STATE OF NEVADA MEETING NOTICE AND AGENDA
NEVADA COMMISSION ON HOMELAND SECURITY
COMMITTEE ON FINANCE

Name of Organization: Committee on Finance

Date and Time of Meeting: Thursday, March 3, 2022 – 2:00 p.m.

Place of Meeting: There will be no physical location for this meeting. The meeting can be listened to, or viewed live, over the Internet through the Nevada Division of Emergency Management YouTube channel at: https://www.youtube.com/channel/UCFGa6exzrZdlgA6PP55kfqg

Conference Line: Conference line #: (669) 219-2599
Meeting ID# 405 396 0059
When prompted for Participant ID, please press #

Current Voting Membership			
Name	Organization	Name	Organization
Joseph Lombardo	Sheriff, Las Vegas Metropolitan Police Department - Chair	Greg Herrera	Chief Deputy, Washoe County Sheriff's Office – Vice-Chair
Michael Brown	Director, State Gov. Affairs, R&R Partners	Christopher Lake	Executive Director, Community Resilience
Carolyn Levering	Emergency Manager, City of Las Vegas	Erin Lynch	Chief, Department of Health and Human Services
Stan Smith	Vice President/Emergency Mgt, Boyd Gaming		
Current Non-Voting Members			
Name	Organization	Name	Organization
David Fogerson	Chief, Division of Emergency Management		

This meeting will be video or teleconferenced as specified beginning at 2:00 p.m. The Committee on Finance (Committee) may act on items marked "For Possible Action." Items may be taken out of the order presented on the agenda at the discretion of the Chair. Items may be combined for consideration by the Committee at the discretion of the Chair. Items may be pulled or removed from the agenda at any time.

Please Note: Witnesses wishing to have their complete testimony/handouts included in the permanent record of this meeting should provide a written or electronic copy to the Committee administrative support staff. Minutes of the meeting are produced in a summary format and are not verbatim.

1. **CALL TO ORDER AND ROLL CALL** – (Discussion Only) – Chair, Sheriff Joseph Lombardo, Las Vegas Metropolitan Police Department (LVMPD).

2. **PUBLIC COMMENT** – (Discussion Only) – No action may be taken upon a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action may be taken. Public comments may be limited to three minutes per person at the discretion of the Chair. Comments will not be restricted based on viewpoint.

   Because there is no physical location for this meeting, public testimony under this agenda item may be presented by phone.

   To provide testimony during this period of public comment, please call in any time after 1:30 p.m. on the day of the meeting by dialing (669) 219-2599. When prompted to provide the Meeting ID, please enter 405 396 0059 and then press #. When prompted for a Participant ID, please press #. When asked to provide public comment, please press *6 to unmute your phone and *6 again when your comments are complete.

   ==Please be advised that the YouTube stream will be between 60-90 seconds behind the live meeting. If you would like to present public comment, please call in using the above number to hear the meeting live.==

3. **APPROVAL OF MINUTES** – (Discussion/For Possible Action) – Chair, Sheriff Joseph Lombardo, LVMPD. The Committee will discuss whether to approve the minutes of the May 3, 2021, Committee meeting.

4. **HOMELAND SECURITY GRANT PROGRAM (HSGP) REPORTS FOR FEDERAL FISCAL YEARS 17, 18, 19, 20, and 21** – (Discussion Only) - David Fogerson, Division of Emergency Management/Homeland Security (DEM/HS). The Committee will be presented with reports from DEM/HS as to the status of subgrants awarded up to December 31, 2021, that were awarded under Federal Fiscal Year 2017, 2018, 2019, 2020, and 2021.

5. **2021 THREAT AND HAZARD IDENTIFICATION AND RISK ASSESSMENT (THIRA) AND STATE PREPAREDNESS REPORT (SPR)** – (Discussion Only) - Jon Bakkedahl, DEM/HS. The Committee will hear a report on the findings of the 2021 THIRA and SPR identifying preparedness gaps that may drive the selection of strategic capacities to be maintained for the Federal Fiscal Year 2022 Homeland Security Grant Program (HSGP).

6. **STATE AND LOCAL CYBERSECURITY GRANT PROGRAM** – (Discussion Only) - David Fogerson, DEM/HS. David Fogerson will discuss with the Committee the new State and Local Cybersecurity Grant Program for the state of Nevada.

7. **REVIEW AND APPROVAL OF THE EMERGENCY MANAGEMENT AND HOMELAND SECURITY STRATEGIC PRIORITIES 2022 - 2024** – (Discussion/For Possible Action) - David Fogerson, DEM/HS. The Committee will review the strategic capabilities to maintain the goals of emergency management and homeland security for the state of Nevada as proposed by the State Administrative Agent and approved by the Nevada Resilience Advisory Committee. Possible action may include the adoption of emergency management and homeland security priorities for recommendation to the Homeland Security Commission.

8. **PUBLIC COMMENT** – (Discussion Only) – No action may be taken upon a matter raised under this item of the agenda until the matter itself has been specifically included on an agenda as an item upon which action may be taken. Public comments may be limited to three minutes per person at the discretion of the Chair. Comments will not be restricted based on viewpoint.

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9. **ADJOURNMENT** – (Discussion/For Possible Action)

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This is a public meeting. In conformance with the Nevada Public Meeting Law, this agenda was posted or caused to be posted on or before 9:00 a.m. on February 28, 2022, at the following:

Nevada Division of Emergency Management, 2478 Fairview Drive, Carson City, NV; and

Posted to the following websites:

▪ Nevada Division of Emergency Management and Homeland Security Public Meeting Notifications/Information Website:
https://dem.nv.gov/DEM/DEM_Public_Meeting_Information/

▪ Nevada Public Notice Website: www.notice.nv.gov
To navigate to Division of Emergency Management and Homeland Security administered meetings, please do the following:

  o Within the Government column, select **State.**
  o Within the Entity column, select **Office of the Military – Division of Emergency Management.**
  o Within the Public Body column, select the **Nevada Commission on Homeland Security – Finance Committee**; results will populate on the page.

We are pleased to make reasonable accommodations for members of the public who are disabled. If special arrangements for the meeting are necessary, or if you need to obtain meeting materials, please notify Sherrean K. Whipple, Division of Emergency Management and Homeland Security, 2478 Fairview Drive, Carson City, Nevada 89701 or (775) 687-0300. 24-hour advance notice is requested. Thank you.

Meeting Minutes
Nevada Commission on Homeland Security
Committee on Finance

Attendance	DATE	May 3, 2021	
	TIME	10:00 a.m.	
	METHOD	Zoom/Teleconference	
	RECORDER	Karen Hall	
Voting Member Attendance			
Name	Title/Organization		Present
Joseph Lombardo - CHAIR	Sheriff, Las Vegas Metropolitan Police Department		Abs
Greg Herrera - VICE CHAIR	Chief Deputy, Operations, Washoe County Sheriff's Office		X
Mike Brown	State Government Affairs Director, R&R Partners		X
Christopher Lake	Executive Director, Community Resilience, Nevada Hospital Association		Abs
Carolyn Levering	Emergency Management Administrator, City of Las Vegas		X
Erin Lynch	Chief, Nevada Division of Healthcare Financing and Policy		X
Stan Smith	Vice President, Emergency Management, Boyd Gaming Corporation		X
Non-Voting Member Attendance			
David Fogerson	Chief, Nevada Division of Emergency Management and Homeland Security		X
Level Staff / Support Attendance			
Samantha Ladich	Senior Deputy Attorney General, Nevada Office of the Attorney General		X
Karen Hall	Management Analyst, Nevada Division of Emergency Management		X

1. Call to Order and Roll Call

Vice Chair, Chief Deputy Greg Herrera, Washoe County Sheriff's Office, called the meeting to order. Karen Hall, Nevada Division of Emergency Management and Homeland Security (DEM/HS) performed the roll call. Quorum was established for the meeting.

2. Public Comment

Vice Chair Herrera opened the first period of public comment. Karen Hall informed the Committee that no written comment had been provided to the Committee. No verbal comments were provided during this period of public comment.

3. Approval of Minutes

Vice Chair Herrera called for a motion to approve the minutes from the March 10, 2021, Committee meeting. Mike Brown, R&R Partners, motioned to approve the minutes as presented, and Stan Smith, Boyd Gaming, seconded the motion. All were in favor with no opposition. The motion passed unanimously.

4. **Request to Reallocate Homeland Security Grant Program (HSGP) Funds**

David Fogerson, DEM/HS, presented the Committee with the following Project Change Requests (PCR) from the Urban Area Security Initiative (UASI) as discussed at the February 16, 2021, Urban Area Working Group (UAWG) meeting. Mr. Fogerson indicated that DEM/HS has reviewed the following projects, and is putting a recommendation before the Committee to fund as follows:

- **NCHS-167**: Las Vegas Metropolitan Police Department (LVMPD) – Fusion Center (FFY19 UASI) – Fusion Center UASI Sustain Project - This request is to move $200,558.87 in unused funds from the Strip Camera Maintenance Contract, Trapware, Omega Arm, and cancelled conferences for the International Association of Crime Analysts (IACA), International Association of Law Enforcement Intelligence Analysts (IALEIA), and Foundations of Intelligence Analysis Training (FIAT) to pay for the Coplink renewal.

- **NCHS-168**: Las Vegas Metropolitan Police Department – Fusion Center (FFY19 UASI) – LVMPD Russell Corridor Camera Project This request is to move $65,052.91 from Miscellaneous Supplies to Network and Wireless Equipment.

Vice Chair Herrera called for a motion to approve the project change requests as presented. A motion to approve the requests as presented was provided by Stan Smith, and Carolyn Levering, City of Las Vegas, seconded the motion. All were in favor with no opposition. The motion passed unanimously.

5. **Review and Update on the Federal Fiscal Year (FFY) 2021 Homeland Security Grant Program (HSGP) Process and Allocations**

David Fogerson, DEM/HS, briefed the Committee on the FFY 2021 HSGP process, timeline, and current events. In FFY 2020, there was concern that the Urban Area Security Initiative (UASI) funding was moving to a competitive platform, and fortunately for Nevada, that did not occur. For FFY 2021, Nevada received $4,602,500 in State Homeland Security Program (SHSP) funding, and $5,250,000 in Urban Area Security Initiative (UASI) funding. Of significance were the national priority investment requirements which the overall funding allocation to Nevada had to absorb including:

- Cybersecurity – 7.5%
- Soft Targets/Crowded Places – 5%
- Information and Intelligence Sharing and Cooperation – 5%
- Domestic Violent Extremism – 7.5%
- Emerging Threats – 5%

Mr. Fogerson spoke to efforts and discussions ongoing with the Department of Homeland Security on adjusting investment justification percentages based on Nevada's specific needs. Mr. Fogerson provided an overview of the process for reviewing and vetting the FFY 2021 HSGP project submissions, including the push of information out to submitters, review by the Nevada Resilience Advisory Committee (NRAC), application updates based on project funding reductions or feedback from the vetting process, and today's recommendations brought forth to

the Committee. The NRAC met for approximately five hours to review and vet the projects submitted. Should the Committee approve of the recommendation to fund the projects as presented, a recommendation from this Committee will be forwarded to the Nevada Commission on Homeland Security for final approval. If approved, the grant application will be submitted to DHS.

Deputy Chief Billy Samuels, Clark County Fire Department (CCFD), spoke to the UASI review and vetting process which mirror's the state's SHSP process. Deputy Chief Samuels indicated that the Urban Area Working Group (UAWG) broke projects into categories of maintenance and competitive projects, with only one project that fell below the red line for funding.

Vice Chair Herrera voiced appreciation on how smoothly the process and the meetings went this year and opened up discussion on any questions the Committee may have. With no questions presented, the Vic Chair inquired on how much of the allocation was spent on cybersecurity, with Mr. Fogerson indicating that amount was 7.5%. The Vice Chair spoke to his recollection of Chair Joseph Lombardo's concerns last year at the possible lack of statewide mission in this area, and whether that issue had been addressed. Mr. Fogerson indicated that the mission has improved, and the state does have a cybersecurity administrator now. Ongoing discussions on how to better involve stakeholders and cyber-components should make the process more efficient.

6. **Review of Federal Fiscal Year (FFY) 2021 Homeland Security Grant Program (HSGP) State Homeland Security Program (SHSP) and the Urban Area Security Initiative (UASI) Proposal with the Intent to Formulate a Recommendation to the Nevada Commission on Homeland Security (NCHS)**

David Fogerson, DEM/HS provided a review of the FFY 2021 SHSP project review and results and referred to the meeting packet which included the project information and ranking by the NRAC and UAWG. All but one project, the Nevada Department of Public Safety Active Shooter Response & Preparedness Training submitted by the Nevada Division of Investigation, were funded. Mr. Fogerson indicated that the project submitter understood the reason for the project being unfunded, and Mr. Fogerson wants to ensure that deobligated funding can be considered so projects do not have to be cut. Mr. Fogerson spoke to many project submitters cutting their projects in order to fund more projects such as Washoe County Sheriff's Office, whose efforts were very collaborative. In total, $3,347,509.69 was applied to the maintenance of ongoing programs, and $1,024,865.41 was applied to enhancements of existing projects and/or new projects benefitting Nevada. As new capability and capacities emerge and change focus, maintenance efforts will evolve. The NRAC has put forth the recommendation before the Committee to fund the SHSP projects as presented.

Deputy Chief Samuels, CCFD, spoke to the FFY 2021 UAWG project review and results, and noted a similar format was followed as presented by Mr. Fogerson earlier. The UAWG did not fund a large project submitted by Clark County Office of Emergency Management for Clark County Information Technology Cybersecurity Upgrades. The non-funding of this project did not affect the percentage necessary to be compliant with the national priority requirement. The UAWG applied $326,483.99 in deobligated funding to enhance the number of projects it could fund this year. The process went very smoothly, and the effort applied to the process is appreciated.

Mr. Fogerson spoke to efforts underway to consolidate projects that multiple submitters may have included in their specific projects such as the fusion centers, and funding applied to support the "See Something - Say Something" program. Common messaging and approach are important, and DEM/HS public information officer is also working on this process.

Vice Chair Herrera inquired why the Nevada Department of Public Safety's project was not funded, with Mr. Fogerson indicating that it was an available funding issue. There was not enough money to fund the project after project cuts were taken. This project contained some over and above requests, so this project may come back to request deobligated funding in the future. Deputy Chief Samuels also spoke to the UAWG's non-funding of projects, and it was not due to projects not meeting necessary criteria, but simply an issue of available funding similar to the SHSP process.

Vice Chair Herrera called for a motion to approve the funding recommendations as requested. David Fogerson was asked to help craft the verbiage of the motion required and indicated the motion should include the Committee approving the recommendation of the Nevada Resilience Advisory Committee (NRAC) to move forward to the Nevada Commission on Homeland Security a recommendation to fund the FFY 2021 Homeland Security Grant Program project requests as presented. Mike Brown motioned to approve the funding recommendation of the NRAC per Mr. Fogerson's suggested language, and Erin Lynch, Nevada Division of Healthcare Financing and Policy, seconded the motion. All were in favor with no opposition. The motion passed unanimously.

7. **Public Comment**

Vice Chair Herrera opened discussion on the second period of public comment. Karen Hall, D indicated that no public comment was noted in written form. Chief John Steinbeck, Clark County Fire Department, acknowledged both David Fogerson and Deputy Chief Billy Samuels on the process this year, and thanked them for their work and dedication. Mr. Fogerson indicated that the process would not have been possible without the staff support provided. Vice Chair Herrera agreed and indicated that the staff always does a good job during this process.

8. **Adjourn**

Vice Chair Herrera called for a motion to adjourn the meeting. Carolyn Levering motioned to adjourn the meeting, and Mike Brown seconded the motion. All were in favor with no opposition. Meeting adjourned.

Report on existing HSGP Grants for the Federal Fiscal Years 2017, 2018, 2019, 2020, and 2021

For the period ending 12/30/2021

FFY17 HSGP PPR Federal Reporting (EMW-2017-SS-00006-S01; Grant Period 9/1/17-8/31/20 extended to 8/31/2021)
For the period October thru December 2021

Closed Sub-grants

Clark County Office of Emergency Management/L964 Class: Provide FEMA approved L964 Situation Leader Class for All-hazards.

Clark County OEM/Crisis Information Tool-Operational Coordination: This project entails establishing the ability to track incident and/or event participants, patients, and individuals during mass casualty, evacuations, and planned or other events. It involves identifying vendor software and support for the solution. The project is due to be completed 8/31/19.

Clark County OEM/Emergency Communication Project: This project sustains and strengthens the Operational Communications core capabilities through the purchase of King radios, batteries, microphones, antennas, and chargers. The sub-grantee has reported they are seeking quotes. Grant Closed 5/17/19.

Clark County OEM/EOC Enhancement: This project supports the Operational Coordination core capability. This project is a continuation to enhance the Clark County EOC with the capability to be effective for a level 2 and level 3 activations as defined in the Clark County EOP. This facility also serves as the JIC and the MACC, and is utilized to support full-scale exercises, multi-agency training, and meetings of the Urban Area Working Group. FEMA has approved the EHP survey, and Clark County is working on the design work for the custom back-up generator. Grant closed 9/16/20.

Clark County – CCTA Silver Crucible Exercise: This grant provided reimbursement of expenses related to the CCTA Silver Crucible Exercise for the various Southern Nevada participants in the exercise and was updated 1/30/2020.

Clark County School District/School Radio Interoperability: This Operational Communications project is to assist with transitioning from analog to new technology to make them compliant with interoperability. Grant closed 12/27/18.

Department of Administration (EITS) / Cybersecurity Capabilities: Addressing the primary core capability of Cybersecurity, this project is the next step (Phase III) in the deployment of cyber defenses, the Tactics, Techniques, and Procedures (TTPs), against those nefarious individuals and enterprises that have changed their methods of attacking hardened infrastructure. This project includes monitoring and incident response. The sub-grantee has been working with the DEM Program Manager to create a roadmap for this project. The sub-grantee has stated that they have identified sustainment for July 2019 thru June 2021 for this new infrastructure security technology being developed. Sub-grantee reports that "request denials for budget requests are being addressed as part of the OIS security strategy for sustainment of cyber projects. The FFY17 funds are for Strategy Phase III of the OIS Strategic Cyber-security Roadmap being used to implement new security layers for advanced detection of security deficiencies and protection from malicious

traffic, exploits, and compromises. New sources of proactive breach detection indicators, logs, dashboards, and reporting are being used. The March 31, 2019, reporting quarter reflects the completed implementation of one component for advanced network security detection and protection. Comodo© advanced security detection and prevention has been implemented and is in production. OIS is evaluating the performance and overall results achieved as of 7/19/19. As of 10/18/19 the project has been completed.

Douglas County/CERT: The CERT program focuses on sustaining and enhancing the Operational Coordination core capabilities to provide greater levels of support in emergency shelter management and major event rehabilitation of emergency response personnel to include Douglas County Employee CERT Based Emergency Preparedness training. The project supports the part-time coordinator, training expenses, and volunteer supplies and expenses. There were no problems identified during the reporting period. Grant closed as of 10/24/19.

Dignity Health St. Rose Dominican/Enhanced Communication for Emergency Call Center: This project was for equipment to enhance emergency communications for responders in disasters in Clark County.

City of Las Vegas Fire and Rescue/Las Vegas Bomb Squad: The project was completed with the Bomb Squad purchased, received and tested the mini-CALIBER EOD robots and scheduled training for the technicians.

City of Las Vegas/CBRNE: This project allowed the purchase of a replacement, enhanced monitoring equipment used to screen, detect and identify unknown liquids, solids and gases for CBRNE monitoring for hazmat incidents.

City of Las Vegas/CERT: The sub-grantee goal is to provide CERT Basic Training and enhanced relative training to 450 community members during the project period. During this quarter (July thru August) the subgrantee has provided training to 1,499 individuals at 77 different CERT training events and conducted outreach efforts including completing the Southern Nevada CERT full-scale exercise. As of December 31, 2020, reporting, the grant has closed.

Las Vegas MMRS PPE - SHSP: As of 7/29/2020 and QPR dated 6/30/2020 the purchase and distribution of PPE for the local areas; Clark County, LVMPD, NLV, Henderson, and Mesquite, continues. As of 9/11/2020 this supplemental grant has been completely expended.

City of Las Vegas Fire & Rescue/MMRS: This project addresses Operational Coordination as a primary core capability and provides the catalyst for integrating law enforcement, fire, emergency management, and health/medical systems into coordinated response and preparedness for mass-casualty incidents. This project includes maintaining equipment, FirstWatch™ and the MMRS coordinator. The coordinator conducts and participates in IMT and NIMS/ICS training and reviews and updates plans, policies, and procedures. In 2018, the focus was on continuous review of the October 1 incident from 2017 to identify gaps and needs and resources for the region. The project is working with stakeholders/partner agencies to ensure adequate distribution of resources. The project is on schedule with no anticipated problems encountered as of 7/25/19.

City of Mesquite/Network Security: This project entailed purchasing and installing equipment and software for cybersecurity measures that will increase firewall security.

Elko County/Northeastern Nevada CERT: The activities for this Operational Coordination core capability project involves sustainment and growth of the 5-county area CERT program in Northeastern Nevada to train citizens, youth, and adults in emergency and disaster preparedness, building a more resilient community. This also provides oversight to response activities to support public emergency response efforts. This project supports the coordinator, equipment, supplies, training activities, and outreach. The project has not identified any obstacles with program implementation and continues to provide Basic CERT Training and public/community outreach activities, as of 10/17/19.

Emergency Management, Nevada DPS/HSWG: This project provides support to the Homeland Security Working Group that serves as the reviewer of annual grant requests and provides recommendations to the Nevada Commission on Homeland Security. This is an ongoing process as the funded projects are reviewed throughout the program period and preparing for the next funding cycle.
The standing HSWG has been replaced by the Nevada Resilience Advisory Committee after extensive assessment of the disasters in 2017. This resulted in the development of the Statewide Resilience Strategy and adoption by the Nevada Commission on Homeland Security.

Emergency Management, Nevada DPS/NIMS
Communications: Needed an upgrade to the audio and visual connectivity between jurisdictions and communities to improve operational coordination, communication, and information sharing. Installation and setup of equipment are proceeding with minimal delays. As of 12/31/19, QPR submitted 1/31/2020 no problems had been noted with the installed equipment. There has been a delay with vendor response for the remaining equipment purchases and costs. There is also a discussion underway regarding the use of a second service provider beyond iVCI.

Training: Conducts the Annual Training and Exercise Planning Workshop (TEPW) to determine jurisdictional plans to address shortfalls for the state, local, and tribal entities. We are continuing to recruit qualified instructors for ICS, Basic Academy, and All-Hazard training classes as of 9/18/19.

