountain Industrial Complex in the City of Henderson contains a number of unique chemical manufacturing companies with regional and national importance in the defense industrial base sector.

Nevada is at risk for a number of natural and manmade hazards. Flooding and wildfires are prevalent and rank high on the list of potential natural hazards. Nevada is the third most seismic state in the country, with several active faults throughout the LVUA. A severe earthquake in the LVUA could result in over \$9 billion in economic losses (the same as one entire year of gaming revenue.) The LVUA encompasses several key critical infrastructures whose vulnerabilities and associated consequences expand well beyond the LVUA if impacted by a threat. In particular, representatives from federal, state, and local law enforcement agencies identified the hospitality sub-sector, the military sub-sector, and the transportation sector as significant vulnerabilities warranting safeguarding measures. The LVUA is situated in a valley, surrounded by several mountain ranges, making response and recovery difficult. The highway system in Southern Nevada, with just two ways in and out, would severely hamper evacuation in a large-scale disaster. The physical isolation from other major cities in the southwest would delay getting supplies and services up and running after a disaster. Any disaster along the Union Pacific Railroad line, which runs directly through the LVUA, in close proximity to I-15, the resort corridor, and a major utility corridor, could significantly impact public health, safety, and the economic well-being of the region. In addition to natural disasters, bioterrorism, chemical release, and pandemic also rank high in the LVUA. Hazardous materials, including radiological materials traversing the LVUA via rail and truck, pose a significant risk to critical infrastructure.

Over 80% of the land in the LVUA region is owned or managed by the federal government, and includes facilities such as Nellis Air Force Base, Creech Air Force Base, and the National Nuclear Security Site. Sensitive and classified operations at these facilities have local, state, national, and global impact. The transient nature of the tourism industry in the LVUA

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makes safeguarding these installations even more challenging for local public safety agencies that would be among the first responders in any incident involving these facilities and the areas immediately surrounding them. The LVUA geographic boundaries also include national assets such as Lake Mead National Recreation Area and Hoover Dam. Hoover Dam is a critical source of both water from the Colorado River and electric power generation, and Lake Mead is essential to both the region's drinking water supply and water treatment facilities. Additional well-known national assets such as Mt. Charleston and the Toiyabe National Forest, Red Rock Canyon, the Valley of Fire, and the National Atomic Energy Museum provide recreational and educational opportunities for both residents and visitors.

Regional approaches to managing assets and community-wide responsibilities are second nature to the LVUA. Collaboration over the years has formed special districts that provide services countywide, such as the Southern Nevada Health District, Clark County Regional Flood Control District, Regional Transportation Commission of Southern Nevada, Clark County Water Reclamation District, Southern Nevada Water Authority, and the Southern Nevada Regional Planning Coalition. In addition to a statewide system of higher education, the LVUA is home to the Clark County School District, the 5<sup>th</sup> largest school district in the country, with 311,000 students, over 30,000 employees, and resources comprised of personnel and equipment. University Medical Center (UMC) is the only County public hospital, and sole provider of Level 1 Trauma, Level II Pediatric Trauma and Burn Care Center in the state of Nevada. UMC also leads a regional network of more than 20 acute, sub-acute, and mental health care facilities to coordinate Medical Surge capacity in the event of a disaster resulting in mass casualties.

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## Section 2 > Goals, Objectives, and Implementation Steps

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**Goal: 1) Strengthen information sharing and collaboration among LVUA organizations.**

**Commission Priority: Intelligence Information Sharing, Operational Coordination**

**National Priority: Expand Regional Collaboration**

### **Objective: Planning/Procedures**

1. Increase partnerships to improve information sharing capabilities among regional partners by December 31, 2014.
2. Continue to increase suspicious activity reporting through the various integrated channels and means.
3. Update EOC Standardization plan by December 31, 2014.
4. Improve awareness/vigilance programs and information sharing with educational institutions.

### **Objective: Equipment**

1. Continue to equip personnel with appropriate technology to improve information sharing capabilities (ongoing).
2. Enhance WebEOC to fully integrate the Resource Manager module by December 31, 2013.

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## **Objective: Training**

1. Conduct and/or participate in at least 3 training classes, seminars or workshops annually.
2. Participate in annual Training and Exercise Planning Workshop (TEPW).
3. Conduct region-wide training on EOC standardization and resource request procedures by December 31, 2013.