Planning: The planning and training efforts related to NIMS Planning. Due to COVID-19, all activities have been postponed as of 10/20/2020 for the 9/30/2020 QPR.

Exercise: Conduct the Annual Training, Exercise Planning Workshop (TEPW) to determine jurisdictional plans to address shortfalls for state, local, and tribal entities. Conduct HSEEP-compliant exercise activities and their resulting AAR/IP process.

Tribal: NTECC has been supporting the tribes of Nevada with technical assistance and logistical support. As of the September 2020 QPR, the grant balance will be de-obligated, and the grant closed.

Emergency Management, Nevada DPS/SWIC: Used to maintain the Statewide Interoperability Coordinator position for DEM. Updated 8/10/2020 for QPR for June 2020. As of 12/2/21 for the 6/30/21 QPR the subrecipient reported the project has been delayed because of the COVID Pandemic. Project to be closed by 9/30/2021.

Emergency Management, Nevada DPS/Public Information and Warning: The project builds upon an existing base to implement the PPD-8 campaign to build and sustain preparedness through proactive public outreach and community-based and private sector programs for a unified approach. The project also builds upon Nevada Public Safety Officials' ability to send timely alerts and warnings using Common Access Protocol (CAP) through digital means. Activities include public outreach messaging and stakeholder training and meetings.

Henderson, Silver Crucible Exercise CCTA: This grant was established as a Supplementary Award to help the jurisdiction offset expenses related to the Silver Crucible Exercise conducted in November 2019. As of 12/4/19 for the 12/31/19 QPR the grant related tasks were completed.

Henderson, Pet Trailer – Supplemental: Supplemental funds provided to purchase a Pet Evac/Sheltering trailer. As of 8/30/2020 for the 8/30/2020 QPR, the Pet Trailer has been delivered, inventoried, paid for, and placed into service.

Henderson, Thermal Imaging Camera Project – Supplemental: Procurement of thermal imaging camera project. As of 3/27/21 project back on track. Vender performed initial inspection and determined that an upgraded camera was necessary with the City of Henderson (COH). It was purchased and received. The grant is completed.

Humboldt County Sheriff's Office/Mobile Command Vehicle: This Operational Coordination project is to equip a mobile command vehicle (MCV) to serve as an operations center and as a redundant dispatch center to serve northeastern Nevada. As of 7/31/19 monthly operational tests have been performed on the vehicle and all communications equipment except that which connects to the State agencies. As of the 9/30/19 QPR, the county advised they cannot complete the task of purchasing radios to communicate with the state system during the extension period. They asked to de-obligate the remaining funds associated with this grant ($16,431.42). PCR requesting de-obligation will be processed.

Investigations Division, Nevada DPS/Fusion aka Nevada Threat Assessment Center (NTAC): The Nevada Threat Analysis Center (NTAC) is the Department of Homeland Security (DHS) recognized state fusion center with an Area of Responsibility (AOR) covering 16 of 17 counties, with interests across the entire state and the Office of the Governor. As a critical component of the United States homeland security and counter-terrorism enterprise and the National Network of Fusion Centers, the Nevada Threat Analysis Center is to receive, analyze, and disseminate information from and to share intelligence with state, local, tribal, and federal partners in an effort to deter, detect, prevent, and/or mitigate terrorism and other criminal activity. The project is to sustain NTAC programs, operations, and staffing in accord with the fusion center baseline capabilities and critical operating capabilities to include intelligence and Information Sharing and Screening, Search, and Detection. As of 1/13/2020 grant funds have been used to provide salary support to designated staff, purchase supplies and services, and provide training to

designated staff pursuant to grant guidelines. This will be the final quarterly report for the FFY17 grant.

Las Vegas Metropolitan Police Department/CBRNE Response & Exploitation: This request enhances the CBRNE program by replacing equipment for ARMOR. Equipment includes liquid, solid, and gaseous chemical detection equipment, and classification and identification equipment; high speed video equipment for investigation and identification of explosive or incendiary material; and low-profile, high pressure SCBA equipment for Tactical response to potentially hazardous CBRN environments. As of 10/8/19 a high speed camera received.

Las Vegas Metropolitan Police Department/Fusion aka Southern Nevada Counter-Terrorism Center: The primary core capability this project supports is Intelligence and Information Sharing. The SNCTC collaborates with state, local, and federal partners in an effort to deter, detect, prevent, and/or mitigate terrorism, hazards, and other criminal activity.
The Las Vegas Metropolitan Police Department (LVMPD), the host agency for the SNCTC, administers this project. In addition to LVMPD staff there are 21 partner agencies represented to include: The Federal Aviation Administration, Henderson Police Department, Department of Homeland Security - CFATS, Department of Homeland Security - ICE, Transportation Security Administration, Nevada National Guard, Department of Homeland Security - Federal Security, Department of Homeland Security- PSA, Nevada Highway Patrol, Clark County Fire Department, Boulder City Police Department, North Las Vegas Police Department, Department of Homeland Security - Office of Intelligence and Analysis, Federal Bureau of Investigation, RRG Privacy Officer, Las Vegas City Marshals, Hoover Dam Police Department, Moapa Tribal Police Department, Southern Nevada Health District, US State Department, and the Clark County School District Police Department.

Activities supported with this project include sustainment of Fusion Center-centered professional organizations, operational services, subscriptions, warranties, travel support for meetings, trainings, and conferences directly supporting sustainment of Fusion Center activities, software, hardware, and Strip Camera project support. No issues to report as of 10/24/19.

Las Vegas Valley Water District (LVVWD)/So. NV SCADA: This Cybersecurity project will result in vendor provided technology solution to assess security gaps with NIST standards. This will also provide continuous monitoring capabilities and readiness and gap report to help establish prioritized mitigation tasks to be performed by LVVWD staff. All milestones of the project were completed with the 30-day extension. LVVWD wishes to deobligate $47,875.90 pursuant to QFR #9 and QPR for September 2019 (updated 12/5/19).

North Las Vegas, City of /Enterprise Surveillance System: This sub-grant supports the Operational Coordination core capability through obtaining and implementing an enterprise surveillance system to mitigate a finding from a DHS sponsored assessment that noted that North Las Vegas should evaluate closed circuit television coverage of facility perimeters and increase coverage as necessary. An Intelligence Note from March 28, 2017, from the Office of Intelligence and Analysis, had identified a specific threat to US Water and Wastewater systems. The subgrantee is awaiting the receipt of additional equipment to expend the remainder of the grant funds. Grant Closed May 8, 2018.

North Las Vegas, City of OEM-MCI Vehicle: The Project includes the purchase of a new vehicle and re-purpose the existing vehicle, which was purchased with UASI funds in 2006, into a Mass Casualty Incident platform. The new vehicle was put into service on May 13, 2019 after the new communications systems were installed. As of the September 2020 QPR, there has been a 30-day extension granted to complete invoice processing and payment for vehicle supplies. The project is complete.

Pyramid Lake Paiute Tribe/Radio Program: This Operational Communications project allows for the enhancement of the Emergency Response Department by expanding the current communication capability by upgrading to P-25 Phase-2 compliant radios. 75% of all new radio equipment has been put into service with delays noted on the remaining 25% due to programing issues. The project has been completed pursuant to the QPR dated 10/23/19 for August 2019.

Southern Nevada Health District/Infrastructure Security: This Operational Coordination project is experiencing a delay due to contracting issues identified during an earlier reporting period. Upon a decision from FEMA and DEM legal, future reports will indicate the outcome. This award is pending deobligation as of June 2019.

Southern Nevada Health District/Public Health Analytical SNCTC FTE: FTE Public Health Analytical position to gather and share information to identify health related issues and threats. The FTE position was vacated, but recently filled beginning in early February 2019. Closed as of 6/6/19.

Tahoe Douglas Fire Protection District/Radio Program: This new project is to improve and enhance Operational Communications with the purchase of radios and necessary functional accessories. As of the 3/30/19 QPR, dated 5/1/19 the radios have been received, programed, training conducted, and all radios have been put into service. The Project has been completed as of 6/17/19.

Tahoe Douglas Fire Protection District/No. NV Bomb Tech. Taskforce: This project is to support the Operational Coordination core capability through providing the training for bomb technicians to maintain response and readiness levels and to respond to emerging threats and changing response abilities/requirements. Subgrantee is currently behind schedule in the development of strategic plans and guidelines as of 10/18/19; therefore TDFPD will de-obligate the balance of the grant, $9,004.00, and close it out as of 10/18/19.

Washoe County OEM Statewide Continuity of Operations (COOP): This is a sustainment project for operational coordination through Continuity of Operations (COOP) and Continuity of Government (COG) for agencies Statewide.
The 4th phase of the project focused on the UASI jurisdictions, with the planning session with North Las Vegas being completed.
This phase will focus its sustained efforts in northern and southern Nevada and secure the continued use of the planning tools through 2019. As of September 2019, this phase of the COOP project has been completed.

Washoe County Sheriff's Office/Consolidated Bomb Squad: This project focused on the Operational Coordination core capability by enhancing the technology and outdated equipment used to identify, record and document incidents involving improvised explosive devices.

Washoe County Sheriff's Office/RAVEN: This project provided for the replacement of the 20-year-old FLOR system used in the Regional Aviation Enforcement (RAVEN) unit to conduct daily DHS checks of critical infrastructure throughout the region. This unit also assists multiple investigative units in long range, covert surveillance to detect criminal activity.

Washoe County Sheriff's Office/Citizen Corps Program: This project focuses on the Community Resilience core capability for the jurisdiction. Activities include recruitment of volunteers, volunteer training (CERT Academy), exercising preparedness, and response to supported all-hazards incidents within Reno and Washoe County. As of QPR dated 5/31/2020, the CERT Program has supported the WCSO, WC Health, and WCOEM during COVID Operations. Grant Closed 7/24/2020.

Washoe County Sheriff's Office/Cybersecurity: This is a sustainment project for Cybersecurity activities to include specialized equipment and software to address cyber threats and responses to include prevention and preparedness. Personnel shortage resolved as of 12/31/19 and project is back on track. Grant closed after 2/28/20 pursuant to the Grant DBS.

Open Sub-grants

None

FFY18 HSGP PPR Federal Reporting (EMW-2018-SS-00066; Grant Period 9/1/18-8/31/21) for the grant period October thru December 2021

Additional Investments
None

Closed Sub-grants

Clark County OEM/Emergency Event Tracking System: This project supports engaging professional services to provide project management for planning and conducting stakeholder meetings that will assist region-wide with tracking capabilities of incidents and individuals during mass casualty emergencies, evacuations, planned, or other events. This includes planning, training, and exercise activities. As of 12/31/2020, QPR received 1/28/21 purchased EMS supplies to continue using of the EMT tool by CCFD. Grant Closed and balance of $639.18 deobligated.

Clark County OEM/Mass Casualty Incident Response: This project supports implementing a program that will provide appropriate supplies and exercises with first responders to be able to respond to mass casualty incidents. Updated 5/18/21 for the June 30, 21 QPR. The subgrantee has received the Trailor for MCI training materials.

Clark County OEM/ So. NV IMT: Providing Type III IMT training to expand and enhance capabilities of the Southern Nevada Incident Management Team (IMT). As of 7/20/21 and the 6/30/21 QPR the FEMA/PIO and Safety Officer training completed in Las Vegas and additional training is being scheduled. As of 11/8/21 for the 9/30/21 QPR the subrecipient did not report on the progress of the project. This grant is closed.

Clark County OEM/Emergency Management Operational Coordination: This project is to sustain cloud-based software for video conferencing equipment, WebEOC software applications for mapping, ARC GIS, and the Resource Request and Deployment Module to assist with the primary core capability of Intelligence and Information Sharing and Operational Coordination. The subgrantee has received quotes on equipment and is moving forward. Received quotes from vendors for an annual subscription for WEBEOC modules as of 4/27/21 for the 3/31/21 QFR.. This grant is closed.

City of Las Vegas/Public Safety Trailer Cameras: This project supports the Intelligence and Information Sharing core capability with the cameras trailers in the process of being procured with this funding to improve office surveillance and patrolling efforts. Subgrantee initiated de-obligation of funds ($53,000.00).

DEM Resource Management: Sustain resource management activities including WebEOC™, Resource Request, and Deployment Module (RRDM), typing, and inventory. Continued development of the Credentialing Project for physical, logical, and incident access control and identity verification efforts designed to meet federal requirements and overcome identified gaps. Updated 1/22/21 for the 12/31/2020 QPR. Grant expired 8/31/20. Grant closed.

DEM, Exercise: Maintain and sustain the Nevada NIMS Exercise capabilities through the multi-year training and exercise plan, plan/conduct/review provided resource supporting activities for multiple exercises to include the annual Capstone exercise, provide technical assistance to the emergency management and community at large to exercise preparedness efforts, maintain AAR/IP database and utilize as resource for stakeholders, and assist with training HSEEP. As of January 2021, received 12/31/2020. As of 12/31/21 this grant has closed.

Douglas County/CERT: This project focuses on the operational coordination core capability for Douglas County and supports the CERT Coordinator with supplies, CERT recruitment efforts, preparedness training, exercise support, and local emergency management support. This grant is on track as of 6/15/2020 for the April through June 2020 quarter. Douglas indicated the final report.

Elko County/Northeastern Nevada CERT: This CERT program serves the largest geographic area of the state that includes frontier and rural areas in five (5) counties. This operational coordination project supports the coordinator, operational supplies, recruitment needs, training requirements, and exercises with volunteer community members. This CERT program is an integral and active participant in the Elko County LEPC involved in emergency response, planning, and engaging the whole community. As of 4/16/2020, the program continues to perform outreach and presentation in Wells, Carlin, and Elko and continues partnerships with ARC, Battle Mountain LEPC, the Carlin Senior Center, and the Carlin Community and Elko EOC support. Closed pursuant to the DBS.

Elko County Multi-Agency Communications (MAC): This project supports the operational communications for Elko County and surrounding areas by upgrading the Basic 9-1-1 system with the Next Generation 9-1-1 (NG 911) system. The NG 911 system improves the capacity for working with multiple agencies to comply with interoperability standards and align with the national and state communications plans. Westell and Tyler are working together to finish the CAD system integration. The ARC GIS endpoint testing has been completed. As of November 6, 2020, and the September 2020 QPR, the system has been completed, and the grant closed.

Henderson/Regional Hazmat Capability: This project is to support the enhancement of the Las Vegas Urban Area related to intelligence and information sharing and operational coordination. Through the purchase of equipment that will be used in identifying unknown chemicals (solids, liquids, and gas), this project will enhance HFD's response capability by increasing its Hazardous Materials Team to a Type II designation. The remote air monitoring equipment will help HFD and LVFR enhance the capabilities of continuous air monitoring and response and preventative mission to keeping our community safe. The subgrantee has received the devices and has put them into service and is in the process of creating and implementing the Interlocal agreements as of QPR dated June 2020 received 7/21/2020. Closed per DBS.

Henderson Thermal Imaging Camera Project: Supplemental award to conduct Thermal Imaging Camera Project. Bids have been received and awarded. Purchase order issued as of 4/23/2020. As of 3/27/21, after initiated the purchasing process for the upgraded systems, City of Henderson is awaiting the receipt of the equipment. This completes this grant.

Humboldt County Sheriff's Office/Mobile Repeater: This project supports the construction and equipping of a mobile digital radio repeater to be used in locations that have limited communications ability when needed. Installation of equipment in the trailer has been completed, "bench" testing is complete, operational testing has been completed, and the project is complete as of the 12/31/20 QPR dated 1/21/21.

City of Las Vegas MMRS – PPEs: the purchase and distribution of required PPE to protect the responders to the COVID -19 outbreak. As of 7/29/20, significant progress has been made in identifying the PPE needs for participating response agencies, including LVMPD, Clark County, Henderson, No. Las Vegas, and Mesquite. As of the 8/19/20 QFR, this grant has been completely expended.

City of Las Vegas Fire & Rescue/MMRS – Sustain: the MMRS capabilities throughout southern Nevada through the support of the coordinator, public health, fire, EMS, and law enforcement. The program participants conduct and participate in NIMS/ICS training, review and update plans, policies, and procedures, maintain capabilities, replace ballistic equipment, and purchase MCI equipment. Equipment has been received and distributed pursuant to the grant requirements, and as of 11/4/2020, the grant has been closed.

City of Las Vegas/CERT: Coordinate, provide supplies for, and training community members in Community Emergency Response Teams to assist designated first responders in disaster/emergencies within their communities. As of 7/30/2020, classes and training have been suspended because of the COVID-19 outbreak. As of 9/28/2020, the city has not been able to use the balance of funds on the SHSP grant ($41,710) and the UASI grant ($102,647), so the city EM has decided to deobligated these funds and close these grants.

City of Las Vegas Fire & Rescue/Radiological Monitoring: This Operational Coordination project sustains the radiation isotope identifying devices that have a wireless transmission of spectra for "reach-back" purposes. This allows rapid identification of radiological isotopes providing the opportunity for expert guidance to be provided early in an incident. Subgrantee has purchased and received equipment, and interlocal agreements have been sent to LVMPD and Henderson Fire for review and approval. (Updated as of 7/22/2020 for the April to June 2020 time frame.) Equipment purchases have been made, and interlocal agreements have been completed. LVMPD has declined the unit for them. Grant Closed

Las Vegas Metropolitan Police Department/CBRNE ARMOR: This Intelligence and Information Sharing project provides for sustainment and enhancement activities to rapidly detect and locate radiological and nuclear materials for the ARMOR (Multi-agency and jurisdictional team) unit that is shared within Clark County and jurisdictions throughout Nevada. This project is to sustain and replace equipment that is 13 years old that has reached its end of life. The project was originally funded federally. As of 1/27/21, the UASI grant: the robotic platform is being constructed by the vendor. The SHSP grant has been completed and updated as of 3/17/21 for the 2/28/21 QPR. Pursuant to DBS grant closed.

Las Vegas Metropolitan Police Department/MACTAC Training Equipment CCTA: This project supports enhanced Operational Coordination through training and equipping the Regional

MACTAC housed within LVMPD for Complex Coordinated Terrorist Attack(s) and active assailant. On schedule as of 3/17/21 for the 3/31/21 QPR. Final payment and grant closed.

Las Vegas Metropolitan Police Department/Fusion aka SNCTC: The primary core capability this project supports is Intelligence and Information Sharing. The SNCTC collaborates with state, local, and federal partners to deter, detect, prevent, and/or mitigate terrorism, hazards, and other criminal activity.

The Las Vegas Metropolitan Police Department (LVMPD), the host agency for the SNCTC, administers this project. In addition to LVMPD staff there are 21 partner agencies represented to include: The Federal Aviation Administration, Henderson Police Department, Department of Homeland Security - CFATS, Department of Homeland Security - ICE, Transportation Security Administration, Nevada National Guard, Department of Homeland Security - Federal Security, Department of Homeland Security- PSA, Nevada Highway Patrol, Clark County Fire Department, Boulder City Police Department, North Las Vegas Police Department, Department of Homeland Security - Office of Intelligence and Analysis, Federal Bureau of Investigation, RRG Privacy Officer, Las Vegas City Marshals, Hoover Dam Police Department, Moapa Tribal Police Department, Southern Nevada Health District, US State Department, and the Clark County School District Police Department.

Activities supported with this sub-grant include sustainment of Fusion Center-centered professional organizations, operational services, subscriptions, warranties, travel support for meetings, trainings and conferences directly supporting sustainment of Fusion Center activities, software, hardware, and Strip Camera project support.

The DHS approved performance measures include Sustain operations to meet the Fusion Center Baseline Capabilities, Critical Operating Capabilities, Enabling Capabilities, and Cross-cutting Capabilities and Participation in the DHS Annual Fusion Center Assessment to aid in the evaluation of the National Network of Fusion Centers. UASI FFY18 Sustainment and Enhanced activities are on schedule. As of 1/27/21 and the 12/31/2020 QPR the sub-grantee is waiting for the receipt of the last PO to close this grant. As of 3/17/21 for 3/31/21 QPR, the last PO was received and processed, this grant is closed. As of 7/27/21 for the June 2021 QPR the subrecipient reported awaiting final PO for the mass communication platform and approved PCR to pay the remaining payroll. Closing out both the Enhanced and Sustained FFY18 LVMPD SNCTC grants.

Secretary of State, Nevada/Netflow & Intrusion Detection: This cybersecurity project will increase the security of the county-based voter registration system through Intrusion Detection System (IDS) equipment and NetFlow monitoring of election system networks in Esmeralda, Eureka, Storey, Mineral, Lincoln, Lander, Pershing, White Pine, Humboldt, Churchill, Nye, and Elko counties. As of the 10/4/19 Report and the quarter ending 9/30/19, the IDS software has been installed on all 12 counties' registration systems and is up and running. All grant funds have been expended, and the grant is closed.

Southern Nevada Health District/CyberSecurity: Develop RFP to select a vendor to design and implement cybersecurity monitoring services to meet Nevada's needs. As of 3/11/21, Mosaic is currently monitoring the SNHD cyber systems and is working well. A small balance on the grant will be reimbursed this quarter, which will close this grant.

Southern Nevada Health District/Public Health Analytical SNCTC FTE: Continue funding FTE Public Health Analytical position to gather and share information to identify health-related threats locally and nationally with the Southern Nevada Counter-Terrorism Center (Fusion Center). As of 1/11/2020, the Public Health Analyst is charging a grant as usual.

Tahoe Douglas Fire Protection District/Tahoe Douglas Bomb Squad: This Operation Coordination project is to replace a 13-year-old robot and a 9-year-old digital imaging system. The new equipment builds a reliable platform to disrupt IEDs, has 2-way communication, and allows remote video recording. This is a shareable resource and will serve the multi-jurisdictional region of northern Nevada. As of 7/16/19, the equipment had been purchased and put into service, and the grant has been closed.

Washoe County Office of Emergency Management – Statewide COOP - Competitive: This project supplement for Phase VI enhances Operational Coordination to review and update continuity of operations and continuity of government plans for local jurisdictions and state agencies statewide using the planning tool. As of the 6/30/2020 QPR the COOP program has been disrupted because of the COVID-19 Pandemic, but with virtual tools the project is back on schedule and the Competitive grant has been closed.

Washoe County Sheriff's Office/Citizen Corps Program – Sustain and Enhance: The primary core capability of these projects are to enhance Community Resilience, and the activities support operational effectiveness through continued training of community members and recruitment of volunteers. In 2018 the WCSO CERT was in the development stages of coordinating Neighborhood Emergency Response Teams (NERT) that can be activated and equipped to respond to specific populated areas in a shorter time frame. The CERT will also facilitate the expansion of the Rail Auxiliary Team (RAT Pack) for increased safety and security awareness along the miles of rail lines in our Area of Responsibility (AOR). As of 12/30/2020 QFR (submitted 1/22/21), WCSO CERT continued to support the Regional EOC and local outreach to local businesses and governmental agencies. These grants have been expended and closed.