## **Objective: Exercises**

1. Conduct and/or participate in at least 3 tabletop, functional, or full scale exercises annually.
2. Participate in annual Training and Exercise Planning Workshop (TEPW).

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**Goal: 2) Enhance public information and warning capabilities.**

**Commission Priority: Public Information and Warning**

**National Priority: Strengthen Planning and Citizen Preparedness Capabilities**

## **Objective: Planning/Procedures**

1. Update plans, policies, and procedures related to public information and warning by December 31, 2014.

## **Objective: Organization**

1. Participate in statewide task force activities.

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## **Objective: Equipment**

1. Acquire required equipment; replace outdated or inoperable equipment by December 31, 2014.

## **Objective: Training**

1. Conduct annual training for key public and private sector staff (e.g. crisis communications, public information) and citizens on public information and warning tools and techniques.
2. Conduct JIC training annually.
3. Conduct user training for IPAWS and Common Alerting Protocol (CAP) training by December 31, 2014.

## **Objective: Exercises**

1. Incorporate public information and warning objectives into at least one exercise or real-world event annually.
2. Incorporate the use of IPAWS and CAP in at least one exercise or real-world event annually.

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**Goal: 3) Implement NIMS and the National Response Plan to ensure health and safety of residents, visitors, and responders.**

**Commission Priority: Operational Coordination**

**National Priority: Implement NIMS and the National Response Plan.**

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## **Objective: Planning/Procedures**

1. Ensure that emergency operations plans are adopted, revised, and maintained annually or as appropriate by the appropriate governing bodies by December 31, 2014.

## **Objective: Organization**

1. Complete Type 3 Incident Management Team (IMT) Governance process by December 31, 2013.
2. In conjunction with State DEM, identify criteria for credentialing within the framework of the Statewide Credentialing Project by December 31, 2014.
3. Participate in credentialing focus groups.

## **Objective: Equipment**

1. Acquire necessary software and hardware to implement credentialing in the LVUA by December 31, 2014.

## **Objective: Training**

1. Conduct training on updated plans and include in annual TEPW.
2. Train on credentialing systems, processes, and policies.

## **Objective: Exercises**

1. Conduct exercises according to HSEEP guidelines and include in annual TEPW.

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**Goal: 4) Strengthen regional CBRNE capabilities to include detection, identification, decontamination, criminal investigations in support of prevention, protection, mitigation response and recovery mission areas in Southern Nevada.**

**Commission Priority: Operational Coordination**

**National Priority: Expand Regional Collaboration**

**Objective: Planning/Procedures**

1. Expand regional collaboration for decontamination capacity.
2. Catalog existing assets to identify equipment and capability gaps towards mitigating multiple CBRNE events simultaneously.
3. Improve search and detection for multiple locations and environments to prevent transfer and deployment of CBRNE materials, precursors, and related technologies.
4. Expand established protocols that focus on identifying CBRNE threats, mitigation strategies and recovery plans for the Southern Nevada region.
5. Augment real time situational assessment and the exchange of information relevant to CBRNE hazards and their immediate short and long term effects on the Southern Nevada region.

**Objective: Equipment**

1. Standardize equipment capabilities for mass casualty and technical decontamination incidents.
2. Identify mission critical equipment for simultaneous CBRNE incidents.
3. Expand existing equipment packages for multiple incident responses unique to Southern Nevada.

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4. Identify potential storage locations within Southern Nevada of CBRNE precursor materials; to include review of existing security measures and vulnerabilities.
5. Develop protocols for the screening of CBRNE precursor material transiting Southern Nevada.
6. Identify and acquire technology enhancements that facilitate the exchange of intelligence for managing CBRNE incidents.

## **Objective: Training**

1. Provide ongoing training in decontamination procedures.

## **Objective: Exercises**

1. Incorporate CBRNE objectives into at least one tabletop, functional or full scale exercise annually.

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**Goal: 5) Strengthen Urban Area operable and interoperable communication capabilities.**

**Commission Priority: Critical (Operational) Communications**

**National Priority: Strengthen Interoperable and Operable Communications Capabilities.**

**Objective: Planning/Procedures**

1. Identify, prioritize and include key partners in planning and implementation activities.
2. Continue the review and update of the LVUA Interoperable Communications 5 year plan in conjunction with the Nevada State Communications Interoperability Plan (SCIP), including planning for the State of Nevada Network (SoNNet); review and update annually in fourth quarter.
3. Continue and assure the annual review and update of the LVUA Tactical Interoperable Communications Plan (TICP) in the third quarter of 2013.
4. Implement agency-specific Standard Operating Procedures (SOPs) in the LVUA, as identified in the LVUA Interoperable Communications 5 Year Plan in conduction with the Nevada SCIP by December 31, 2014.

**Objective: Organization**

1. Follow policy established and set forth in the SCIP and incorporated LVUA Interoperable Communications 5 Year Plan regarding organization and governance structure.
2. Sustain functioning of the LVUA Communications Working Group and ongoing representational involvement in the Nevada Communications Steering Committee.

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3. Sustain and enhance cooperative organizational efforts with ARES/RACES amateur radio operations, review annually in conjunction with SCIP and LVUA Interoperable Communications 5 Year Plan.

## **Objective: Equipment**

1. Coordinate interoperable equipment needs as identified through the Urban Area Communications Working Group (UACWG), and as approved by the Nevada Communications Steering Committee to implement the SCIP; review annually in conjunction with SCIP and LVUA Interoperable Communications 5 Year Plan.

## **Objective: Training**

1. Follow training plan and policy established in the SCIP and incorporated in LVUA Interoperable Communications 5 Year Plan.

2. Develop and deliver training on the technical setup and operational use of communications interoperability assets to public safety communications users and technical support personnel.

3. Incorporate training into TEPW, assure coordinated scheduling and attendance, and promote training through marketing/awareness efforts.

## **Objective: Exercises**

1. Follow exercise plan and policy established and set forth in the SCIP and incorporated LVUA Interoperable Communications 5 Year Plan.

2. Exercise local and state communications interoperability capabilities on a regional basis to include both large and small organizations and entities. Encourage inclusion and integration of communication dimensions in all public safety exercises and events as appropriate.

3. Incorporate scheduling and AAR/IP results into annual TEPW.

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## **Goal: 6) Public Health and Medical Services**

### **National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities**

#### **Objective: Planning/Procedures**

1. Update relevant annexes to the Clark County EOP by December 31, 2014.
2. Update Medical Surge Area Command Plan by December 31, 2014
3. Update MCI plan by December 31, 2014.
4. Update Southern Nevada Health District Plans, including:
  1. Update the Pandemic Influenza Plan annually.
  2. Update the SNS-Medical Countermeasures Dispensing Plan annually.
  3. Update the Smallpox Plan annually.
  4. Update the CHEMPACK Plan annually.
  5. Update the Diethylene Triamine Pentaacetic Acid (DTPA) Plan annually.
  6. Update the Isolation and Quarantine plan by annually.
  7. Update the Infections Disease Event Response Plan annually.
  8. Update the COOP Plan annually.
  9. Update the Bio-detection System Plan annually.

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## **Objective: Organization**

1. Continue to develop medical surge capabilities within the LVUA through increased partnerships and planning.

## **Objective: Training**

1. Conduct quarterly public health training on updated plans and procedures for key personnel by December 31, 2014.
2. Conduct annual training on medical surge capabilities.

## **Objective: Exercises**

1. Conduct workshops, tabletops and functional exercises key personnel and stakeholders on plan updates annually.
2. Conduct full scale exercise by December 31, 2014.

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**Goal: 7) Enhance cybersecurity detection and response capability among regional partners by December 31, 2014.**

**Commission Priority: Cybersecurity**

**National Priority:** Implement the National Infrastructure Protection Plan (NIPP)

## **Objective: Planning/Procedures**

1. Continue to enhance suspicious activity reporting through the various integrated channels and means.

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2. Continue to work with regional and federal partners in planning and preparedness efforts.

## **Objective: Organization**

1. Continue active participation in the Nevada Cybersecurity Committee.

## **Objective: Equipment**

1. Identify, develop, and maintain necessary cybersecurity and related information technology equipment supporting regional initiatives.