Washoe County Sheriff's Office/Consolidated Bomb Squad: This Operational Coordination project is to update equipment and technology used by the Consolidated Bomb Squad, specifically for an Explosive Ordnance Disposal tool. As of QPR dated 10/4/19, body armor has been implemented into bomb squad response SOPs. Accessories associated with the body armor are pending quotes at this time. Updated 1/20/2021 for the December 2020 QPR. The last of the ballistic equipment has been received and put into service. This grant is closed.

Washoe County Sheriff's Office/Cybersecurity: This is a sustainment and enhancement project for Cybersecurity activities to include specialized equipment and software to address cyber threats and responses to include prevention and preparedness. As of 10/15/2020 for the quarter ending 9/30/2020, the subrecipient reported because of the COVID issues funds were reallocated within the budget to update software licensing. Subrecipient shows the grant is closed.

Washoe County Sheriff's Office/T3 CERT Basic Academy SUPP: This was a supplementary grant to conduct T3 CERT Basic Academy in October 2019. Train the trainer class held in October 2019 with 34 Participants. The grant has been completed and closed. Report as of 7/15/202019.

Open Sub-grants

Clark County OEM/FAO Alternate Facility and Dispatch: This project involves purchasing and set-up of additional consoles for four dispatch stations and six call-takers including technology, augment current microwave tower to improve dispatch capabilities in rural areas of Southern Nevada. As of 6/8/21 for the 6/30/21 QPR, tested equipment with the vendor and all is working correctly.

Clark County OEM/EOC Enhancement This project supports the Operational Coordination core capability. This project is a continuation to enhance the EOC with the capability to be effective for level 2 and level 3 activations as defined in the Clark County EOP. This facility also serves as the JIC and the MACC and is utilized to support full-scale exercises, multi-agency training, and the Urban Area Working Group meetings. Improvements to the EOC along with repairs to equipment continue as of 4/27/21 for the 3/31/21 QFR. As of 6/8/21 for the 6/30/21 QPR improvements to the EOC audio visual equipment continue.

DEM, Nevada DPS/NIMS: The NIMS Program and its components set the foundation for the core capability of Operational Coordination, which crosses all Mission Areas of the National Preparedness Goal under PPD-8. Further, this project meets the Nevada Commission on Homeland Security FFY 2018 priority of Operational Coordination. NIMS includes three components: Resource Management, Command and Coordination, and Communications and Information Sharing. These are foundational to all other core capabilities identified by the Nevada Commission on Homeland Security. This project will support continued improvement in NIMS-compliant Planning, Training, and Exercise Programs, as well as support the Statewide Resource Management Program and Credentialing Project for physical, logical, and incident access control and identification verification. This Investment respects current funding balances from HSGP 2016-2017 grant years and bridges those investment endpoints and projected program completions with requirements and projects to be phased in or initiated in 2019 continuing a legacy of sustainment and continuous improvement for programs that serve and support all local, state, and tribal jurisdictions across Nevada.

DEM, Nevada DPS/Tribal NIMS: This is an Operational Coordination project supporting the tribal Emergency Managers NIMS planning, training, and exercise activities. NTECC had halted deliveries but does provide technical assistance to the tribes. Updated 9/30/20. As of 10/6/21 for the 9/30/21 QPR the subrecipient reports with the new wave of COVID hitting the tribes activities have again been halted. A new PCR has been submitted to assist the tribes with purchases of NIMS field guides, stop the bleed kits, and ICS supplies.

DEM, Technology: For the reporting period ending 3/31/19 all VTC installations and camera control systems have been completed. Systems have been tested and put into operations. An alternate Charter circuit was installed to provide backup. Endpoint registration made on 1 of 3 VTC Codecs evaluating need for registration. Endpoint registration was not completed, there were

failures challenging the VTC operations and resolved through the service provider. Systems are now operational in the SEOC, ECR, and training rooms. Video screen distribution from the Smart Board was completed in training room. These systems support and improve upon the interoperable communications between the state and the emergency management partners. All tasks/milestones are complete except for the completion of the jurisdictional VTC system report that is identified as behind schedule (Updated 6/26/19.) The project completion was delayed while purchasing and finance staff completed the training necessary to implement purchases. Vender bids were provided but due to the delay were out of date and required rebidding (updated 9/30/19.) Vender quotes were solicited but due to the holidays there were only two proposals submitted. Purchasing of equipment has been completed and training is commencing (updated 12/31/19.) As of 4/14/21 for the March 2021 QPR the subrecipient reported 84 % of expenditures made and 29 % of milestones achieved. As of 8/12/21 for the 6/30/21 QPR the Subrecipient does provide any update.

DEM, Training: Maintain the NIMS training program statewide. Maintain and train stakeholders/multi-jurisdictional personnel and all position preparedness for the SEOC Taskbooks for all hazards; provide NIMS technical assistance to jurisdictions, maintain a list of approved training instructors for NIMS related training; regularly review and update training standards; review/update/execute the multi-year training and exercise plan; and facilitate the Nevada Training and Train-the-Trainer plan. The program continues to recruit qualified instructors for ICS, Basic Academy and the All- Hazards training classes. The Nevada Preparedness Summit was held in Reno, Nevada February 11-14. The FEMA Basic Academy has been completed. As of December 2020, training has resumed with ICS 300, 400, G191, EOC 0305, All Hazards Incident Management L0958, and L2300 EOC Functions. As of 8/12/21 for the 6/30/21 QPR the subrecipient reported following training has been completed, Basic Academy, ICS 300 & 400, ICS 305, MGT-345 and several others.

DEM, Planning: Conduct three core assessments in Threat and Hazard Identification and Risk Assessment (THIRA), State Preparedness Report (SPR), and NIMS assessment to assess current gaps in NIMS compliance and capabilities. Grant progress continuing. As of 9/30/21 for the 9/30/21 QPR the subrecipient reports the COVID Pandemic has delayed most activities, however the THIRA/SPR workshops have been facilitated in 3 regional areas of the state and initial drafts of the THIRA/SPR have been completed.

DEM, Nevada DPS/Resiliency Strategy (HSWG): This sub-grant provides support to the Homeland Security Working Group (NRC) that serves as the reviewer of annual grant requests by the Working Group members and provides recommendations to the Nevada Statewide Resilience Commission. This is an ongoing process as the funded projects are reviewed throughout the program period and preparing for the next funding cycle.
The standing HSWG, established in 2008 by an Executive Order through December 31, 2018, was replaced by the Nevada Statewide Resilience Commission after extensive assessment of the disasters and tragedy in 2017 resulting in the development of the Statewide Resilience Strategy and adopted by the Nevada Commission on Homeland Security on or about August 15, 2018.

Emergency Management, Nevada DPS/Public Information, and Warning: This project provides sustainment of the currently operating Emergency Alert System (EAS) and provides for an enhanced Public Information and Warning Program to the public, managed within DEM.

Additionally, the projects within this investment produce and deliver a broad range of public information and warning messaging. This includes video content for social media platforms, state websites, TV, and radio broadcast. This messaging will cover the threats and hazards to Nevada as identified in the THIRA. This messaging promotes education, and awareness of the five cornerstones in emergency management: prevention, protection, mitigation, response, and recovery to both the public and private sectors. DEM will collaborate and share all content developed within this investment to partners in all jurisdictions and Tribal Nations across Nevada. The end goal is to better prepare all of Nevada in the event of an emergency through comprehensive public information and warning. Public messaging (PSA's) for preparedness has been approved and distributed through social media platforms and radio for the months of January, February, and March of 2019. The EAS subscription has been sustained to date. As of July, August, and September 2019 the project continues to build upon Nevada's ability to quickly send alerts and warnings using the Common Access Protocol through digital means.

Emergency Management, Nevada DPS/Statewide Citizen Corps Program: During this quarter ending December 31, 2019, DEM provided technical assistance and guidance to Carson City CERT in preparation for the CERT Basic Academy. Provided planning assistance to Washoe County CERT in preparation Basic Academy. All tasks and milestones are on schedule. (updated 4/15/2020). As of 10/21/21 for the 9/30/21 QPR, and for the previous 4 quarters, all grant work has stalled because of COVID Pandemic, and the vacancies left by staff leaving.

Emergency Management, Nevada DPS/Statewide Recovery Plan (Implementation Phase 2): This project focuses on the sustainment of Operational Coordination through the improvement of the resilience and readiness for the previously funded recovery initiative. Activities will support Recovery Framework adoption, socialization with all stakeholders, training and exercise; Recovery Support Function Roll-out and Training; Preliminary Damage Assessment Tool and Training; and review and update of the Plan after Exercise and AAR has been completed. This project is on schedule with no obstacles identified as of 8/8/19. As of 12/3/21 for the 9/30/21 QPR the subrecipient reported that the PDA Tool was deployed to Nye County in response to flooding and the stakeholder's calls and licensing has begun. The Dashboard has been implemented and deployed.

Emergency Management, Nevada DPS/SWIC: This project provides sustainment for the Statewide Interoperability Coordinator (SWIC). The position is responsible for statewide communications governance, coordination, outreach, support and the planning, marketing, and implementing the Communications Rodeo. This project is on schedule.

Investigations Division, Nevada DPS/Fusion Center aka the Nevada Threat Assessment Center (NTAC): The Nevada Threat Analysis Center (NTAC) is the Department of Homeland Security (DHS) recognized state fusion center with an Area of Responsibility covering 16 of 17 counties, with interests across the entire state (all state agencies and Tribal Nations) and the Office of the Governor. As a critical component of the United States Homeland Security and counter-terrorism enterprise and the National Network of Fusion Centers, the purpose of the NTAC is to gather, receive, analyze, and disseminate information from and to other intelligence partners within the state, local, tribal, and federal agencies in an effort to detect, deter, prevent, and/or mitigate terrorism and other criminal activity. This project is to sustain NTAC programs, operations, and

staffing in accord with the fusion center baseline capabilities and critical operating capabilities to include Intelligence and Information Sharing and Screening, Search, and Detection.

The DHS approved performance measures include sustain operations to meet the Fusion Center Baseline Capabilities, Critical Operating Capabilities, Enabling Capabilities, and Cross-cutting Capabilities and Participation in the DHS Annual Fusion Center Assessment to aid in the evaluation of the National Network of Fusion Centers. As of 5/23/21, for the period ending 3/31/21, grant funds were used to support salary payments, consumable supply purchases, virtual training, and replacement radios that have reached the end of life. As a result of the COVID-19 outbreak and the inability to travel, training has been suspended apart from training conducted online. As of 7/21/21 for the June QPR the subrecipient reported that no funds, from the SHSP FFY18 Enhancement grant, have been used because of the COVID-19 restrictions in place on travel and training. Additionally, the Sustainment grant was used for the See Something, Say Something campaign and $104,000.69 was deobligated.

City of Las Vegas Fire & Rescue/CBRNE Unit 2018: This Operational Coordination project will culminate in the purchase of a replacement CBRNE unit that has reached its end of life. The unit is used in the mitigation phase of hazmat incidents. This unit is capable of air and radiological monitoring, detection, research space, communications between agencies, situational awareness information gathering, and sharing. As of 4/28/21 (QPR 3/31/2021), the platform is being built by the vendor and is expected to be a 400-day built time. Completion is expected in early 2022. This grant has been extended to 3/31/22. As of 10/28/21 for the 9/30/21 QPR the subrecipient reports the vender advised the unit will be completed by March 2022.

City of Las Vegas Fire & Rescue/MMRS - Competitive: MMRS capabilities throughout Southern Nevada are enhanced through the support of the coordinator, public health, fire, EMS, and law enforcement. The program participants conduct and participate in NIMS/ICS training, review and update plans, policies, and procedures, maintain capabilities, replace ballistic equipment, and purchase MCI equipment. Equipment has been identified, and purchases are underway, however, the completion times have been extended due to COVID-19 and related delays. CLV is applying for an additional extension. Updated 8/31/2021 for the June 2021 QPR.

North Las Vegas/Primary EOC AV Equipment: This Operational Coordination project enhances the existing EOC by replacing the outdated equipment that has reached its end of useful life with updated equipment and operating systems. This project allows for equipment that will build compatibility with the statewide Public Information and Warning Plan, the 211 Strategic Plan and allow for iPAWS™ compliant Operating Group. As of 7/19/19 all new equipment has been ordered, received, and put into service. There are delays in the completion of this grant because of purchasing issues that have as yet to be resolved.

North Las Vegas Ballistic Shields: This grant will be used to purchase Ballistic Shields. As of 6/15/19 the sub-grantee has received quotes for the purchase.

Shoshone Paiute Tribes of Duck Valley/Owyhee Dispatch Multidiscipline Center: This Operational Communications project is an outdated 9-1-1 dispatch system. Activities associated with this grant include expanding the local Public Safety Answering Point (PSAP) into the

Emergency Call Center concept making it compatible with the Next Generation 9-1-1 dispatching (NG 911) to serve the northern third of Elko County, including the Duck Valley Reservation and surrounding communities. As of 4/30/21, bids have been received and vetted. As of 4/30/21 vendor is to start the installation of the fiber to the building so that NGA 911 can be installed the week of May 24. As of 7/30/21 for the March 2021 QPR the subrecipient reports zero expenditures made and 29 % completion of milestones.

Washoe County Office of Emergency Management – Statewide COOP - Sustain: This project Phase VI and is to sustain and enhance Operational Coordination to review and update continuity of operations and continuity of government plans for local jurisdictions and state agencies statewide using the planning tool. As of the 6/30/2020 QPR the COOP program has been disrupted because of the COVID-19 Pandemic, but with virtual tools the project is very close to being back on schedule. As of 4/30/21 for the 3/31/21 QFR, COOPs for NSC and RTAA have been finalized.

FFY19 HSGP PPR Federal Reporting (EMW-2019-SS-00061; Grant Period 9/1/19-8/31/22) for the grant period October thru December 2021

Additional Investments

Closed Sub-grants

Clark County Operational Communications Rural Fire Stations: This request aims to sustain and expand the fire department's VHF radio communications system in southern Nevada to better serve rural communities. As of 7/29/2020 and the June 2020 QPR, the subgrantee ordered and received one repeater for rural fire stations. Grant closed.

DEM – Stop the Bleed: Grant to be used to purchase Stop the Bleed Kits for the Washoe County School District (WCSD). As of 1/13/2020 the ordering, purchasing, receiving, and transfer of the Stop the Bleed Kits have been completed for the WCSD. The District is now in the process of distributing the kits to the schools and ensuring that appropriate training has been completed. Updated 8/11/2020 for the June 2020 QFR. Distribution of the units to schools is continuing. Grant funds have been expended.

DEM – THIRA: This project will fund the contractual agreement to build the statewide THIRA and SPR. As of 10/27/2020, the September 2020 QPR all activity on the THIRA has been delayed. This grant has been expended and the grant is closed.

Douglas County/CERT This program will sustain fundamental Citizen Corps related programs and projects by training, exercising, and maintaining CCP volunteers with skills necessary to assist in emergencies. This will be done by generating public awareness through community outreach to ensure citizens are aware of opportunities to become involved in the Community Emergency Response Teams. CERT operations continuing with the purchase of the Stop the Bleed Kits and funding of the CERT Coordinator position. Updated 7/27/21 for June 2021. As of 10/25/21 for the 9/30/21 QPR the subrecipient's report does not provide any updates, however the grant was closed with a $2,424.13 deobligation.

Elko County/Northeastern Nevada CERT: This program will sustain fundamental Citizen Corps related programs and projects by training, exercising, and maintaining CCP volunteers with skills necessary to assist in emergencies. This will be done by generating public awareness through community outreach to ensure citizens are aware of opportunities to become involved the Community Emergency Response Teams within the northeast Nevada area. Updated report as of 1/11/21. Continuing to provide COVID-19 assistance to the Elko County Emergency Management including evaluating new ways to present CERT training online. As of 7/16/21 for the June 2021 QPR the subrecipient reported limited outreach activities to Elko, Jackpot, and Eureka because of the pandemic and as a result not able to spend all of this grant. As such the grant has closed with $5,452.10 being deobligated.

Las Vegas CERT (Southern Nevada CERT) SHSP & UASI: This program will sustain fundamental Citizen Corps related programs and projects by training, exercising, and maintaining CCP volunteers with skills necessary to assist in emergencies. This will generate public awareness

through community outreach to ensure citizens are aware of opportunities to become involved in the Community Emergency Response Teams. The CERT program was suspended because of the COVID-19 outbreak. As of 4/29/21 for the 3/31/21 QFR, the CERT program graduated 49 students from 5 online classes.   As of 9/30/21 for the 8/30/21 QPR the program, SHSP and UASI, trained 502 students and conducted one Spanish CERT class. Because of the COVID Pandemic in person classes were not resumed until July 2021 and all grant funds could not be expended. CLV closed these grants and deobligated the balances.

Las Vegas Bomb Squad Remote Operations: The Las Vegas Fire & Rescue Bomb Squad is the only FBI accredited Bomb Squad in Southern Nevada. The Bomb Squad supports Clark, Esmeralda, Lincoln and Nye Counties along with St George, UT, Bullhead City, AZ, and surrounding areas. Updated as of 8/09/21 for the 6/30/21 QPR, all equipment has been received, training conducted and field devices are deployable and in service. As of 10/4/21 for the 9/30/21 QPR the subrecipient reported the grant is closed.

Las Vegas Emergency Alternate Mass Notification System: The City of Las Vegas currently uses a cloud-based mass notification system to protect the system and its infrastructure from damage during an emergency or disaster and still allow it to provide public notifications, as necessary. This project will allow the city to renew its subscription for this expanded level of service. Grant closed.

Las Vegas MMRS – PPE: Used for the acquisition and distribution of PPEs for the response community in the Clark County area, including LVMPD, Clark County, Henderson, North Las Vegas, and Mesquite. As of 7/29/2020, significant progress was made during this quarter in identifying the PPEs needed for the participating response agencies. Grant closed.

LVMPD – SNCTC – Fusion Watch: This grant funds a full-time member in the Fusion Watch program to lend consistency to training and program implementation. As of 4/27/21 for the March 2021 QPR, the position is maintaining the baseline Fusion Center Core Operating Capabilities. Grant closed.

LVMPD Radio Site Target Hardening: This project will provide for the installation of IP-based surveillance cameras at the ten LVMPD maintained radio sites allowing for 24/7 video monitoring by Fusion Center and LVMPD radio shop personnel. As of the QFR for March 2021, (4/26/21) EHP was approved working on scheduling installation. As of 7/27/21 for the June 2021 QPR the subrecipient reported awaiting final invoice so grant could be closed. Grant closed.

University of Nevada Las Vegas – Venue Security Enhancement: To enhance venue security for UNLV Events by purchasing mobile metal detectors to help reduce the risk of terrorist activities at events. Bids are being taken for the identified equipment as of 7/15/2020 for the QPR ending June 2020, all equipment ordered and received. Awaiting deployment. Grant closed.

University of Nevada Las Vegas – Police Services Communications: The goal of this grant is to equip UNLV Police Services with the same public safety grade communications equipment allowing UNLV Police Services to communicate with the other law enforcement agencies in southern Nevada increasing the level of support offered in the event of an emergency or disaster.

As of 4/30/2020 equipment has been received and command staff is working to coordinate installation in vehicles. Grant closed.

Nevada Secretary of State – Netflow and Intrusion Detection System: The goal of the grant is to maintain the enhanced cybersecurity of county-based voter registration systems through ongoing Intrusion "Detection System (IDS) and Netflow monitoring of election system networks in the counties of Esmeralda, Eureka, Storey, Mineral, Lincoln, Lander, Pershing, White Pine, Humboldt, Churchill, Nye, and Elko. The other five counties (Douglas, Lyon, Carson City, Washoe and Clark0already have IDS and Netflow monitoring and analysis available to them through funding from USDHS and the Center for Internet Security. As of October 28, 2020, QPR 12 of 12 counties have renewed services for monitoring and analysis. The project is now complete.

Southern Nevada Health District Public Health Analyst: This grant funds a full-time employee for Public Health working within the SNCTC Analytical and Operational areas.   Updated as of 4/9/21 for the QPR ending 3/30/21. The FTE completed 160 hours of DHS Basic Intelligence and Threat Analysis training along with other trainings relating to diseases, mass shootings, and biosurveillance. The grant has been closed.

Tahoe Douglas Fire Protection District (TDFPD) – Tahoe Douglas Bomb Squad EOD Robot: This grant will be used to replace the existing Andros Mini II robot purchased in 2005 and is no longer supported by the manufacture. The new robot will provide greater functionality and increased response capabilities. As of the 9/30/2020 QPR, TDFPD has received the EOD Robot but has not been uncrated or put into service pending the outcome of the Sole Source issues. Grant closed.

Washoe County Office of Emergency Management (WCOEM) – Homeland Security Assistant: This project provides support for the Washoe County Emergency Management and Homeland Security Program to assist in implementing the Nevada Commission on Homeland Security priorities for the unincorporated County, Cities of Reno and Sparks, Pyramid Lake Paiute Tribe, Reno-Sparks Indian Colony, and associated Special Districts. This assistance will include sustainment of the Statewide initiatives such as Continuity of Operations (COOP), Recovery, and Public Information and Warning, as well as administrative and operational support for homeland security projects that affect the region. As of 9/30/21 for the 8/30/21 QPR the subrecipient has reported the Homeland Security Program Assistant continues to complete the backlogged Homeland Security tasks. The Program Assistant now has a security clearance and is working with CISA and NNRIC. The grant has closed.

Washoe County Sheriff's Office – Air Purifying Respirators and SCBAs: Funding will be used to replace Air Purifying Respirators that are out of date and are not usable during a CBRNE incident/event. As of 7/1/2020, for the June 2020 QPR, the respirators have been received, but the CBRNE filters are on backorder with expected delivery in July 2020. Grant closed.

Washoe County Sheriff's Office/Cybersecurity: This is a project for Cybersecurity activities to purchase specialized equipment and software to address cyber threats. As of 10/15/2020 for the quarter ending 9/30/2020, because of the COVID issue, funds were reallocated to update sustained software licensing. Funds were expended and the grant was closed.

Washoe County Sheriff's Office – Northern Nevada Regional Intelligence Center (NNRIC): Funding to be used to purchase GeoShield software and printer to enhance information and intelligence gathering in northern Nevada. As of 1/28/2020, the Board of County Commissioners has accepted the grant. As of 1/12/22, the QPR has not been received, however the grant has been closed.

Open Sub-grants

Clark County School District – Stop the Bleed: The Clark County School District will be purchasing Stop the Bleed kits for each of its 311 schools in the district and installing them at each school. As of 4/27/21 for QPR dated 3/31/21, Work has been slowed on the project due to the COVID-19 pandemic. As of 7/29/21 for the 6/30/21 QPR the subrecipient did not provide any information on the progress of the project.

Clark County MACTAC training: To exercise the operational coordination and communication plans defined in the jurisdiction's Hostile Event policy. This policy was revised following the October 1 shooting and supported recommendations outlined in the Joint FEMA AAR. This project will improve coordination and communications between Clark County Fire and LVMPD by focusing on multi-agency response to critical incidents that require a Unified Command Structure. 4/27/21 update indicates MACTAC Training has resumed after COVID-19 delays. 7/20/21 update for the 6/30/21 QPR, subrecipient reports conducted the MACTAC training classes for 83 CCFD first responders. As of 10/4/21 for the 9/30/21 QPR the subrecipient reported completion of all MACTAC Training Classes in August 2021.

Clark County Emergency Event Tracking: The ability to track incident or event participants, including individuals during mass casualty, evacuations, planned, or other events that involve different agencies and jurisdictions. Updated 4/27/21 for QPR for 3/31/21 indicates the annual subscription of 2020 has been paid. As of 10/28/21 for the 9/30/21 QPR the subrecipient reported SNHD paid for the annual subscription.

Clark County IMT: To maintain and enhance the capabilities of Southern Nevada's Incident Management Team (IMT) by having a part-time employee develop standard operating procedures, team exercises, team deployments, develop by-laws and MOUs for the IMT, and maintain inventory for the IMT. As of 4/27/21, for the 3/31/21 QFR subrecipient reported purchasing shirts, batteries, and antennas for radios. As of 7/22/21 for the 6/30/21 QFR purchased vehicle an working on operational supplies for the vaccination effort.

Clark County Shelter Project: Develop and maintain a comprehensive sheltering catalog of regional sites, capacities, capabilities (traditional, non-traditional, temporary, migration, and mobile hospital), command structures, and programs. Additionally, aligning agencies roles and responsibilities, resources, equipment, and space requirements, along with an exercise and ongoing training program for the sheltering process during an emergency or disaster. Scope of Work completed and sent to Purchasing as of 4/30/2020. As of 4/27/21, the Clark County Purchasing is doing an RFP for this purchase. As of 10/4/21 for the 9/30/21 QPR the subrecipient reported the project was complete 100%, but $0.00 have been requested for reimbursement.

Clark County WebEOC Emergency Management Operations Coordination: project is to maintain the cloud-based software for the Video Conference Equipment, purchased with UASI funding, and Clark County's WEBEOC software applications. These programs are as follows and are utilized by multiple organizations within Clark County's urban area: Mapper Professional, ARC GIS, and Resources Request and Deployment Module, updated by QPR for March 2021 (dated 4/27/21) with the annual subscription payment. Updated by QPR for June 2021 (dated 7/20/21) with the annual subscription payment. As of 10/4/21 for the 9/30/21 QPR the subrecipient reported received quote for cloud-based video conference equipment and entered purchase requisition.

Clark County Corner – Maintain: This will be used to build out and maintain the Clark County Mass Fatality Plan by hiring a project manager and conduct training workshops to ensure plan compliance and project necessity. Updated as of 4/9/21 and identified three vendors to work on the Mass Fatality Plan. Awaiting the award of the contract. As of 10/7/21 for the 9/30/21 QPR the subrecipient reports Project Manager hired. As of 1/6/22 for the 12/31/21 QPR the subrecipient reports meetings have been held with the new project manager, drafts and outlines for the plan have been completed, and workshops have been scheduled for February.

Clark County Corner – New: This will be used to supplement the build-out and maintenance of the Clark County Mass Fatality Plan by hiring a project manager and conduct training workshops to ensure plan compliance and project necessity. Updated as of 4/9/21. Unable to move forward as there is a purchasing dispute and legal action is taking place. As of 10/7/21 for the 9/30/21 QPR the subrecipient reports Project Manager hired. As of 1/6/22 for the 12/31/21 QPR the subrecipient reports meetings have been held with the new project manager, drafts and outlines for the plan have been completed, and workshops have been scheduled for February.

DEM NIMS Planning – Maintain and Competitive: This grant will be used to support the DEM Planning function. As of 10/20/2020, all planning activities have been postponed due to COVID-19. As the situation changes, scheduling and purchasing related to planning will be moved forward. As of 9/30/21 for the 9/30/21 QPR the subrecipient reported THIRA/SPR workshops have been facilitated in 3 regional areas in the state and initial drafts of the THIRA/SPR have been completed. The Western States Regional Petroleum Emergency Framework has been developed and the Nevada Distribution and Supply Chain Management plan is complete.

DEM – Exercise – Maintain and Competitive: This grant funds the Exercise component of the Emergency Management function. As of 10/20/2020, exercise has not been addressed because of the COVID-19 pandemic. As of 8/19/21 for the June 21 QPR the subrecipient reported Exercise has been dormant because of the pandemic and has begun to reactivate with the introduction of the new Exercise Officer as of 3/1/21. Since then, the Integrated Emergency Management Course (IEMC) was held in June 2021. As of 10/5/21 for the 9/30/21 QPR with COVID response guidelines still in place, the Exercise Officer attended the Las Vegas Airport Tri-Annual FSE, NDMS TTX, and Lahontan Dam FE in September.

DEM – NIMS Communications: This project sustains the continued delivery of the statewide communications program, which is necessary to remain in compliance with federal NIMS

communications requirements. As of 10/28/21 for the September 2021 QPR the subrecipient reported no activity on the grant because of COVID-19, staff shortages, and logistical issues.

DEM – Public Information & Warning: This project is in direct response to the DHS core capability of Public Information and Warning. It provides for the sustainment of the currently operating Emergency Alert System (EAS) and provides for an enhanced Public Information and Warning Program for the public, managed within DEM. As of 4/13/21 for the March 31, 21 QPR the subrecipient has not provided an update with the QPR. As of 12/2/21 for the 9/30/21 QPR the subrecipient has not provided an update with the QPR.

DEM – Recovery Plan: This project is to improve the overall resiliency, capability, and readiness under the operational coordination core capability of recovery from disaster or emergency.

DEM – Statewide CCP: Grant intended to assist CERT Programs with technical and administrative assistance around the state. Continued coordination with CERT programs throughout the state to improved coordination and resiliency of the program. Updated as of 9/18/2020 for the 9/30/2020 QPR, DEM continues to provide technical guidance and assistance with local jurisdictions with CERT-related issues. As of 10/22/21 for the December 20; March 21; June 21; and September 21 QPRs the subrecipient reports no activity for these periods.

DEM – Statewide Resilience: The goal of this project is to continue to support the Resilience Commission/Committee, Finance Committee, and Homeland Security Commission by assisting commission members with travel, supplies, equipment, and overtime to complete the review of the overall programmatic responsibilities.

DEM – Statewide Tribal CCP: To improve and sustain the tribal community emergency response efforts by assisting in the building of the tribal CERT teams include Battle Mountain Te-Moak Tribe of Western Shoshone, the tribes of the Reno-Sparks Indian Colony, Washoe Tribe of Nevada, and California, Pyramid Lake Paiute Tribe, and Fallon Paiute Shoshone Tribe. As of 1/13/21, for the 12/31/20 QPR Tribal technical assistance continues.

DEM Technology – Maintain and Competitive: This grant program is used to provide technical assistance and technology upgrades to DEM and the SEOC. As of 8/12/21 for the June 2021 technology upgrades have been continuing without QPR notation.

DEM – SWIC: This project provides the sustainment for the Statewide Interoperability Coordinator (SWIC). The position is responsible for statewide communications governance, coordination, outreach, and support. In addition, the SWIC maintains involvement with local, state, regional, and national committees and working groups and shares information with tribes, counties, and other special districts. Updated 10/27/2020. As of 11/30/21 for the 9/30/21 QPR the subrecipient reported delays in the overall project due to the COVID Pandemic and Staffing issues.

DEM – Statewide Training – Maintain and Competitive: As of December 2020, after the initial slowdown of training activity this quarter, training has been resumed with G191, ICS 300, and 0305. As of 10/7/21 for the 9/30/21 QPR courses are being conducted with COVID precautions

including ICS 300 and 400, WEBEOC training, HSEEP, Master Exercise Practitioner Program, and Disaster Management for water and wastewater utilities.

DEM – Statewide NIMS: The outcome of this project will enhance the continued delivery of the statewide training, exercise, planning, resource management, and technology programs necessary to build capacity and capability within Nevada and remain in compliance with federal NIMS requirements. Updated 5/21/2020 for December 2019 and March 2020.

DEM Nevada DPS/Tribal NIMS: This is an Operational Coordination project supporting the tribal Emergency Managers NIMS planning, training, and exercise activities. As of 10/20/2020 and the September 2020 QFR, NTECC has halted deliveries but continues to provide technical assistance and planning to the tribes. As of 10/6/21 for the 9/30/21 QPR the subrecipient reports with a resurgence of the COVID Pandemic activities have begun shutting down. A communications drill has been conducted with approximately 60% participation along with the renewal of satellite phone subscriptions.

DEM Resource Management – Maintain-Competitive: This will be used to maintain the Resource Management and Credentialing system throughout the state. As of 1/22/21 and the December 2020 QPR nothing has been done as COVID -19 has delayed the implementation of the project. As of 10/14/21 for the 9/30/21 QPR the subrecipient reports behind schedule because of the COVID Pandemic but getting back on schedule.

DOA (Dept of Administration) Cybersecurity Professionals: This grant is designed to improve the Core competencies in cybersecurity knowledge, skills, and abilities of State Tribal, County, and City Information Security Officers using SANS Global Information Assurance Certification (GIAC) security essentials, SANS Intro to Cyber Security Certification, and/or SANS cyber professional development. Updated 4/30/21 for the 3/31/21 QPR. The DOA purchased 57 SANS training vouchers instead of the original 60 because of price increases. The project and training efforts are on track for anticipated 100% completion by 8/30/21.

Department of Public Safety-Investigations Division (NTAC - Sustained): The Nevada Threat Analysis Center (NTAC) is the state fusion center with an Area of Responsibility covering 16 of 17 counties. The purpose of NTAC is to receive, analyze, disseminate, and gather feedback from other states, local, tribal, and federal partners, and the private sector to deter, detect, prevent, and/or mitigate terrorism and other criminal activity within the state. This grant will sustain NTAC programs/operations, associated staff, baseline capabilities, DHS Critical Operating Capabilities, Essential Capabilities, and Cross-cut Capabilities. As of 5/23/21, for the period ending 3/31/21, grant funds were used to support salary payments and operational expenses. As of 7/21/21 for the June QPR the subrecipient reported supporting salary payments and operational expenses. As of 11/5/21 for the 9/30/21 QPR the subrecipient reports it is using 2019 grant funds to complete that grant.

Henderson Multi Use EOC Enterprise Services: Grant will be used to purchase an Enterprise surveillance system for the City of Henderson that will be monitored from the Henderson Multi Use EOC for the prevention, detection, and mitigation of terrorist incursions within the city. As of 6/30/2020, the design and purchasing have been delayed because of the COVID-19 pandemic,

but limited access to the city design personal has been granted. As of 2/11/21 for the 12/31/20 QPR, the project is significantly behind schedule because of COVID-19. Preparing to submit the EHP screening memo to FEMA.

Las Vegas Special Operations Communications: Las Vegas Fire and Rescue will be purchasing 65 noise canceling earphones and microphones to improve communications for Las Vegas Fire and Rescue personnel. Updated 4/28/21 for the 3/31/21 QFR; system specifications were sent to the City's Purchasing Department. Project went to bid, and PO has been issued. As of 7/31/21 for the 6/30/21 QPR the subrecipient reported equipment received and being installed. Communications ability has improved. Additional equipment ordered, received, and being installed. Project should be completed without the need for an extension. As of 10/28/21 for the 9/30/21 QPR the subrecipient reports all units have been received and deployed. This grant is complete and subrecipient authorized a deobligation of $156.29. Awaiting confirmation to close grant.

Las Vegas CBRNE Mobility: This project aims to replace the Las Vegas Fire & Rescue John Deere Gator UTV. The original Gator is limited to only two seats. The HazMat/WMD entry component consists of a minimum of 3 personnel to follow a facilitator, sampler, and overwatch model of staffing. More seating will provide greater flexibility during incidents. As of 1/30/21 for the 12/31/20 QPR, specifications and requirements were sent to the city to be entered into the purchasing system for a formal bid. As of 7/31/21 for the 6/30/21 QPR, the project has been extended for 6 months to 5/25/22 for the receipt of the UTVs parts.   As of 11/1/21 for the 9/30/21 QPR the subrecipient reports PCR approved for an extension to 5/30/22 and the vendor reported the UTV chassis arrived 10/4/21. This is behind schedule.

Las Vegas CBRNE Remote Monitoring: This project aims to equip the Las Vegas Fire and Rescue CBRNE unit with a remotely operated robotic platform with integrated HazMat/ CBRNE monitor capabilities. As of 4/28/21 for the 3/31/21 QPR UTV bids were completed, and PO issued. The City of Las Vegas will be seeking a PCR extension for six months. As of 7/6/21 for the 8/30/21 QPR the subrecipient reported the only qualified bid is over budget so the CLV will be making up the difference.

Las Vegas MMRS – Maintain & New: MMRS supports the integration of law enforcement, fire, emergency management, health, and medical systems into a coordinated response to a mass casualty incident caused by a Weapon of Mass Destruction, an incident involving hazardous materials, an epidemic disease outbreak, or natural disaster. MMRS includes developing plans, conducting training, exercising, acquiring pharmaceuticals, personal protective equipment, and other specialized response equipment to prepare for the response to a disaster or emergency. As of 2/11/2021 for September 2020, QFR equipment has been identified for purchase and the process of procurement has started. As of 9/30/2021 for August 2021 QPR all funding for the MMRS Maintain grant has been expended and the grant has been closed.   As of 11/3/21 for the 9/30/21 QPR the subrecipient reports all equipment except for the Gators have been received and distributed on the MMRS – New grant.

LVMPD ARMOR-Sustained: ARMOR will maintain the deployment capability to a multi-threat environment to provide real-time intelligence and information to Incident Commanders and

support agencies. The warranties purchased will be used to ensure the technological capability of the Mobile ARIS, SAMpacks, RMX, Gemini, TruDefender and MX908. As of 3/31/21 QPR (dated 4/28/21) the sub-grantee is evaluating the Warrantees for various projects and the SCBA tanks have been completed. As of 9/30/21 for the 9/30/21 QPR the subrecipient reports the las of the warranties have been purchased and invoiced. This grant has been closed.

LVMPD DOC: This will provide a second dispatch station in the Department Operations Center (DOC) will enhance the capabilities of the Communications bureau in mass casualty incidents (MCI). As of 4/26/2021, the March 20210 QPR, the subgrantee is working through the purchasing process. As of 7/27/21 for the June QPR the subrecipient reported the project has been completed and the grant closed. However, a balance remains on the grant of $839.67.

LVMPD MACTAC Response: LVMPD and CCFD seek to exercise the operational coordination and communication plans defined in the Hostile Event policy. Updated 4/26/21 on the QPR dated March 2021. Training has stopped due to COVID 19 issues but has resumed and is scheduled to be completed by August 2021. As of 7/27/21 for the June QPR the subrecipient reported that grant activity has stopped because of the pandemic. Training efforts have been extended thru 2/28.22 to complete.   As of 10/20/21 for the 9/30/21 QPR the subrecipient reported they are currently working with CCFD to implement this training and get all the administrative items and scheduling completed. The training component of this grant has stopped due to COVID-19.

LVMPD MACTAC Response B: This grant will be used to provide Ballistic Shields for wider distribution during an incident. As of the March 2021 QPR (dated 5/6/21) LVMPD is awaiting the shield purchasing, the scopes have been obtained.   As of 7/27/21 for the June QPR the subrecipient reported all equipment had been obtained and was awaiting the final invoicing so the grant could be closed.   As of 10/20/21 for the 9/30/21 QPR the subrecipient reports that all equipment has been ordered and received. Subrecipient is awaiting the final invoice to submit, so the grant can be closed.

LVMPD – SNCTC – Russell Corridor Camera Project: The goal of the project is to expand the existing Public Safety Camera System in Las Vegas to encompass the new Stadium corridor (on Russel Road). This project would add surveillance cameras and related infrastructure at approximately 22 locations within the County right of way and would cover all ingress and egress areas into the stadium complex. As of the QFR for March 2021 (4/26/21) EHP approved and working on procurement. As of 7/27.21 for the June 2021 QPR, no change since the last QPR, but the subrecipient reports 98% completion. As of 10/20/21 for the 9/30/21 QPR the subrecipient doesn't report any changes in the status.

LVMPD – SNCTC – Sustained UASI & SHSP: The SNCTC supports the national goal of gathering and exchanging information/intelligence and in the collaboration with State, Local, and Federal partners to deter, detect, prevent, and/or mitigate terrorism, hazards, and other criminal activity for the protection of the citizens, visitors, and critical infrastructure of the State of Nevada and the United States. As of 7/27/21 for the June QPR, the subrecipient reports maintaining baseline capabilities of the SNCTC and clearing up purchasing issues.   As of 10/20/21 for the 9/30/21 QPR the subrecipient reports maintaining the Fusion Center's baseline capabilities for the

SNCTC. Currently working through final spend down and travel for the LVMPD SNCTC SHSP grant.

LVMPD – SNCTC – Wireless Mesh Network: LVMPD is seeking to build valley-wide wireless network to add direct live feeds into the command post and Department Operations Center. This project will allow video feeds captured from drones, robots, and other cameras to be streamed real-time to the SNCTC, DOC, or a command post in the field. As of the QPR for March 2021 dated 4/26/21 showed the approved EHP allowed for equipment procurement. As of 7/27/21 for the June QPR the subrecipient reported procuring equipment. As of 10/20/21 for the 9/30/21 QPR the subrecipient's report did not changed from the 7/27/21 report.

Southern Nevada Health District – Cybersecurity Services: Funding goes to an off-site Cybersecurity Service that monitors the Internet systems utilized by SNHD for breaches in the system. As of 4/9/21 the RFP has been created and the vender has been selected (MOSAIC). No other activity reported. As of 7/6/21 for the June 2021 QPR the subrecipient reports MOSAIC continues to monitor Health District's critical infrastructure allowing the agency to continue supporting agencies response to declared emergencies like COVID-19 and prevent cyber and ransomware attacks to the system. The subrecipient reports 85 % completed expenditures and 90 % project completion. As of 9/30/21 for the 9/30/21 QPR the subrecipient reports have not changed with the projected 85% completion. As of 12/5/21 for the 11/30/21 QPR the subrecipient reports the remainder of the expenditures have been made, however the grant remains open pending QFR receipt and payment.

Washoe County Office of Emergency Management (WCOEM) – COOP Sustained: To sustain and maintain planning through continuity of operations (COOP) and continuity of government (COG) for agencies statewide. As of the June 2021 QPR received 8/5/21 the participants have adjusted after some initial difficulties and the plans are complete. The PCR submitted has been approved and the remainder of the funds will be spent in the quarter ending September 2021.   As of 9/30/21 for the 8/31/21 QPR the subrecipient reports the COOP for NSC and RTAA have been finalized and with the next QFR all funds will have been expended and the grant will be closed.

Washoe County Sheriff's Office – Consolidated Bomb Squad: Grant to be used to purchase equipment to maintain and enhance CBS capabilities in threat environments. As of the June 2021 QFR dated 7/28/21 the balance of the project is allocated to SCBA replacements. As of 10/24/21 for the 9/30/21 QPR the subrecipient reported that all equipment has been purchased, training on the equipment has been completed with an operational level of proficiency. The equipment is now fully integrated in the CBS response to Improvised Explosive Devices or explosive threats. After the last QFR has been submitted and paid this grant will be closed out

Washoe County Sheriff's Office – CERT Program: This program will sustain fundamental Citizen Corps related programs and projects by training, exercising, and maintaining CCP volunteers with skills necessary to assist in emergencies. This will be done by generating public awareness through community outreach to ensure citizens are aware of opportunities to become involved in the Community Emergency Response Teams. As of March 31, 2021, QPR (submitted

4/27/2021), the CERT supported activities at the WCSO, WC Health Department, and the WCEOC. WCEOC ended the COVID-19 activation for Washoe County in late January 2021.

As of 7/26/21 for the 6/30/21 QPR the subrecipient has reported the completion of 2 CERT Academies resulting in 23 new CERT members. Additionally, CERT has conducted several outreach, training, and support events with local businesses and governmental agencies. As of 10/28/21 for the 9/30/21 QPR the subrecipient reports continued support of the local community by holding 3 CERT Academies where 35 volunteers became members of the WCSO CERT program. CERT supported 24 CAST drills, 14 non-emergency activations, 2 emergency activations, participated in 5 outreach events, supported, and participated in Food Truck Fridays, Barks and Badges, Morning Star fire drill evacuations, Incline Village Hero's Parade, Big Dig, Christmas in July, Hot August Nights, Reno Farmers Market, the Exterra Games, and Reno K-911.

FFY20 HSGP PPR Federal Reporting (EMW-2020-SS-00056; Grant Period 9/1/20-8/31/23) for the grant period October thru December 2021

Additional Investments

Closed Sub-grants

Douglas County Sheriff's Office – High Risk Public Incident Protection: To equip the Douglas County Sheriff's Office Special Weapons and Tactics team with tactical ballistic vests. As of 12/23/21 for the 9/3/21 QPR the subrecipient reported the equipment has been purchased and put into service. This grant is closed.

LVMPD (U) – Secondary Packet for Watch Command: Procure secondary packsets for LVMPD watch commanders. As of 10/14/21 for the 9/30/21 QPR the subrecipient reports all secondary packsets have been acquired and the grant has been closed.

NV Secretary of State (S) – Netflow and Intrusion Detection: Through the deployment of specialized Intrusion Detection System (IDS) software, and monitoring the election system networks in 12 Nevada Counties the effort is to detect and alert local governments about traditional and advanced threats on the network facilitating rapid response to cyber threats and attacks. As of 12/8/21 for the 9/30/21 QPR the subrecipient reports the continued active monitoring of the network traffic for all 12 Nevada counties. Grant closed

WCSO (S) – NNRIC Fusion Center: The Geoshield Program is already implemented. Funds will be used to maintain the 50 licenses and maintenance fees. Additional monies will be requested from the partnering agencies to grow the NNRIC program. As of 10/26/21 for the 9/30/21 QPR the subrecipient reports the 50 licenses renewals have been made and the grant has been closed.

Open Sub-grants

Clark (U) – County Elections Boundary Defense: This project will improve the network boundary to keep voter registration database systems separate from both the internet and the organization network. As of 10/6/21 for the 9/30/21 QPR the subrecipient has reported 0% completion of the project.