## **Objective: Training**

1. Conduct annual cybersecurity awareness training for decision makers and key personnel.

## **Objective: Exercises**

1. Conduct at least one exercise that includes cybersecurity objectives annually.

2. Participate in at least one seminar, workshop, or TTX related to cybersecurity awareness annually.

3. Conduct at least one exercise that demonstrates the linkage between cybersecurity and critical infrastructure protection by December 31, 2014.

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**Goal: 8) Protect and maintain the integrity of regional critical infrastructure assets, systems, and nodes.**

**Commission Priority: Community Resilience and Facilitation**

**National Priority: Implement the NIPP**

**Objective: Planning/Procedures**

1. Continue to enhance and populate the Critical Infrastructure Protection System (CIPS), the emergency first responder database, to maintain CI/KR and emergency response information so that it is accessible to first responders.
2. Continue to update data within the CIPS tool with necessary emergency response information on CIKR within the LVUA for enhanced first responder action.
3. Comply with DHS CIKR Data Call annually.
4. Comply with DHS Special Events Data Call annually.
5. Expand COOP initiative into Southern Nevada by December 31, 2014.

**Objective: Organization**

1. Coordinate with multi-jurisdictional agencies to determine additional CIKR areas of focus, or specialized assets that are of priority for Clark County.
2. Continue to identify, catalogue, and prioritize all critical infrastructure and key resources within our region to ensure urban area recognition at the Federal level.
3. Develop and/or update Continuity of Operations Plans.

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## **Objective: Training**

1. Develop a train-the-trainer program in the LVUA on the CIPS tool.
2. All LVUA agencies to provide trainers and commit to training first responder personnel.
3. Designate a single point of contact from LVUA agencies to maintain the removal of users from the approved user list as employment movements take place.
4. Train and maintain 75% of first responder personnel on the location, access, and use of the critical infrastructure/key resources database.
5. Implement and conduct training at agency level to meet and maintain the 75% objective.

## **Objective: Exercises**

1. Conduct at least one exercise annually that tests CIKR protection and COOP plans.

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**Goal: 9) Prepare and protect citizens throughout the region through the provision of preparedness and response public education and information programs**

**Commission Priority: Community Resilience and Facilitation**

**National Priority: Strengthen Planning and Citizen Preparedness Capabilities**

## **Objective: Planning/Procedures**

1. Include the use of “trained” citizen volunteers in emergency plans.
2. Develop a management plan for the organization and use of emergent unaffiliated volunteers.

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3. Using the THIRA scenario determine the areas where citizen involvement is most appropriate and conduct a Gap Analysis annually.
4. Identify current capabilities and needs.

## **Objective: Organization**

1. Identify appropriate areas of involvement for citizens

## **Objective: Equipment**

1. Procure the equipment necessary to provide training to citizens at offsite locations by December 31, 2014.

## **Objective: Training**

1. Offer citizen education and volunteer opportunities to the residents of Southern Nevada (continuous).
2. On an annual basis, identify or Develop and offer training courses that that meets the needs of the Gap Analysis and include in TEPW.

## **Objective: Exercises**

1. Include citizen volunteers in all exercises.

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## Section 3 > Evaluation Plan

### Evaluation Plan

The LVUA Working Group, through the Las Vegas Urban Area Administrator, will submit quarterly progress reports to the State Administrative Agent (SAA) and the Nevada Commission on Homeland Security to demonstrate progress relative to this strategy and ensure compliance with State and Federal reporting requirements. Each of the objectives in support of the LVUA's goals as outlined in this strategy will be subject to the same quarterly progress reporting structure as applicable at the time of reporting.

Progress will be collected and reported at regularly scheduled meetings of the LVUA Working Group, for later submittal and reporting to the SAA and the Nevada Commission on Homeland Security.

Quarterly reports should include:

1. The Investment title
2. The lead agency for the Investment
3. Grant funding year
4. Reporting period
5. Goals and objectives affiliated with the investment
6. Brief description of the milestone completed, and percentage of completion
7. Brief description of problems or obstacles to completing milestones
8. Brief description of actual improvements to capabilities as a result of the activities and funds expended during the reporting period

The Las Vegas Urban Area Working Group should update the LVUA Homeland Security Strategy, at a minimum, every two years.