Clark (U) – County Elections Bollards: This project will ensure that the Urban Area will maintain better physical security by installing bollards in front of the glass exterior walls helping to ensure the integrity of the elections process. at the Elections Department against attacks. As of 10/6/21 for the 9/30/21 QPR the subrecipient reports that construction contracts are underway.

Clark (U) – Emergency Management Operations Coordination Maintenance: To ensure that the information flow during an event or natural disaster to all Urban Area Stakeholders is uninterrupted by maintaining the electronic platforms for Nevada; by maintaining the electronic software platforms for the video conference equipment and maintain the modules for WEBEOC for resource deployment, mapping, and ARC GIS. As of 10/6/21 for the 9/30/21 QPR the subrecipient reports 0% completion on this project.

Department of Administration – Cybersecurity: To strengthen cybersecurity risk management for the State of Nevada users of the Cybersecurity GRC Tool, with increased consistency and management of agencies' IT contingency and disaster recovery efforts. As of 10/4/21 for the 9/30/21 QPR the subrecipient reported IFC approval has been obtained.

DPS – Nevada Threat Analysis Center (NTAC):   This will sustain NTAC operations and associated staffing including the intelligence, information sharing, analytical capabilities, and training programs to support Federal, state, and local governments, tribal nations, and the private sector in 16 of the 17 Nevada counties.   As of 11/7/21 for the 9/30/21 QPR the subrecipient reports maintaining the contractor positions and renewing/maintaining existing software and related application.

DPS DEM – County Election Office Security: Identified as not yet being funded.

DPS DEM – CERT/CCP: As of 1/14/22 this grant has not yet been accepted, signed, or otherwise acknowledged in the system.

DPS DEM State NIMS Maintenance and Competitive; These grants combine the Planning, Training, Exercise, and Resource Management grants to remain in compliance with federal NIMS requirements to build capacity and capability within Nevada. As of 8/4/21 for the 6/30/21 QPR the subrecipient reports the development of the Preparedness Framework to coordinate activities for planning, training, exercise, resource management & credentialing; the planning team is working to encompass all hazards into comprehensive plans for state, tribal, county, and local plans (The EMAP standards along with Threat and Hazard Standardization Guides are being used); training and exercise are using THIRA/SPR & AAR feedback to develop and manage multi-year plans; RM&C is developing a plan to credential more overhead resources; PI&A has developed a multi-hazard plan for social media and PSA releases throughout the year; these features pair with the EMPG funding and gaps the preparedness team is combatting. Accordingly, the QPR indicates this project is 60% complete. As of 12/9/21 for the 9/30/21 QPR the subrecipient reported the same outcomes for this quarter and included an estimated 65% completion of the project.

DPS DEM – Technology Program – Maintain: This project oversees the State's role and responsibility in operational coordination and communication and is used in all aspects of emergency management, to include events that have a terrorism nexus within the SEOC. As of 12/9/21 for the 9/30/21 QPR the subrecipient has reported 0% completion on projects.

DPS DEM – Resiliency Strategy: The goal of this project is to support the Resilience Commission/Committee, Finance Committee, and Homeland Security Commission by assisting commission members with travel, supplies, equipment, and overtime to complete the review of their overall programmatic responsibilities. As of 1/14/22 no QPR have been filed.

DPS DEM – SWIC: Provides sustainment for the Statewide Interoperability Coordinator (SWIC). The position is responsible for statewide communications governance, coordination, outreach, and support. The SWIC maintains the State Communications Interoperability Plan (SCIP); maintains involvement with local, state, regional, and national committees and working

groups; shares information with tribes, counties, and special districts; monitors grant performance; and continually evaluates communication plans and training throughout the state. As of 11/23/21 for the 9/30/21 QPR the subrecipient reports 0% completion on the project.

DPS DEM – Public Information & Warning: This project is in direct response to the DHS core capability of Public Information and Warning. It provides for the sustainment of the currently operating Emergency Alert System (EAS) and provides for an enhanced Public Information and Warning Program for the public, managed within DEM. As of 1/14/22 no QPRs have been filed.

DPS DEM – Tribal NIMS: This project enhances the continued delivery of Tribal Partner training, exercise, planning, resource management, and technology programs needed to remain in compliance with Federal NIMS requirements and build capacity and capability within Nevada. As of 7/13/21 for the June 2021 QPR grant progress has been noted as 18 % complete. As of 12/9/21 for the 9/30/21 QPR the subrecipient reports 18% complete.

DPS DEM – Tribal CCP/CERT: To improve and sustain the tribal community emergency response efforts by building CERT teams within the tribes of Nevada. The CERT program has been established to provide support to the emergency responders within the tribal community during disasters and emergencies. As of 7/6/21 for the June QPR grant progress has been noted as nonexistent. As of 11/29/21 for the 9/30/21 QPR the subrecipient reported no activity on this grant due to the COVID Pandemic.

DEM – THIRA – UASI: Hire a contractor to facilitate THIRA/SPR workshops and collect all jurisdictional information from UASI, Counties, and Tribes for a comprehensive report. The information should be reported in format with an executive summary and heat map that demonstrates priority and gap reduction. As of 8/4/21 for the June QPR the THIRA/SPR has been conducted. As of 12/9/21 for the 9/30/21 QPR the subrecipient reported workshops and information gathering for the THIRA/SPR report is underway.

DPS DEM – Statewide Recovery Plan: This program's principal objective is to secure a preliminary disaster assessment tool, deploy the tool to the state, local, and tribal partners using existing GIS technology. Complete the rollout, socialization, training, and exercise of the tool and then sustain the tool and its operation. As of 2/10/21 for the 12/31/20 QFR the subrecipient reported 25% completion of the project, however the grant has not been signed or acknowledged within the Zoom Grants system.

Douglas County CERT: This grant is used to help support the East Fork Fire Protection District (Douglas County) CERT program with funding for the CERT Coordinator, new member background checks, approved print advertisement for the program, and supplies. As of 10/18/21 for the 9/30/21 QPR the subrecipient reports a new CERT Coordinator has been hired and placed under contract. Basic and specialized CERT classes have started and EOC training on Shelter deployment has begun.

Elko Fire Dept – Hazmat Team: This project will enhance the City of Elko Fire Department's ability to detect hazardous chemicals, explosives, and drugs through the purchase of two gas

detectors. As of 10/27/21 for the 9/30/21 QPR the subrecipient reports the receipt of the two gas detectors and is awaiting reimbursement so the equipment can be placed in service.

Elko County – CERT: Elko CERT/NNCCCP will continue to assist and support the building of a more resilient and prepared northeastern Nevada by providing outreach services, preparedness trainings, booth events, volunteer opportunities, and the empowerment of citizens within these communities to assist their neighbors during times of disasters, emergencies, and non-emergency events by building community-based groups to provide assistance. As of 10/5/21 for the June 2021 QPR the subrecipient reported continued training efforts through virtual, or other noncontact mediums.   As of 1/11/22 for the 12/30/21 QPR the subrecipient reported the Elko CERT program continues to provide outreach to the city and surrounding communities to empower people to assist their neighbors in times of need.

Henderson – Homeland Security Armor and Special Events Vehicles: This grant will be used to acquire an armored vehicle and two UTVs with trailers to be better able to provide on scene protection, real-time intelligence to Incident Commanders, rapid deployment, and greater mobility to law enforcement, fire, and rescue personnel during disaster and emergency events. As of 7/15/21 for the 6/30/21 QPR as reported by the subrecipient this project of 10 % complete. As of 1/6/22 for the 12/31/21 QPR the subrecipient reports the purchasing process has started for the armored vehicle and UTVs.

Las Vegas (U) – CERT: This grant will be used to maintain and increase community resilience through CERT training for the residents of Southern Nevada. As of 10/28/21 for the 9/30/21 QPR the subrecipient reports they have received funding for the program, identified partners, determined course locations, identify and procured materials for program, schedule courses and instructors, and facilitate courses. As of 2/16/22 for the 12/31/21 QPR the subrecipient reported an overall 13% completion of the grant.

Las Vegas (U) – Remote Render Safe: The goal of this project is to sustain and enhance the Las Vegas Urban Area Hazardous device response to bomb, improvised explosive, hostage with improvised explosives, large vehicle borne improvised explosives, and active shooter incidents with improvised explosives. As of 10/28/21 for the 9/30/21 QPR the subrecipient responded by indicating that the development of equipment specifications had been completed and the bidding process has begun.

Las Vegas (U) – Emergency Alert Mass Notification: The city of Las Vegas currently uses a Cloud Based mass notification system to protect the system and its infrastructure from damage during an emergency or disaster and still allow it to provide public notifications as necessary. This project will allow the city to renew the subscription for this expanded level of service. As of QPR December 2020 the program is providing service to the Las Vegas area, however the subrecipient is not using the Zoom Grants platform to complete and submit quarterly reports.

Las Vegas (U) – UASI Stadium/Special Events: This project will sustain and enhance the Render Safe operations of the stadium and special events operations by allowing for the purchase of 2 dismounted operations tool kits, 4 dismounted operations P.A.N. kits, and 2 person/portable robots capable of Render Safe operations. While this project would be primarily located within

the Las Vegas Urban Area it could be deployed statewide if needed. As of 10/28/21 for the 9/30/21 QPR the subrecipient reported the specifications have been developed and the purchasing process as started.

Las Vegas (U) – Hazmat/CBRNE: This project will maintain LV Fire and Rescue ability to monitor unknown atmospheric substances thru the purchase and maintenance of a portable gas chromatograph mass spectrometer, one 6 head light tower, and a mast camera and stabilization system. As of 10/11/21 for the 9/30/21 QPR the subrecipient reports the bidding process has started with the development of the specifications of the equipment.

Las Vegas (U) – Municipal Courthouse Access Control and Security: This grant will be used to increase the security level of security for the Municipal Courthouse thru the purchase of metal detectors, security software, ballistic helmets and shields, and trauma first aid kits. As of 10/26/21 for the 9/30/21 QPR the subrecipient reports the receipt of the ballistic helmets and shields, facial recognition system, and trauma first aid kits. Each have been placed into service. This constitutes about 80% of the completed grant.

LVMPD (S) – SNCTC: Maintain the SHSP operations for the SNCTC to include equipment replacement and procurement, cyber analyst maintenance, as well as administrative items to run the fusion center. Maintain the relationship with the SNCTC 's 22 partner agencies. As of 10/14/21 for the 9/30/21 QPR the subrecipient reports it is maintaining the subsystems of the SNCTC and is 18% complete with this program.

LVMPD (S) – ARMOR CBRNE: The purpose of this grants is to sustain the ability to provide operational capability enabling intelligence collection and surveillance capabilities to the ARMOR operators for radiological incidents. As of 1/10/22 for the 12/31/21 QPR the subrecipient reports 75% completion by establishing equipment needs, identifying vendors, and starting the purchasing process.

LVMPD (U) – SNCTC Fusion Center: Maintain the Southern Nevada Counter Terrorism Center through the use of UASI funding, including but not limited to Strip Camera positions, the fusion watch specialist position, administration costs, software renewals, and equipment procurement. As of 7/26/21 for the June QPR the subrecipient reported 24 % completed with progress made on the Strip Camera project, personnel expense (Fusion Watch Specialist), administrative costs, and Sat Phone procurement. As of 10/14/21 for the 9/30/21 QPR the subrecipient reports received its cache of satellite phones and maintaining the operation of the SNCTC.

LVMPD (U) – SNCTC Fusion Center Enhanced: Enhance the operations of the Southern Nevada Counter Terrorism Center through the strip camera program, a geo-spatial software solution, and technology procurement. As of 10/14/21 for the 9/30/21 QPR the subrecipient reported beginning to deploy Pedestrian Bridge cameras on the Strip Camera Program; and beginning to obtain backup batteries for Fusion Watch.

LVMPD (U) – MACTAC: Support the LVMPD MACTAC section with regard to training and response to the multi-assault counter terrorism activity. As of 7/26/21 for the 6/30/21 QPR the subrecipient reported inconsistent completion figures. This appears to be an unfamiliarity with the

reporting software. As of 10/14/21 for the 9/30/21 QPR the subrecipient reported the project is 25% complete with procuring equipment.

LVMPD (U) – Automated License Plate Readers (ALPR): This project is to develop an ALPR program for the SNCTC throughout the Las Vegas community. As of 10/14/21 for the 9/30/21 QPR the subrecipient reports the initial process of equipment and software purchasing.

LVMPD (U) – ARMOR/CBRNE - Sustain: The purpose of this grants is to sustain the ability to provide operational capability enabling intelligence collection and surveillance capabilities to the ARMOR operators to monitor and exploit potential hazardous devices and structures. As of 1/11/22 for the 12/31/21 QPR the subrecipient reports 36 % completed by beginning the purchasing process, identifying vendors, and receiving and implementing that which was purchased.

North Las Vegas (U) – EOC: To establish and improved a fully deployed EOC to create a mission-ready hub for all multidisciplinary operations. This will include information gathering and sharing, multi-tiered operational coordination and communication, and recovery efforts of first responders, partner jurisdictions, and community service providers. As of 11/18/21 for the 9/30/21 QPR the subrecipient reported working through some purchasing issues regarding the initial purchase.

North Las Vegas (U) – All Hazard Response Vehicle: Purchase a vehicle capable of deploying a highly trained and equipped LEO team to potential volatile situations throughout Southern Nevada. As of 7/14/21 for the 6/30/21 QPR the subrecipient reported beginning the purchasing process for this vehicle.

Nye (S) – Permanent EOC: This grant will assist with the establishment of a permanent Emergency Operations Center for Nye County at the current Nye County Emergency Management Building in Pahrump, Nevada. As of 10/11/21 for the 9/30/21 QPR the subrecipient reports initial orders and purchases of equipment for the EOC have commenced.

Reno Fire (S) – TRIAD HazMat CBRNE: This will be used to purchase air monitoring equipment to be used for the protection first responders and the local community in situations that present hazardous air releases. As of 1/14/22 while the grant has been signed there has not been any work conducted that has been documented through Zoom Grants.

Southern Nevada Health District (U) – Public Health Analytical FTE SNCTC: To maintain and improve timely Public Health Intelligence and information sharing with SNCTC partners and to maintain readiness for threats with a terrorism nexus by funding a position within the SNCTC. As of 7/1/21 for the 12/30/20 QPR the subrecipient reports 0 % complete. As of 7/1/21 for the 3/31/21 QPR the subrecipient reports 0 % Complete. As of 7/1/21 for the 6/30/21 QPR the subrecipient reports 7 % complete on milestones. As of 10/7/21 for the 9/30/21 QPR the subrecipient reports 34 % of budget expended.

TDFPD (S) – Bomb Squad: This project will provide for the purchase or funding of new Digital X-Ray equipment, the refurbishment of existing equipment, and training to operate this new and

newly modified equipment used to mitigate explosive incidents. As of 11/2/21 for the 9/30/21 QPR the subrecipient reports that initial purchasing procedures have started.

Washoe County Emergency Management (S) – SW COOP: To sustain and maintain the planning process for continuity of operations (COOP) and continuity of government (COG) for agencies Statewide. As of the June 2021 QPR received 7/30/21 the participants have adjusted after some initial difficulties and the plans are complete. The COOP Project has added TMCC and SNC to the statewide project. The PCR submitted has been approved and the remainder of the funds will be spent in the quarter ending September 2021. As of 11/9/21 for the 9/30/21 QPR the subrecipient reports COOP training and meetings well underway for this grant cycle.

Washoe County Emergency Management (S) – HS Project Assistant: This project provides support for the Washoe County Emergency Management and Homeland Security Program to assist in implementing the Nevada Commission on Homeland Security priorities for the unincorporated County, Cities of Reno and Sparks, Pyramid Lake Paiute Tribe, Reno-Sparks Indian Colony, and associated Special Districts. This assistance will include sustainment of the Statewide initiatives such as Continuity of Operations (COOP), Recovery, and Public Information and Warning, as well as administrative and operational support for homeland security projects that affect the region. As of 7/30/21 for the 6/30/21 QPR the subrecipient reports this position is still operating on the 2019 SHSP funding, but fully expects to use all the FFY20 grant funding and close the grant by 2022 deadline.

Washoe County School District (S) – Project Rescue: This project will place approximately 91 evacuation devices in multi-story schools and train staff on the proper use of the equipment. As of 7/20/21 for the 3/30/21 QPR the subrecipient reported the purchase of the evacuation sleds is complete. Training has yet to begin.

WCSO (S) – Cybersecurity: The target capability is to implement and maintain procedures that will allow for the mitigation and counter measures against malicious actors to neutralize existing and emerging cyber-based threats through the purchase of computing equipment and training. As of 7/26/21 for the 6/30/21 QPR the subrecipient reports that software and equipment have been purchased and training is being conducted. As of 10/26/21 for the 9/30/21 QPR the subrecipient reports purchases of laptops and software either complete or well underway.

WCSO (S) – CERT/CCP: This program will sustain fundamental Citizen Corps Programs (CCP) and projects. The CCP projects associated with this program are concerned with training, exercising, and maintaining CCP volunteers and the awareness of the public in local communities to all-hazards incidences. Through these projects, volunteers are equipped to assist themselves and others during emergencies and disasters. As of 1026/21 for the 9/30/21 QPR the subrecipient reports that the program is still using FFY19 funding into the FFY20 funding cycle.

WCSO (S) – Consolidated Bomb Squad: Enhance the capabilities of bomb technicians within Nevada and surrounding states by hosting the FBI Tactical Bomb Technician certification program. Additionally, response efforts will be enhanced through the purchase of a first out response vehicle allowing the CBS to respond to explosive or potential explosive events with the necessary equipment. As of 7/29/21 for the 6/30/21 QPR the subrecipient reported the project 20

% complete. There are issues with the acquiring the first out vehicle as manufacture and configuration are being slowed because of microchip shortages for vehicle construction. As of 10/26/21 for the 9/30/21 QPR the subrecipient reports program is 50% complete with purchases underway.

FFY21 HSGP PPR Federal Reporting (EMW-2021-SS-00046; Grant Period 9/1/21-8/31/24) for the grant period October thru December 2021

Additional Investments

Closed Sub-grants

None

Open Sub-grants

Board of Regents (U) – UNLV Special Event Security:

Board of Regents (S) – UNR Police Services WNC Physical Security:

Henderson (U) – Mobile Vehicle Barriers for Soft Target and Crowded Places:

Henderson (U) – Police SWAT – Tactical Robotic Platform:

Las Vegas (U) – Emergency Alerting Mass Notification

Las Vegas (U) – Southern Nevada CERT:

Las Vegas (U) – Vapor Wake/Explosive Detection K9:

Las Vegas (U) – Fire Rescue Metropolitan Medical Response System (MMRS):

Las Vegas (U) – Fire Rescue-HazMat/WND Detection 2021:

North Las Vegas (U) – Hostile Incident Medics:

North Las Vegas (U) – Water Infrastructure Security

Clark County (U) – CCFD MACTAC:

Clark County (U) – Tunnel Rescue Project:

Clark County (U) – EMS Cyber Enhancement Project:

Clark County (U) – OEM Management EOC Enhancements:

Clark County (U) – Emergency Management Operational Coordination Maintenance:

Clark County (U) – Mobile CAD/Dispatch Consoles for Special Events:

Clark County (U) – Southern Nevada IMT:

Dept of Admin (S) – Cybersecurity FIPS 140 Cryptography Support:

Dept of Admin (S) – CybertoolTrackSysFFY21:

Douglas County (S) – CERT:

Elko County (S) – CERT:

LVMPD (U) – ARMOR CBRNE Enhancement:

LVMPD (U) – ARMOR CBRNE Sustainment:

LVMPD (U) – Cyber Security Program:

LVMPD (U) – Multi-coordinated Tactical Response:

LVMPD (U) – TASS Tactical Response Vehicle:

LVMPD (S) – SNCTC SHSP Sustain:

LVMPD (U) – SNCTC UASI Enhance:

LVMPD (U) – SNCTC UASI Sustain:

Moapa Valley (S) FPD – Mass Casualty Project:

DEM NIMS (S) – Competitive:

DEM NIMS (S) – Maintenance:

DEM (S) – NIMS Technology Maintain:

DEM (S) – Public Alerts and Warnings:

DEM (S) – SWIC:

DEM (U) – THIRA / UASI:

DEM (S) – Tribal NIMS:

Nevada Secretary of State (S) – Netflow and Intrusion Detection System Monitoring:

Nevada Threat Analysis Center (S) – NTAC:

Southern Nevada Health District (U) – Fusion Center Public Health Analyst:

Tahoe Douglas Bomb Squad (S) – Bomb Squad HSGP 2021:

TRIAD HazMat/Reno Fire Dept (S) – Washoe County/TRIAD HazMat CBRNE:

Washoe County OEM (S) – Homeland Security Program Assistant:

Washoe County OEM (S) – Statewide COOP:

WCSO (S) – APR SCBA:

WCSO (S) – Consolidated Bomb Squad Maintain:

WCSO (S) – Cybersecurity Maintain:

WCSO (S) – NNRIC:

WCSO (S) – CERT

Report on existing NSGP Grants for the Federal Fiscal Years 2018, 2019, 2020, and 2021

For the period ending 12/30/2021

AGENDA ITEM #4A

FFY18 NSGP PPR Federal Reporting (EMW-2018-UA-00039; Grant Period 9/1/20-8/31/23) for the grant period April thru June 2021

Additional Investments

Closed Sub-grants
University of Nevada/Reno Board of Regents – Emergency Notification Software (NSGP): Grant to be used to purchase software that will allow notification to staff in the event of terrorist activities on the TMCC campus. As of 1/3/2020, the software has been installed.

Open Sub-grants
None

FFY19 NSGP PPR Federal Reporting (EMW-2019-UA-00057; Grant Period 9/1/20-8/31/23) for the grant period October thru December 2021

Additional Investments

Closed Sub-grants

NONE

Open Sub-grants

Chabad of Northern Nevada – Security Enhancements: This project will heighten some of the security elements in and around the Chabad in response to local and national terrorist activity. As of September 13,2021 for the June 30,2021 QPR the project is behind schedule and the subrecipient will require an extension to complete the project. As of 11/5/21 for the 12/31/21 QFR the subrecipient reports approximately 95% complete and an extension has been approved to 8/31/22.

FFY20 NSGP PPR Federal Reporting (EMW-2020-UA-00044; Grant Period 9/1/20-8/31/23) for the grant period October thru December 2021

Additional Investments

Closed Sub-grants

NONE

Open Sub-grants

Bet Yossef Community Center (LV) (N) – Security Enhancements (EHP Approved 11/16/20): This project will heighten the security elements in and around the Community Center in response to local and national terrorist activity. As of 7/13/21 for the 6/30/21 QPR, modified fencing, stronger and taller, has been manufactured and is being installed.

Community Kollel of Greater Las Vegas (N) – Security Enhancements (EHP Approved 11/13/20): This project will heighten the security elements in and around the Community Center in response to local and national terrorist activity.   As of 3/31/21 the security guard has been hired.

Lev Hashem Messianic Jewish Synagogue (LV) (N) – Security Enhancements (EHP Approved 10/7/20): This project will heighten the security elements in and around the Synagogue in response to local and national terrorist activity. As of 8/31/21 for the 9/30/21 QPR the subrecipient reports all work completed and working with LVMPD on training exercises for medical responders and active shooter response. The grant shows a balance of $238.18.

St. Teresa of Avila School (CC) (N) – Physical Protective Measures: This project will heighten the security elements in and around the school in response to local and national terrorist activity. As of 1/26/21 for the 12/31/2020 QPR bids are being obtained for security doors. As of 7/30/21 for the 6/30/21 QPR the subrecipient reported all doors and hardware were ordered, original interior doors were removed and disposed of, pre-finished wood doors and Hager hardware were installed. As of 10/28/21 for the 9/30/21 QPR the subrecipient reported exterior doors were replaced with doors with greater levels of security and equipment that could be repurposed.

Temple Sinai (N) – Reform (Reno) Physical Protective Measures: This project will heighten the security elements in and around the Community Center in response to local and national terrorist activity. As of 4/29/21 for the 3/31/21 QFR RFP's have been sent out for security cameras/monitoring system. No bids have been submitted at this time. As of 7/30/21 for the 6/30/21 QPR the subrecipient reports received 1st bid on equipment including, onMotion detection, audio speakers, station intercom access, cameras, 24 channel recording server, POE switch, archive drive, cables and connectors, licensing, installation, and programming. Bid came in $20,000 over cost projection. As of 10/27/21 for the 9/30/21 QPR the subrecipient reported still working with the vender to get cost reductions.

FFY21 NSGP PPR Federal Reporting (EMW-2021-UA-00042; Grant Period 9/1/21-8/31/24) for the grant period October thru December 2021

Additional Investments

Closed Sub-grants

NONE

<u>Open Sub-grants</u>

Board of Regents, NSHE, University of Nevada, Reno Police Services, Western Nevada College, Security Enhancements: This project will upgrade the access controls and related hardware and software for the Western Nevada College campus to help protect against active shooter, terrorist incidents, or cyber-attacks that may impact facility, staff, students, or physical facilities.

Regional Emergency Medical Services Authority #1, Security Enhancements: This project will provide for increased security through hardware and software upgrades.

Regional Emergency Medical Services Authority #2, Security Enhancements: This project will provide for increased security through hardware and software upgrades.

Regional Emergency Medical Services Authority #3, Security Enhancements: This project will provide for increased security through hardware and software upgrades.

FFY17 SHSP Updated as of 12/31/21					
SUBGRANTEE (COUNTY)	**GRANT AWARD**	**CLAIMS**	**Deobligated/ Reobligated**	**Balance**	**% Spent**
Carson City Fire		$ 1,524.65	$ 1,524.65	$ -	100%
City of Las Vegas					
CERT	$ 66,135.00	$ 63,149.66	$ (2,985.34)	$ (0.00)	95%
MMRS PPE		$ 226,244.80	$ 226,244.80	$ -	100%
Clark County					
L964 Class		$ 3,191.60	$ 3,191.60	$ -	100%
Clark County		$ 5,218.25	$ 5,218.25	$ -	100%
Douglas County		$ -			
CERT	$ 21,000.00	$ 16,264.39	$ (4,735.61)	$ -	77%
Elko County		$ -			
CERT	$ 65,157.00	$ 62,162.62	$ (2,994.38)	$ -	95%
Humboldt County Sheriff's Office		$ -			
N. Central Nv. Mobile Command Vehicle	$ 78,576.00	$ 62,144.58	$ (16,431.42)	$ -	79%
Henderson				$ -	
City of Henderson		$ 3,563.19	$ 3,563.19		100%
Pet Trailer		$ 51,950.00	$ 51,950.00	$ -	100%
Inter-Tribal Council of Nevada		$ -			
NIMS	$ 99,898.00	$ 55,906.33	$ (43,991.67)	$ -	56%
LVMPD					
CBRNE	$ 230,000.00	$ 214,661.83	$ (15,338.17)	$ -	93%
Fusion	$ 636,050.00	$ 635,995.99	$ (54.01)	$ 0.00	100%
Pyramid Lake Paiute Tribe		$ -			
Pyramid Lake Emerg. Resp. Radio Prog	$ 104,345.00	$ 103,655.54	$ (689.46)	$ 0.00	99%
Tahoe Douglas Fire Prot. Dist.		$ -			
N.Nv.Bomb Tech. Taskforce	$ 58,532.00	$ 49,527.75	$ (9,004.25)	$ -	85%
Tahoe Douglas Radio Program	$ 72,368.00	$ 72,032.34	$ (335.66)	$ 0.00	100%
Washoe County Emergency Mgmt.					
Statewide Continuity of Operations	$ 115,000.00	$ 115,000.00		$ -	100%

HSGP FFY17, 18, 19 SHSP and HSGP FFY17,18,19 UASI

Washoe County Emergency Mgmt.		$ 59,841.16	$ 59,841.16	$ -	100%
Washoe County Sheriff					
Cybersecurity	$ 84,000.00	$ 71,784.39	$ (12,215.61)	$ -	85%
CCP	$ 92,149.00	$ 92,149.00		$ -	100%
Consolidated Bomb Squad	$ 18,703.00	$ 18,609.18	$ (93.82)	$ (0.00)	99%
RAVEN	$ 242,210.00	$ 241,995.00	$ (215.00)	$ -	100%
Department of Administration, EITS		$ -			
Cyber Security Capabilities	$ 250,000.00	$ 250,000.00		$ -	100%
DPS/NDI					
Fusion Center	$ 610,625.00	$ 394,462.66	$ (216,162.34)	$ -	65%
DPS/DEM					
Planning	$ 45,750.00	$ 30,029.62	$ (15,720.38)	$ -	66%
Training	$ 171,246.50	$ 168,054.90	$ (3,191.60)	$ 0.00	98%
Exercise	$ 94,314.50	$ 16,507.76	$ (77,806.74)	$ -	18%
Resource Management & Credentialing	$ 59,000.00	$ 58,969.12	$ (30.88)	$ (0.00)	100%
HSWG Process	$ 29,600.00	$ 29,600.00		$ -	100%
Statewide Interoperable Communication Program	$ 59,641.00	$ 47,996.26	$ (11,644.74)	$ -	80%
Communications	$ 75,100.00	$ 67,342.56	$ (7,757.44)	$ -	90%
Public information & Warning	$ 185,000.00	$ 185,000.00		$ -	100%
Tribal NIMS		$ 19,706.64	$ 19,706.64	$ -	100%
Total	$ 3,564,400.00	$ 3,494,241.77	$ (70,158.23)	$ -	100%

FFY18 SHSP Updated as of 12/31/21					
SUBGRANTEE (COUNTY)	**GRANT AWARD**	**CLAIMS**	**Deobligated/ Reobligated**	**Balance**	**Spent**
City of Las Vegas					
CERT	$51,055.00	$ 9,344.72	$ (41,710.28)	$ -	18%
MMRS PPE		$ 4,560.00	$ 4,560.00		100%
Douglas County					
CERT-Sustainment	$18,249.00	$ 14,299.00	$ (3,950.00)	$ -	78%
CERT-Competitive	$2,000.00	$ 616.00	$ (1,384.00)	$ -	31%
Elko County					

CERT	$61,024.00	$ 58,918.69	$ (2,105.31)	$ -	97%
Multi Agency Communications (EHP Rcvd 11/13/18)	$313,500.00	$ 313,500.00		$ -	100%
Humboldt County Sheriff's Office					
N. Central Nv. Mobile Repeater	$30,000.00	$ 20,082.64	$ (9,917.36)	$ -	67%
LVMPD					
CBRNE ARMOR-Sustain	$50,000.00	$ 49,706.43	$ (293.57)	$ -	99%
SNCTC-Sustain	$670,400.00	$ 668,421.77	$ (1,978.23)	$ (0.00)	100%
SNCTC-Enhance (EHP Rcvd 10/23/18)	$72,000.00	$ 70,244.60	$ (1,755.40)	$ (0.00)	98%
Shoshone Paiute Tribes of Duck Valley					
Owyhee Dispatch Multi Discipline Center (EHP Rqrd.)	$118,500.00	$ 57,587.14		$ 60,912.86	49%
Tahoe Douglas Fire Prot. Dist.					
Tahoe Douglas Bomb Squad	$83,000.00	$ 83,000.00		$ -	100%
Washoe County Emergency Mgmt.					
Statewide Continuity of Ops - Sustain	$150,000.00	$ 142,401.32		$ 7,598.68	95%
Statewide Continuity of Ops - Competitive	$75,000.00	$ 75,000.00		$ -	100%
Washoe County Sheriff					
Cybersecurity - Sustain	$45,060.00	$ 44,909.62		$ 150.38	100%
Cybersecurity - Enhance	$28,000.00	$ 27,990.00	$ (10.00)	$ -	100%
CCP - Sustain	$80,663.00	$ 76,671.59	$ (3,991.41)	$ 0.00	95%
CCP - Enhance	$6,600.00	$ 6,576.41	$ (23.59)	$ 0.00	100%
Consolidated Bomb Squad	$100,636.00	$ 100,489.51	$ (146.49)	$ 0.00	100%
CCP/CERT T3 Supp		$ 6,527.00	$ 6,527.00	$ -	100%
Office of Secretary of State					
Netflow and Intrusion	$104,640.00	$ 100,080.00	$ (4,560.00)	$ -	96%
DPS/NDI					
Fusion Center sustain	$570,668.00	$ 392,047.40		$ 178,620.60	69%
Fusion Center enhance	$120,000.00	$ 105,000.00		$ 15,000.00	88%
DPS/DEM					
Personnel (planning/training/exercise)	$90,030.80	$ 90,030.56		$ 0.24	100%

Planning	$27,000.00	$ 8,367.71		$ 18,632.29	31%
Training	$218,650.00	$ 174,439.55		$ 44,210.45	80%
Exercise	$55,320.00	$ 41,870.05		$ 13,449.95	76%
Resource Management & Credentialing	$72,000.00	$ 72,000.00		$ -	100%
Technology Program	$38,927.20	$ 33,849.28		$ 5,077.92	87%
Statewide Interoperable Communication Program	$33,122.00	$ 30,702.02		$ 2,419.98	93%
Tribal NIMS	$85,632.00	$ 15,048.77		$ 70,583.23	18%
Public information & Warning	$203,900.00	$ 200,645.83		$ 3,254.17	98%
Resiliency Strategy	$49,600.00	$ 18,783.36		$ 30,816.64	38%
Statewide Citizen Corps Council	$18,101.00	$ 3,088.37	$ (7,000.00)	$ 8,012.63	17%
Statewide Recovery	$137,722.00	$ 33,362.43		$ 104,359.57	24%
Total	$3,781,000.00	$ 3,150,161.77	$ (67,738.64)	$ 563,099.59	**85%**

FFY19 SHSP Updated as of 12/31/21					
SUBGRANTEE (COUNTY)	**GRANT AWARD**	**CLAIMS**	**Deobligated/ Reobligated**	**Balance**	**Spent**
City of Las Vegas					
CERT	$52,759.00	$ 31,473.09	$ (21,285.91)	$ -	60%
Douglas County					
CERT-Sustainment	$20,250.00	$ 17,825.87	$ (2,424.13)	$ -	88%
Elko County					
CERT	$65,819.08	$ 60,366.98	$ (5,452.10)	$ -	92%
LVMPD					
SNCTC Fusion Center	$637,200.00	$ 572,960.18		$ 64,239.82	90%
Tahoe Douglas Fire Prot. Dist.					
EOD Robot	$200,999.00	$ 200,944.00	$ (55.00)	$ -	100%
Washoe County Emergency Mgmt.					
Statewide Continuity of Ops	$125,000.00	$ 121,621.73		$ 3,378.27	97%
Homeland Security Assistant	$91,158.00	$ 91,158.00		$ -	100%
Washoe County Sheriff					

		$	$	$	
Cybersecurity	$42,035.00	41,623.49	(411.51)	0.00	99%
Air Purifying Respirator & SCBA	$190,160.00	$ 190,160.00		$ -	100%
CCP	$84,135.00	$ 47,352.25		$ 36,782.75	56%
NNRIC	$53,358.55	$ 53,358.55		$ -	100%
Consolidated Bomb Squad	$103,399.00	$ 101,906.25	$ (1,492.75)	$ -	99%
Washoe County School District					
Stop the Bleed (to DEM)	$50,882.46		$ (50,882.46)		0%
Office of Secretary of State					
Netflow and Intrusion	$89,280.00	$ 89,280.00	$ -	$ -	100%
DPS/NDI					
Fusion Center	$712,541.72	$ 438,167.68		$ 274,374.04	61%
Dept of Administration					
Security Skills Professional Development	$229,140.00	$ 223,992.00		$ 5,148.00	98%
DPS/DEM					
Stop the Bleed for WCSD	$ -	$ 49,900.22	$ 49,900.22	$ -	100%
Personnel	$ -	$ 89,897.66	$ 90,970.30	$ 1,072.64	99%
Planning - Maintain	$68,630.82	$ 6,913.93	$ (34,380.82)	$ 27,336.07	10%
Planning - Competitive	$76,000.00	$ 31,504.00		$ 44,496.00	41%
Training - Maintain	$191,308.46	$ 132,205.91	$ (28,720.76)	$ 30,381.79	69%
Training - Competitive	$44,500.00	$ 3,843.41		$ 40,656.59	9%
Exercise - Maintain	$79,188.72	$ 13,641.10	$ (27,868.72)	$ 37,678.90	17%
Exercise - Competitive	$4,000.00	$ -		$ 4,000.00	0%
Resource Management - Maintenance	$121,000.00	$ 62,566.10		$ 58,433.90	52%
Resource Management - Competitive	$35,655.00	$ 16,989.08		$ 18,665.92	48%
Technology - Maintain	$41,800.00	$ 19,433.56		$ 22,366.44	46%
Technology - Competitive	$6,500.00	$ 2,644.31		$ 3,855.69	41%
Statewide Interoperable Communication Program	$35,540.00	$ -		$ 35,540.00	0%
Tribal NIMS	$92,700.00	$ 9,275.82		$ 83,424.18	10%
Tribal CCP	$10,579.02	$ -		$ 10,579.02	0%
Public information & Warning	$215,700.00	$ 81,158.78		$ 134,541.22	38%

		$		$	
Resiliency Strategy	$49,600.00	4,692.38		44,907.62	9%
Statewide Citizen Corps Council	$13,156.17	$ -	$ -	$ 13,156.17	0%
Statewide Recovery	$27,250.00	$ 4,711.39	$ -	$ 22,538.61	17%
Communication Program	$12,400.00		$ -	$ 12,400.00	0%
Total	**$3,873,625.00**	**$ 2,811,567.72**	**$ (32,103.64)**	**$ 1,029,953.64**	**73%**

FFY20 SHSP Updated as of 12/31/21					
SUBGRANTEE (COUNTY)	GRANT AWARD	CLAIMS	Deobligated/ Reobligated	Balance	Spent
Douglas County					
High Risk Public Incident Protection	$35,200.00	$ 31,664.38	$ (3,535.62)	$ -	90%
CERT	$21,200.00	$ 12,952.68		$ 8,247.32	61%
Elko City Fire Department					
Hazmat Team	$167,100.00			$ 167,100.00	0%
Elko County					
CERT	$65,181.00	$ 19,845.80		$ 45,335.20	30%
LVMPD					
SNCTC	$566,450.00	$ 67,939.58		$ 498,510.42	12%
ARMOR CBRNE	$95,000.00			$ 95,000.00	
Nye County					
Permanent EOC	$37,871.00			$ 37,871.00	0%
Reno Fire/TRIAD					
Washoe Co. TRIAD HazMat/CBRNE	$145,710.00			$ 145,710.00	0%
Tahoe Douglas Fire Prot Dist					
Bomb Squad	$62,350.00			$ 62,350.00	0%
Washoe County OEM					
Statewide COOP	$195,000.00	$ 6,526.21	$ -	$ 188,473.79	3%
Homeland Security Proj Assist	$92,000.00			$ 92,000.00	0%
Washoe County School Dist					
Project Rescue	$41,240.00			$ 41,240.00	0%

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Washoe County Sheriff's Off					
Cybersecurity	$80,072.00	$ 59,351.30		$ 20,720.70	74%
CCP/CERT	$80,353.00	$ 1,467.95		$ 78,885.05	2%
NNRIC Fusions Center	$40,125.00	$ 40,125.00		$ -	100%
Consolidated Bomb Squad	$200,000.00			$ 200,000.00	0%
Dept of Administration					
Cybersecurity	$163,800.00			$ 163,800.00	0%
Secretary of State					
Netflow and Intrusion Detection	$134,390.00	$ 134,390.00		$ -	100%
Nev Division of Investigation					
Nev Threat Analysis Center	$666,427.85			$ 666,427.85	0%
DPS/DEM					
County Election Office Security	$214,375.00			$ 214,375.00	0%
Resource Mgmt. Maint.	$56,000.00			$ 56,000.00	0%
Resource Mgmt. Competitive	$17,655.00			$ 17,655.00	0%
CCP/CERT	$12,068.58			$ 12,068.58	0%
Planning Maintain	$93,500.00			$ 93,500.00	0%
Planning Competitive	$9,500.00			$ 9,500.00	0%
Training Maintain	$165,337.00	$ 63.75		$ 165,273.25	0%
Training Competitive	$33,500.00			$ 33,500.00	0%
Exercise Maintain	$54,320.00			$ 54,320.00	0%
Exercise Competitive	$4,000.00			$ 4,000.00	0%
Personnel (PTE)	$90,971.00	$ 27,961.03		$ 63,009.97	31%
Technology Program Maintain	$41,300.00			$ 41,300.00	0%
Resiliency Strategy	$16,228.00			$ 16,228.00	0%
Statewide Interoperable Communication Program	$33,871.55			$ 33,871.55	0%
Public Information & Warning	$190,500.00			$ 190,500.00	0%
Tribal NIMS	$92,700.00			$ 92,700.00	0%
Statewide Recovery Plan	$47,250.00			$ 47,250.00	0%
Tribal CCP	$10,579.02			$ 10,579.02	0%

				$ -	
Total	$4,073,125.0 0	$402,287.68	**($3,535.62)**	$3,667,301.7 0	**10%**

FFY21 SHSP Updated as of 12/31/21					
SUBGRANTEE (COUNTY)	GRANT AWARD	CLAIMS	Deobligated/ Reobligated	Balance	Spent
Douglas County					
CERT	$17,159.83	$ -	$ -	$ 17,159.83	0%
Elko County					
CERT	$58,099.00	$ -	$ -	$ 58,099.00	0%
LVMPD					
SNCTC SHSP Sustained	$670,470.75	$ -	$ -	$ 670,470.75	0%
TASS Tactical Response Vehicle	$340,563.81	$ -	$ -	$ 340,563.81	0%
Moapa Valley FPD					
Mass Casualty Project	$27,965.00	$ -	$ -	$ 27,965.00	0%
Reno Fire/TRIAD					
Washoe Co. TRIAD HazMat/CBRNE	$476,304.00	$ -	$ -	$ 476,304.00	0%
Tahoe Douglas Fire Prot Dist					
Bomb Squad	$110,000.00	$ -	$ -	$ 110,000.00	0%
Washoe County OEM					
Statewide COOP	$180,000.00	$ -	$ -	$ 180,000.00	0%
Homeland Security Proj Assist	$75,000.00	$ -	$ -	$ 75,000.00	0%
Washoe County Sheriff's Off					
Cybersecurity	$132,104.00	$ -	$ -	$ 132,104.00	0%
CCP/CERT	$80,353.00	$ -	$ -	$ 80,353.00	0%
NNRIC Fusions Center	$75,000.00	$ -	$ -	$ 75,000.00	0%
Consolidated Bomb Squad	$140,570.00	$ -	$ -	$ 140,570.00	0%
APR SCBA	$100,000.00	$ -	$ -	$ 100,000.00	0%
Dept of Administration					
Cybersecurity	$60,000.00	$ -	$ -	$ 60,000.00	0%
Cyber Tool Tracking System for State of NV	$60,000.00	$ -	$ -	$ 60,000.00	0%
Secretary of State					

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Netflow and Intrusion Detection	$128,160.00	$ -	$ -	$ 128,160.00	0%
Nev Division of Investigation					
Nev Threat Analysis Center	$683,245.11	$ -	$ -	$ 683,245.11	0%
UNR					
WNC Physical Security	$93,521.50	$ -	$ -	$ 93,521.50	0%
DPS/DEM					
Personnel (PTE)	$460,128.00	$ -		$ 460,128.00	0%
DEM NIMS Competitive	$64,655.00	$ -	$ -	$ 64,655.00	0%
Technology Program Maintain	$37,100.00	$ -	$ -	$ 37,100.00	0%
Statewide Interoperable Communication Program	$38,776.00	$ -	$ -	$ 38,776.00	0%
Public Information & Warning	$170,000.00	$ -	$ -	$ 170,000.00	0%
Tribal NIMS	$92,700.00	$ -	$ -	$ 92,700.00	0%
Total	$4,371,875.00	$0.00	$0.00	$4,371,875.00	0%

FFY17, 18, 19, 20 & 21 Totals	$ 19,664,025.00	$ 9,858,258.94	$ (173,536.13)	$ 9,632,229.93	$ 2.68

FFY17 SHSP Updated as of 12/31/2021

	GRANT AWARD	CLAIMS	Unallocated	Balance	% Spent
Total	$3,564,400.00	$ 3,494,241.77	$ (70,158.23)	$0.00	100%

FFY18 SHSP Updated as of 12/31/2021

	GRANT AWARD	CLAIMS	Deobligated/ Reobligated	Balance	Spent
Total	$3,781,000.00	$ 3,150,161.77	$ (67,738.64)	$563,099.59	85%

FFY19 SHSP Updated as of 12/31/2021

	GRANT AWARD	CLAIMS	Deobligated/ Reobligated	Balance	Spent
Total	$3,873,625.00	$ 2,811,567.72	$ (32,103.64)	$1,029,953.64	73%

FFY20 SHSP Updated as of 12/31/2021

	GRANT AWARD	CLAIMS	Deobligated/ Reobligated	Balance	Spent
Total	$4,073,125.00	$ 374,262.90	$ 3,535.62	$3,702,397.72	9%

FFY21 SHSP Updated as of 12/31/2021

	GRANT AWARD	CLAIMS	Deobligated/ Reobligated	Balance	Spent
Total	$4,278,853.50	$ -		$4,278,853.50	0%
FFY17, 18, 19, 20, & 21 Totals	$19,571,003.50	$9,830,234.16	($166,464.89)	$9,574,304.45	51%

FFY17 UASI Updated as of 12/31/2021				
	GRANT AWARD	CLAIMS	Deobligated/ Reobligated	Balance	% Spent
Total	$ 2,695,150.00	$ 2,695,096.73	$ (53.27)	$ 0.00	100%

FFY18 UASI Updated as of 12/31/2021				
	GRANT AWARD	CLAIMS	Deobligated/ Reobligated	Balance	% Spent
Total	$4,750,000.00	$ 3,366,439.96	$ (369,550.49)	$1,014,009.55	77%

FFY19 UASI Updated as of 12/31/2021				
	GRANT AWARD	CLAIMS	Deobligated/ Reobligated	Balance	% Spent
Total	$4,750,000.00	$ 2,682,189.90	$ (116,319.16)	$1,951,490.94	58%

FFY20 UASI Updated as of 12/31/2021				
	GRANT AWARD	CLAIMS	Deobligated/ Reobligated	Balance	% Spent
Total	$4,987,500.00	$ 340,439.40	$ (75.00)	$4,646,985.60	7%

FFY21 UASI Updated as of 12/31/2021				
	GRANT AWARD	CLAIMS	Deobligated/ Reobligated	Balance	% Spent
Total	$4,987,502.04	$ -	$ -	$4,987,502.04	0%
FFY17,18, 19, 20, & 21 Totals	$ 22,170,152.04	$ 8,743,726.59	$ (485,922.92)	$ 7,953,002.53	40%

National Preparedness Directorate Grant Effectiveness: Focus Group Report

September 2021

FEMA

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Introduction

Since the Homeland Security Grant Program's (HSGP) inception in 2003, FEMA issued between $850 million and $2.5 billion annually to support state, local, tribal, and territorial (SLTT) governments in preventing terrorism and preparing for their greatest risks. The FEMA National Preparedness Division (NPD) is building an evidence base of effectiveness to demonstrate the influence of HSGP on building and sustaining core capabilities to pursue the National Preparedness Goal.

As part of this effort, the Directorate conducted focus groups with key FEMA stakeholders and with external partners and conducted nine focus group sessions with seven HSGP stakeholder groups, collecting input from more than 13 hours of conversation. NPD obtained consensus-free feedback from participants on the fundamentals of NPD's grant effectiveness program, meaning the feedback has not been approved by FEMA nor is FEMA obligated to respond to these recommendations. The feedback includes the HSGP Logic Model (Logic Model), which demonstrates how HSGP is intended to work; and the HSGP Theory of Change (Theory of Change), which describes why and how a program's activities will create the intended outcomes. ***This report presents stakeholder feedback on the Logic Model and Theory of Change, and the future of HSGP grant effectiveness. Reflecting this feedback does not constitute an endorsement from FEMA.*** FEMA acknowledges that some of the stakeholder feedback captured in this document would require statutory changes for implementation. The stakeholder feedback from the focus groups will serve as one of several data inputs that NPD will use in the development of a data strategy that advances HSGP measurement and identifies future areas of study.

NPD discovered six overarching takeaways from analysis of the feedback (see **Table 1**).

Table 1. NPD identified six key takeaways from the focus group sessions

Takeaway	Description
Create HSGP grant effectiveness guidance and technical assistance	Provide grant effectiveness guidance and technical assistance to SLTT governments on how to develop performance measurements and conduct activities to increase effective grant usage.
Establish Logic Model and Theory of Change narratives	Develop guidance to accompany the Logic Model and Theory of Change to contextualize the tools.
Quantify preparedness outcomes	Determine how to quantify the preparedness outcomes in the Logic Model to enable the tracking and measuring of increases or decreases in national preparedness.
Develop additional logic models	Consider the potential value and challenges of creating logic models for each of the FEMA grant programs and then combining those models into an all-encompassing FEMA grants logic model.
Clarify the "nexus to terrorism" HSGP requirement	Provide clarification on the nexus to terrorism concept and how it should inform project and investment-level decisions; explain how HSGP differs from other FEMA preparedness grants.
Modify grants reporting systems	Identify options for modifying current FEMA systems for grant reporting to reduce the reporting burden on recipients. Design clear metrics and identify the data collection efforts needed to track preparedness outcomes.

This report presents stakeholder feedback on the Logic Model and Theory of Change, and the future of HSGP grant effectiveness. Reflecting this feedback does not constitute an endorsement from NPD.

Report Structure

This report is organized into the following sections:

- **Methodology**: Describes the methods used to plan and conduct the focus groups
- **Summary of Feedback**: Summarizes the feedback from focus group participants into five overarching categories
- **Implications for the Data Strategy**: Outlines feedback that impacts NPD's HSGP data strategy, including recommendations for future data collection, metrics development, and research efforts
- **Recommendations that Merit Further Analysis**: Provides a summary of participant feedback that warrants further discussion and review
- **Conclusion**: Provides a summary of the focus group report

Methodology

To glean diverse, well-rounded perspectives on grant effectiveness measurement, NPD conducted focus groups to engage with internal and external stakeholders, including other FEMA components and SLTT partners. NPD asked all participants for individualized feedback on the Logic Model and Theory of Change, as well as recommendations and feedback on how FEMA conducts grant effectiveness evaluation.

Focus Group Objectives

NPD set the following objectives for the focus groups:

- Capture measurement recommendations from stakeholders with equities in HSGP;
- Validate the Logic Model, including model assumptions;
- Gain insights into how to balance the reporting burden with measuring outcomes; and
- Discuss how NPD's grant effectiveness program aligns with FEMA's strategic priorities and Evidence Act implementation.

Stakeholder Identification

NPD chose focus group stakeholders based on their expertise in grants management and data collection, knowledge of grant programs and grant effectiveness studies, familiarity with the HSGP and its stakeholders, and understanding of reporting burdens and data limitations. **Appendix A: Focus Group Stakeholder Participants** provides the list of stakeholders who participated in the focus groups.

Focus Group Design

Prior to each focus group, NPD sent participants a readahead that contained an introduction to the project, focus group objectives, participant expectations, an overview of the Theory of Change and Logic Model, and a preview of discussion questions. Each focus group consisted of a 90-minute session with a limited number of participants to encourage dialogue. Through facilitated discussion, participants provided feedback on the Theory of Change and Logic Model, suggested recommendations for measurement and data collection, and shared their expertise through responses to stakeholder-specific questions.

This report presents stakeholder feedback on the Logic Model and Theory of Change, and the future of HSGP grant effectiveness. Reflecting this feedback does not constitute an endorsement from NPD.

Following the focus groups, NPD designed an input analysis tool to help review and distill feedback. Using the tool, NPD identified areas of agreement among participants, categorized feedback by topic area, and identified issues that will impact the development of the subsequent data strategy. The tool also allowed NPD to identify recommended changes specific to the Theory of Change and Logic Model and to capture areas for future research.

Question Development

NPD designed questions to solicit individualized feedback around specific topic areas. The questions were consistent for each focus group, enabling NPD to compare responses. In addition, NPD asked a series of stakeholder-specific questions, focusing on areas of expertise and experience within each group. **Appendix B: Focus Group Interview Guide** outlines the Theory of Change, Logic Model, measurement, and stakeholder-specific questions for each focus group.

Summary of Feedback

This section includes stakeholder feedback organized into five topic areas: 1) Theory of Change; 2) Logic Model; 3) data collection; 4) grant effectiveness measurement; and 5) Evidence Act implementation.

HSGP Theory of Change

A Theory of Change describes why and how a program's activities will create the intended outcomes shown in the Logic Model.[1] NPD developed the Theory of Change to show how HSGP activities (largely the Planning, Organization, Equipment, Training, and Exercises [POETE] areas) may result in HSGP outcomes (improved capabilities). To do this, the Theory of Change includes four hypotheses of common strategies HSGP grant recipients apply to the POETE areas to build and sustain capability. Some of these involve a single POETE area, while others describe interactions between multiple POETE areas that lead to capability development. Described below in **Table 2**, the Theory of Change represents NPD's understanding of the primary ways grant recipients develop capability through HSGP dollars.

Table 2: NPD's HSGP Theory of Change (February 2021)

#	POETE	Hypothesis	Examples of Allowable Grants Activities
1	Plan-Train-Exercise-Evaluate	To sustain capacity to effectively respond to real-world incidents, SLTT governments should use HSGP funding to complete the full cycle of plan development—developing a plan, training personnel on the plan, and validating the plan through exercise and a subsequent After-Action Report (AAR).	Planning, training, and conducting a response exercise to a hypothetical threat scenario and creating an AAR for personnel following the exercise.
2a	Organization (Personnel)	To effectively implement the plan-train-exercise-evaluate activities in Hypothesis 1, SLTT governments should spend a portion of their HSGP funding on hiring and maintaining staff and contractors.	Hiring, onboarding, and training staff, including contract staff, as needed, to conduct activities and produce outputs.

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[1] A logic model is a graphical depiction of processes used to communicate and describe a program's underlying theory, assumptions, or reasoning related to specific and expected activity results or solutions.

This report presents stakeholder feedback on the Logic Model and Theory of Change, and the future of HSGP grant effectiveness. Reflecting this feedback does not constitute an endorsement from NPD.

#	POETE	Hypothesis	Examples of Allowable Grants Activities
2b	Organization (Relationships)	To effectively build and sustain capabilities, SLTT governments should implement a Whole Community approach and build networked relationships and trust with community partners to prepare for and respond to disasters.	Consulting with community stakeholders to implement the plan-train-exercise-evaluate process.
3	Equip – Train	To build capability and increase preparedness over a short period of time, SLTT governments should invest HSGP funding into purchasing equipment, training personnel in the use of that equipment, and building personnel skillsets.	Using HSGP funding to build expertise for deployments, as needed, and purchase protective equipment for local emergency responders.

Recommended Changes

Focus group participants provided feedback on the Theory of Change, depicted in **Table 3**, which NPD will review and use to inform a version update. The recommendations are numbered for clarity and do not reflect an order in priority.

Table 3: Recommended changes for the HSGP Theory of Change

#	Recommendation	Stakeholder Rationale
1	Add a hypothesis stating that "grant investments should be based on a rigorous approach to determining needs, gaps, and priorities."	Jurisdictions allocate funding differently depending on varying factors (e.g., risk and threat capability assessments, gap analysis). The Theory of Change should consider these factors in the hypotheses.
2	Include language that highlights that many recipients spend grant funds in accordance with the amount they receive, rather than on what their community needs most.	Clarifies SLTT grant spending priorities and outlines alternative justifications for HSGP investment decisions.
3	Remove prescriptive language from the Theory of Change hypotheses.	Using the word "should" in the Theory of Change hypotheses implies that all jurisdictions must approach identifying priorities and spending money in the same way. FEMA built HSGP on the hypothesis that SLTT jurisdictions are best positioned to determine their priorities for grant spending, which is not explicitly stated in the Theory of Change.
4	Consider splitting the "Equip and Train" hypothesis into two separate hypothesis statements.	By splitting the "Equip and Train" hypothesis, the Logic Model would capture training and exercises that occur independently of equipment purchases and the plan-train-exercise-evaluate cycle.
5	Account for the spending priorities of smaller emergency management organizations with limited staff across SLTT jurisdictions.	Emergency management offices and staff across the SLTT jurisdictions vary widely in both staff size and personnel experience. SLTT staff size and emergency management experience may influence spending priorities, as well as the organization's ability to follow the National Preparedness System.

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#	Recommendation	Stakeholder Rationale
6	Account for disparity in HSGP investments based on jurisdiction size.	Although large, well-funded urban areas may be better positioned to use grant dollars in alignment with the Theory of Change hypotheses, smaller rural jurisdictions may be more resource-constricted. As a result, many jurisdictions may direct HSGP grant dollars to fund basic response functions, rather than planning and investing grant dollars more strategically.
7	Include language to account for the fact that many SLTT governments avoid using HSGP funding to hire personnel.	Due to the fluctuating grant investments and potential discontinuation of the funding stream, many SLTT emergency management organizations avoid using HSGP dollars to invest in hiring and staffing.
8	Define POETE elements as well as the plan-train-exercise-evaluate cycle within the Theory of Change hypotheses.	Although the Theory of Change aligns with some state and local practices and principles, not all jurisdictions use the POETE model. FEMA encourages SLTT governments to use the POETE elements to help the whole community measure preparedness.

HSGP Logic Model

A logic model visually demonstrates how a program is designed to work. It identifies the intended relationships between the program's inputs, activities, outputs, and desired outcomes. It also is a tool for planning, describing, managing, communicating, and evaluating a program or intervention. An ideal logic model should also capture the assumptions of the program and external factors that can affect program activities, outputs, and outcomes, but are outside of the program's control.

Logic models are not static. Rather, they should be revised periodically to reflect new evidence, lessons learned, and changes in context, resources, activities or expectations. Having a sound logic model is a necessary first step in program evaluation and can strengthen evaluation activities by identifying (1) which aspects of a program to evaluate, (2) what information to collect, (3) appropriate measures, and (4) data collection methods. NPD created its first HSGP Logic Model in 2019, and subsequently updated the Logic Model during 2020. NPD uses the HSGP Logic Model as the foundation for its HSGP grant effectiveness efforts.

Overall, several focus group participants highlighted the need for NPD to provide additional guidance to SLTT stakeholders regarding the Logic Model and Theory of Change. Participants stated that additional guidance explaining how the Logic Model and Theory of Change tools can be used in grants management and administration activities would increase stakeholder familiarity. The following section outlines the recommendations participants provided to modify the January 2021 version of the Logic Model (as seen in **Figure 1**).
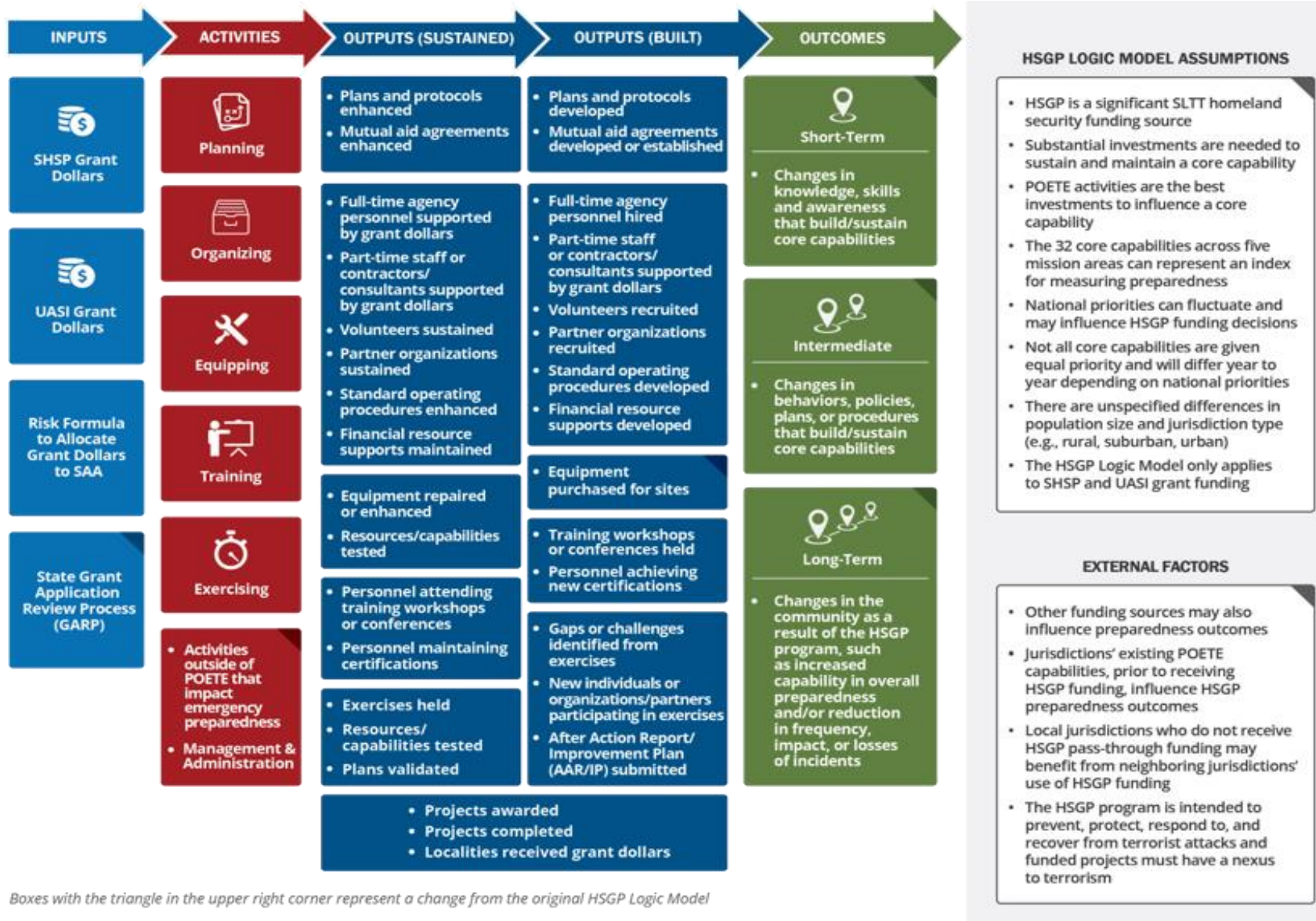
Figure 1. The HSGP Logic Model (January 2021) describes how the program is intended to work

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Recommended Changes

Focus group participants provided feedback on the Logic Model, depicted in **Table 4**, which NPD will review and use to inform future updates. The recommendations are numbered for clarity and do not reflect an order in priority

Table 4: Recommended changes for the HSGP Logic Model

#	Recommendation	Stakeholder Rationale
1	Create a narrative that introduces, outlines, defines, and provides context for the Logic Model. NPD should provide this narrative to recipients and stakeholders alongside the Logic Model.	A narrative would help stakeholders understand the intended purpose of the Logic Model and how it can be used to achieve preparedness goals through HSGP-funded activities.
2	Change "state grant application review process" in the Logic Model Inputs section to "SLTT grant application review process."	This language change would ensure that the Logic Model is inclusive of all SLTT stakeholders that receive HSGP funding.
4	In the Outputs (Built) column, change "equipment purchased for sites" to "equipment purchased."	Recipients do not use HSGP funding solely on equipment for physical locations.
5	Remove "localities received grant dollars" from the Outputs section of the Logic Model.	The change would eliminate duplicative language—built and sustained capabilities are typically established at the local level.
6	Change the order of the Outputs (Sustained) and Outputs (Built) columns in the Logic Model.	As capabilities must be built before they are sustained, reversing the order of these two output categories is more intuitive and would create a reader-friendly flow within the Logic Model.
7	Add clearly defined timeframes around the Short-Term, Intermediate, and Long-Term Outcomes in the Logic Model.	Creating quantifiable, time-bound metrics will allow NPD to better measure preparedness over time. For example, NPD could frame Short-Term, Intermediate, and Long-Term Outcomes within the context of the grant period of performance (POP) (short-term being one grant POP, intermediate being two or three grant POPs, etc.).
8	Add language in the Short-Term Outcomes section stating that changes in knowledge, skills, and awareness that build/sustain core capabilities "reduce risk and increase resilience."	This language aligns with FEMA's established preparedness doctrine
9	Add language in the Short-Term Outcomes section referencing changes in equipment, in addition to the currently stated changes in knowledge, skills and awareness.	Many recipients use HSGP funding to purchase and maintain equipment as a method of building capabilities over a short time period.
10	Add a reference to SLTT priorities in the Assumptions section in addition to the currently stated national priorities.	For many recipients, shifts and fluctuations in SLTT priorities can be just as influential on HSGP investment decisions as changes in national priorities.
11	Add language on the influence of eligibility requirements on recipient priorities in the Assumptions or External Factors section.	If grant eligibility requirements are heavily influential in funding decisions, they should be reflected in the Assumptions or External Factors.

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#	Recommendation	Stakeholder Rationale
12	In the External Factors section, revise language to state, "Jurisdictions that receive HSGP pass-through funding may benefit neighboring jurisdictions."	The current wording may be perceived as insensitive to jurisdictions that do not receive HSGP funding.
13	Incorporate "mitigation" into the last External Factor: "HSGP is intended to prevent, protect, respond to, and recover from terrorist attacks and funded projects must have a nexus to terrorism."	Adding a reference to mitigation will ensure all mission areas are reflected in the Logic Model's External Factors section.
14	Modify the first bullet of the External Factors section to read: "Other Federal and non-Federal funding sources and other resources may influence preparedness outcomes."	Incorporating "Federal and non-Federal funding sources and other resources" as an External Factor ensures that all state capabilities are adequately captured.
15	Incorporate "technology-related items and services, such as cloud storage for hosting data" to the Outputs section.	Adding this language captures increasing investment in technology or cyber-related capabilities.
16	Modify the first Assumption to state that HSGP is the primary homeland security funding source for states.	HSGP funding comprises a significant percentage of federal grant dollars disbursed to SLTT governments in order to build and sustain homeland security capabilities, and should be reflected as such in the Logic Model.
17	Remove the first Assumption as it is not necessary for the Logic Model to hold.	Over time, HSGP should become a decreasing percentage of the funding required to build and sustain national capability and capacity. Although the first Assumption in the Logic Model is currently a true statement, it is not required.
18	Incorporate language on disaster response activities into the Logic Model.	Many recipients use HSGP funding to conduct disaster response activities, rather than solely funding preparedness, planning, or mitigation.
19	Incorporate the lifelines concepts into the Long-Term Outcomes.	The lifelines concept is an important framework for disaster response, and lifelines language is used in grant funding notices.
20	Consider a "Tools and Techniques" column between the Activities and Outputs columns to account for the planning and implementation of the Activities.	Planning and implementation activities do not appear to be captured in the current Logic Model structure. For example, part of grants management tools and techniques might be establishing cost performance metrics or the work breakdown structure on a program level within an organization.
21	Change POETE elements from verbs to nouns - for example, "Organize" should be "Organization."	Reformatting the POETE activities as nouns allows the Logic Model to align with the funding notice and be more broadly applicable.
22	Consider adding the type of jurisdiction (urban, suburban, rural) as an External Factor.	The jurisdiction type has implications for how states allocate HSGP funding, which impacts what capabilities are built and sustained. Although jurisdiction type is currently included as an Assumption in the Logic Model, it may be more

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#	Recommendation	Stakeholder Rationale
		fitting to state it as an External Factor that influences HSGP spending.
23	Incorporate a feedback loop into the Logic Model	A feedback loop could help capture how outputs and outcomes inform new activities.

Data Collection

This section provides recommendations on HSGP data collection and suggestions for improving the Threat and Hazard Identification and Risk Assessment (THIRA), Stakeholder Preparedness Review (SPR), and the Biannual Strategy Implementation Report (BSIR). NPD asked participants to provide this feedback to reduce the reporting burden on SLTT stakeholders, identify data opportunities and limitations, and build a stronger empirical base for evaluating HSGP.

The responses focused on strategies to improve grants reporting and data collection systems to capture more effective indicators of preparedness across SLTT jurisdictions (**Table 5**Error! Reference source not found.). These recommendations are numbered for clarity and do not reflect an order in priority.

Table 5: Recommendations on how FEMA can improve its data collection methods

#	Recommendation	Stakeholder Rationale
1	Collect data at the local level	When looking at pass-through grants, such as the HSGP, state-level data may not completely or accurately depict local preparedness.
2	Clarify questions used in the data collection process	Ensure that recipient and subrecipient data is captured and reflected at the national level. NPD should provide clear guidance and questions to help it obtain the data needed to advance its grant effectiveness analysis efforts.
3	Connect data collected to outcomes	Consider other data sources, beyond THIRA/SPR, that can directly tie HSGP funding to preparedness outcomes.
4	Improve the grant reporting process for recipients	Reduce SLTT reporting burdens by improving grant reporting templates and tools (e.g., the BSIR) for recipients. The related tools and templates should help SLTT recipients capture information on funding spent on investments and projects in a consistent, succinct, and straightforward manner. These tools may be an improvement on the current BSIR method or serve as an additional resource. Data collection tools such as the THIRA/SPR should also provide a free-form response section for recipients to input information that does not fit into the other sections.
5	Identify grant management system recommendations	Identify data collection recommendations for FEMA's new grants management system. Consider layering data sources (e.g., data available through the International Public Safety Data Institute) on top of current data to enable better evaluation of HSGP's effectiveness.
6	Use alternate sources of data	FEMA is limited in its data collection and could benefit from using readily available sources of data such as the

#	Recommendation	Stakeholder Rationale
		Centers for Disease Control and Prevention's (CDC) Social Vulnerability Index.
7	Identify SLTT data	Some states write their own preparedness reports separate from the THIRA. These reports capture qualitative data from real-world events, provide case studies, and provide narratives on planning, training, and overall preparedness.
8	Evaluate how regions assess capabilities	It is important to capture that different SLTT jurisdictions evaluate their capabilities and gaps differently. In regions with fewer major disasters, recipients rely on exercises and their subsequent AARs as a proxy to help assess current capability.
9	Evaluate THIRA/SPR/BSIR data collection methods	Further explore connection between THIRA/SPR and grant data collection.

Grant Effectiveness Measurement

This section includes stakeholder feedback on how to improve approaches to grant effectiveness measurement. It is divided into three topic areas: 1) General Recommendations; 2) Grant Program Design; and 3) Pre-Conditions for Successful Grant Effectiveness.

General Recommendations

Focus group participants provided overarching recommendations related to grant effectiveness measurement. This feedback will support FEMA's efforts to build a more effective and efficient grant program for Federal and SLTT stakeholders. **Table 6** provides an overview of the feedback NPD received. These recommendations are numbered for clarity and do not reflect an order in priority.

Table 6: Recommendations for improving HSGP effectiveness measurement

#	Recommendation	Stakeholder Rationale
1	Evaluate the relationship between equipment purchases and capability	Assessing the relationship between equipment purchases and capability would allow NPD to attribute a change in preparedness outcomes to specific HSGP-funded outputs. By testing the threshold in this relationship, NPD can determine the point at which increased money spent on equipment does not increase capability.
2	Include full-scale exercises as proxies	When attributing changes in preparedness outcomes to HSGP-funded outputs, full-scale exercises that demonstrate capability can serve as proxies for real-world outcomes in lieu of disaster response. This will assist jurisdictions with less disaster activity to be able to test the effectiveness of their grant investments (e.g., plans, equipment purchases, and training).
3	Evaluate TTR as an indicator of preparedness	Measuring the percentage of a community's Total Taxable Revenue (TTR) following an incident, and how quickly that

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#	Recommendation	Stakeholder Rationale
		percentage returns to pre-incident levels, could serve as a measurement of preparedness.
4	Provide HSGP technical assistance	To improve how recipients use HSGP funding to build and sustain capabilities, FEMA should provide technical assistance to recipients and subrecipients, particularly in the areas of grants, capability assessments (e.g., THIRA/SPR methodology), and program management. For example, FEMA could help stakeholders align grant investments to activities that close gaps identified in the jurisdiction's SPR.
5	Develop performance indicators	FEMA should coordinate with SLTT governments to develop measurable, tangible indicators of grant performance at the recipient and subrecipient level.
6	Explore the USAID grant program model	The United States Agency for International Development's (USAID) model of differentiating performance measurement from evaluation follows a data-intensive approach and focuses on long-term investments. Leveraging performance data allows the Agency to conduct a rigorous quantitative analysis.
7	Develop an enterprise-wide grant effectiveness strategy	Beyond managing and administering individual grant programs, FEMA should develop an enterprise-wide approach to measuring and evaluating the effectiveness of its entire grant program portfolio.

Grant Program Design Suggestions

Participants provided feedback on how NPD currently measures grant effectiveness and suggestions for improving this process moving forward. Participants contributed suggestions for grant program design, outlined pre-conditions needed for successful grant effectiveness, and evaluated challenges, limitations and opportunities within HSGP measurement.

Focus group participants recommended ways NPD can improve grant program design, as reflected in **Table 7**. These recommendations are numbered for clarity and do not reflect an order in priority.

Table 7: Recommendations for optimal grant program design

#	Recommendation	Stakeholder Rationale
1	Articulate measurable outcomes	Articulating clear, measurable outcomes is an important component of program design to evaluate grant effectiveness. NPD should consider working with internal and external partners, such as Congress, to identify and develop measurable outcomes.
2	Disburse grant money incrementally	USAID's grant program awards grant funding incrementally, rather than all at once upfront. In this model, the community submits a proposal, which USAID evaluates before awarding an initial sum of grant money. As the community grows its business case and collects evidence-based data on how its activities and outputs build and sustain capabilities, it becomes eligible for more grant money. Using this model, FEMA could disburse

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#	Recommendation	Stakeholder Rationale
		grant money at specific intervals during the grant period of performance to improve data quality. FEMA could then hire approved organizations to conduct an impact evaluation strategy and implement the strategy over time.
3	Require applicants to create logic models	Requiring applicants to submit logic models with their application would enable FEMA to evaluate applicants' projected outputs and outcomes prior to awarding the grant. It would also help recipients and subrecipients understand and communicate the benefits and impact of HSGP in a concise and compelling way.
4	Track awarded grant money to measure effectiveness more systematically	Use BSIR data—which shows awarded grant funding down to the dollar level by project—more effectively. Following grant money to the project level will also allow NPD to identify trends in gaps and priorities across jurisdictions, and eventually identify nationwide trends.
5	Make the HSGP a competitive grant	Consider making HSGP grants competitive to ensure communities are responsible for planning and justifying what they want to achieve, and for communicating how HSGP funding would allow them to achieve those goals.
6	Examine FEMA's mitigation grant model	FEMA's mitigation grant programs are competitive and require recipients to specify how they intend to use the funding. Once FEMA receives applications it evaluates the validity of the proposed investments.
7	Examine development grant models	Development grants have clear metrics for what the grants are supposed to achieve, and personnel must gather information from all sub-jurisdictional entities on how they use grant money to achieve their proposed end-state.
8	Identify recipient capabilities and gaps	Require recipients to identify their current level of capability and capacity, how the grant investment would help achieve the desired end-state, and how to measure success. Create a process for recipients to report whether the grant investment helped close current capability gaps and met the recipient's intended outcomes. Include an all-hazards assessment for risks, threats and vulnerabilities, followed by predictive analysis for probabilities as well as a capability and capacity analysis.

Pre-Conditions for Successful Grant Effectiveness

Focus group participants described the pre-conditions—such as a business case, and clear policies and standards—to enable successful measurement of grant program effectiveness. Error! Reference source not found.These recommendations, as shown in **Table 8,** are numbered for clarity and do not reflect an order in priority.

Table 8: Recommendations for pre-conditions needed for an ideal grant program

#	Recommendation	Stakeholder Rationale
1	Use the THIRA/SPR as a business case	Ideally, the THIRA/SPR would set the business case for how grant recipients spend HSGP funding, and clearly demonstrate how funding directly connects to better preparedness outcomes. The series of reported projects

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#	Recommendation	Stakeholder Rationale
		could trace back to the capability gap, what the project achieved, and data demonstrating the progress.
2	Codify grants management activities	Codified processes and policies ensure smoother personnel transition and onboarding; grants management and administration can be complex and should be clearly documented for more effective grant evaluation.
3	Employ qualitative and quantitative approaches	An important component for measuring grant effectiveness is requiring the articulation of project-level objectives that are as specific and quantifiable as possible. However, NPD should not underestimate the value of qualitative data in understanding what HSGP funding is accomplishing at the state and local levels. Creating a formal system for relaying success stories on how grant funding impacts state and local recipients at the close of each investment project would help build out the business case—and potentially best practices—for HSGP.
4	Create policies, standards, and infrastructure for grant effectiveness measurement	To better measure grant effectiveness, consider establishing centrally coordinated grants, clear policies and standards governing grant awards and applications, a culture of evaluation, and an infrastructure to collect data from grant recipients without undue burden.
5	Improve the NOFO Process	Create and document a clear, transparent NOFO process that delineates roles and responsibilities for all stakeholders to improve grant effectiveness measurement. Developing FEMA guidance—for example, a "how to" manual both for internal and external audiences—would enable a more consistent, uniform approach to grant application and management, leading to improved grant projects and effectiveness outcomes.

Evidence Act Implementation

Another objective of the focus groups was to discuss how NPD's grant effectiveness efforts align with FEMA's implementation of the Foundations for Evidence-Based Policymaking Act of 2018, known as the Evidence Act. As part of this legislation, Federal agencies must include an approach to evidence-based policy-making in their strategic plans; issue evaluation plans for major evaluation activities for each fiscal year; designate a career, senior employee as an Evaluation Officer; appoint an official to advise on policy-relevant statistical techniques and procedures; and make data of public interest open/publicly accessible by default.

This section provides recommendations on how FEMA can implement the guidance and requirements laid out in the Evidence Act to build a more robust, rigorous evaluation strategy to assess HSGP grant effectiveness. Participants highlighted the need to clearly define performance and evaluation measures that align with the requirements in the Evidence Act, such as certifying data quality and confidentiality, to ensure data collected informs grant effectiveness. Participants identified recommended areas of focus, as shown in **Table 9**. These recommendations are numbered for clarity and do not reflect an order in priority.

Table 9: Recommendations for implementing the Evidence Act

#	Recommendation	Stakeholder Rationale
1	Identify best practices and implement lessons learned	Through its implementation of the Evidence Act, FEMA has an opportunity to measure its grant programs against similar grant programs in other Federal agencies. Based on this comparison, FEMA can implement lessons learned and best practices to continue to improve its grant effectiveness initiatives.
2	Socialize internal guidance	As the Office of Management and Budget (OMB) provides guidance, FEMA will socialize internal guidance to enable Evidence Act implementation. The Agency strives to use an evidence-based approach to grant effectiveness evaluation, which involves producing statistical evidence, qualitative testimonials, and data-supported guidance on how grant recipients should use funding.
3	Identify new and existing data	FEMA can design a holistic, enterprise-wide approach to gathering data. This approach should identify data sources outside of FEMA, such as the CDC's Social Vulnerability Index, and align FEMA's established systems with one another. By designing a holistic data collection strategy, FEMA can identify evidence outside of existing analytics and dashboards to refine its approach to evidence-based policy-making.

Implications for the Data Strategy

NPD is developing a data strategy that will serve as a road map for future data collection, metrics development, and research efforts. This section provides feedback from focus group participants that will inform development of the data strategy. These recommendations, as shown in **Table 10,** are numbered for clarity and do not reflect an order in priority.

Table 10: Implications and feedback for developing the data strategy

#	Topic	Feedback	Implication
1	Account for capability enhancement	Sustaining capabilities requires significant resources. It includes continually maintaining equipment and ensuring personnel are sufficiently hired and trained. However, participants voiced concern that "sustaining" a capability may be perceived as doing less work than when "building" a capability.	To understand the impacts of HSGP, FEMA should ensure it is fairly valuing the impact of sustained capabilities. This may require changes to how FEMA measures grant effectiveness (e.g., less focused on closing gaps) or how FEMA communicates about the value of sustaining capabilities.
2	SLTT priorities	In addition to the Logic Model Assumption that national priorities influence how grant recipients use HSGP funding, NPD should consider the role of fluctuating state priorities as well.	To understand how HSGP recipients allocate funding, consider researching the influence of real-world events on HSGP investments (e.g., do wildfires in California lead the state to invest more heavily in the Fire

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#	Topic	Feedback	Implication
			Management and Suppression core capability?). NPD may be able to use this understanding of SLTT priorities to inform later grant program and policy decisions.
3	Limited Management & Administration budgets	Consider that recipients have limited management and administration budgets and capabilities needed to fulfill additional reporting requirements.	When identifying new data collection options, NPD should consider if the data already exists within FEMA or externally. If data must come directly from the recipient, consider ways to minimize the additional reporting burden.
4	Influence of external funding sources	Investment areas may be funded through different Federal and non-Federal funding sources.	To isolate the impact of HSGP, consider collecting data on the total cost of projects and the percentage funded by HSGP.
5	State and local assessments and projects	Consider how SLTT-level strategies and assessments influence investments, as well as the impact of local-level projects on local capabilities.	Consider designing a research approach to show how recipients use HSGP funding to advance local-level priorities, as identified in SLTT-level strategies and assessments. Complement this narrative by showcasing the impact of HSGP-funded projects at the local level. This may include collecting powerful, anecdotal stories highlighting how a jurisdiction used HSGP funding to respond to a real-world event. This approach would allow NPD to highlight grant effectiveness at a more granular level than the THIRA/SPR reporting data allows.
6	Impact of mutual aid	Consider how recipients receiving HSGP funding may use their grant-funded capabilities to support neighboring jurisdictions through Mutual Aid agreements.	To gain a holistic understanding of the value of HSGP funding, consider researching how jurisdictions benefit from HSGP investments made in neighboring jurisdictions. This effort may entail reviewing SLTT Mutual Aid Agreements to understand how investments made in one jurisdiction can improve capabilities in another.

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#	Topic	Feedback	Implication
7	Demonstration of capability	Jurisdictions may not understand their level of capability until confronted with a real-world event.	Jurisdictions without real-world events might not be able to provide accurate estimates of their capability, complicating efforts to determine the impact of HSGP. FEMA should explore ways to help jurisdictions assess their preparedness without the validation that comes from real-world events.
8	Create outcomes timeline	Add defined timeframes to the Short, Intermediate, and Long-Term Outcomes descriptions in the Logic Model.	Explore options for measuring grant effectiveness based on quantifiable short-term, intermediate, and long-term outcome measures. In doing so, FEMA should establish data needs, align the needs with the data strategy, and identify metrics to address the needs. Assigning a timeframe to the outcomes is one way to develop a quantifiable metric.
9	Adopt an enterprise perspective on data collection	Develop a data strategy that reflects all of FEMA program evaluation needs, rather than one solely focused on HSGP.	FEMA could create a unified approach to data collection to help reduce the burden on jurisdictions who are asked to enter the same information multiple times for different FEMA reporting requirements.
10	Coordinate with the interagency when developing the data strategy	NPD should coordinate with other FEMA components and partners to develop a holistic data strategy that aligns with the Agency's vision and identifies data collection limitations and needs.	Coordinating with the interagency and other partners allows FEMA to establish a holistic data strategy and gain buy-in from stakeholders
11	Develop policy and process requirements	Build policy and process requirements that provide guidance for implementing the data strategy.	Clear policy will make it easier for FEMA staff to implement the data strategy.

Recommendations That Merit Further Analysis

This section outlines focus group recommendations that warrant further discussion and analysis. NPD will evaluate the level of effort needed to implement these suggestions, as well as potential benefits and challenges associated with implementation. Because these recommendations stand to potentially affect FEMA's current grants reporting and measurement system as a whole rather than just HSGP, NPD must consider the impacts of each recommendation carefully. **Table 11** provides an overview of participant feedback. These recommendations are numbered for clarity and do not reflect an order in priority.

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Table 11: The following recommendations require further discussion and analysis

#	Recommendation	Stakeholder Rationale
1	Provide programmatic guidance and technical assistance	SLTT governments explained the need for more programmatic guidance, technical assistance and engagement. This guidance would support SLTTs in identifying data needs and challenges and assist with educating new staff, establishing training, and meeting reporting requirements.
2	Validate and improve data sources and collection used to measure effectiveness	The validation of current SLTT capabilities and gaps should depend on the underlying foundation of the assessment results, as derived through available data. Therefore, NPD should test the quality of its data sources and, as needed, consider how to enhance data quality.
3	Develop program-specific logic models	Consider developing grant program-specific logic models that would interact with one another. Identify resources or supplementary tools that need to be developed to support SLTT governments.
4	Establish a separate logic model for SLTT jurisdictions	Participant feedback included a recommendation for FEMA to create a separate logic model for SLTT jurisdictions as a tool for communities to illustrate the effectiveness of Federal grant dollars in improving preparedness outcomes.

Conclusion

Through the focus groups, stakeholders provided recommendations on how FEMA can better connect how HSGP investments allow recipients to sustain or build core capabilities, and thus advance the National Preparedness Goal of a secure, resilient nation.

The findings and recommendations captured in this report have allowed NPD to validate and test the Logic Model and Theory of Change, including verifying the accuracy of the model assumptions. The focus groups also allowed NPD to gain valuable insight into the challenges SLTTs face when balancing the reporting burden with measuring outcomes. Finally, NPD gleaned recommendations from the focus groups for how to improve grant effectiveness data collection and measurement that will inform its forthcoming data strategy.

NPD thanks each of the focus group participants for taking the time to individually share their experiences and expertise and for their willingness to provide candid feedback. As NPD continues this initiative, it remains committed to working with stakeholders to guide the development of its multi-year grant effectiveness strategy.

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Appendix A: Focus Group Stakeholder Participants

NPD met with internal and external stakeholders who provided valuable insights into the program and provided recommendations for how to refine the Logic Model and Theory of Change to reflect how HSGP operates in practice. **Table 12** includes the stakeholder groups that provided participants for the focus groups.

Table 12: List of stakeholder groups and their descriptions

Stakeholder	Description
FEMA Grant Programs Directorate (GPD)	FEMA's GPD delivers and supports grant programs that help the Nation before, during, and after disasters in order to make the country more resilient.
FEMA Integration Teams (FIT)	FIT provide technical and training assistance on FEMA's programs and on-site support to states.
FEMA Office of Policy and Program Analysis (OPPA)	OPPA provides strategy and policy advice to Agency leadership and components, and promotes the critical linkage among strategy, budget, execution, and performance. OPPA is leading efforts at FEMA to build a culture of evaluation and data-driven policy consistent with the Evidence-Based Policymaking Act of 2018 ("Evidence Act").
FEMA National Preparedness Directorate (NPD)	FEMA's NPD leads efforts with partners across the whole community to implement the National Preparedness System by providing an integrated suite of preparedness programs and resources that help people before, during and after disasters.
National Emergency Management Association (NEMA)	NEMA is a nonpartisan, nonprofit 501(c)(3) association dedicated to enhancing public safety by improving the nation's ability to prepare for, respond to, and recover from all emergencies, disasters, and threats to our Nation's security. NEMA is the professional association of and for emergency management directors from all 50 states, eight U.S. territories, and the District of Columbia.
Preparedness Analysis and Planning Specialists (PAPS) / Preparedness Analysis and Planning Officers (PAPOs)	The PAPS and PAPOs advise FEMA regions on preparedness strategy implications of response and recovery. They identify appropriate Federal programs and agencies to support further preparedness objectives, while identifying gaps in available resources.
State, Local, Territorial, and Tribal (SLTT) Government Coordinating Council	The SLTT Government Coordinating Council establishes working groups to address issues such as cybersecurity, information sharing, and grants. The Council provides the SLTT governments' perspectives on Federal critical infrastructure security and resilience policies, programs, and initiatives.

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Appendix B: Focus Group Interview Guide

During the focus groups, NPD asked participants a series of questions designed to solicit individualized input on the Theory of Change and Logic Model, and to capture additional measurement recommendations. NPD posed the following questions to focus group participants, including stakeholder-specific questions.

Theory of Change Questions

- Do the hypotheses outlined in the Theory of Change align with your understanding of how grant recipients develop capability?
  - Do some of the hypotheses resonate more than others? Are there other patterns of capability development that you would add to the list?

Logic Model Questions

Primary Questions

- Does the Logic Model align with your understanding of how HSGP leads to preparedness capabilities?
- Is the Logic Model missing any key elements at each level: Inputs, Activities, Outputs, or Outcomes?
  - Are there other activities that fall outside the POETE framework? What are they?
  - Do the Outputs in the Logic Model accurately reflect the capabilities that are built and sustained using HSGP funds?
  - Do the Outcomes in the Logic Model align to what you think HSGP accomplishes?
  - Does the distinction between Short-Term, Intermediate, and Long-Term Outcomes make sense?
- Are the listed Assumptions and External Factors in the Logic Model accurate? Is the Logic Model missing any additional assumptions or external factors?

Secondary Questions

- Are there additional changes to the Logic Model that could strengthen its use for program evaluation and performance measurement?
- What data need to be collected to better understand how POETE activities lead to HSGP outputs or preparedness outcomes?

Measurement Questions

Primary Questions

- If you were designing a grant program from scratch, what would be the most important elements of program design to incorporate to enable measurement of the program's effectiveness?
- What changes, if any, should be made to how recipients track, or report preparedness grant monies spent on investments/projects?
  - How would such changes improve measurement?
- How can FEMA attribute a change in preparedness outcomes to specific HSGP-funded outputs?
- What pre-conditions are needed at an agency to make successful grant effectiveness and program evaluation possible?

This report presents stakeholder feedback on the Logic Model and Theory of Change, and the future of HSGP grant effectiveness. Reflecting this feedback does not constitute an endorsement from FEMA.

Secondary Questions

- What are some measurable benefits of preparedness – aside from lives saved and property damage avoided?
- What is the best way to measure improvements in grant recipient capabilities due to grant funding?
- What are the best ways to measure prevention of a human-caused threat (e.g., terrorist attack) or reduction of risk?

FEMA Grant Programs Directorate (GPD) Questions

- What changes would you make to HSGP data collection to improve measurement?
- What is the timeline for FEMA Grants Outcomes (GO)? Will there be an opportunity to change HSGP data collection as FEMA transitions to FEMA GO?
- As FEMA GO matures, what system capabilities and features will be brought online that enable better evaluation of the effectiveness of the HSGP program?
  - Are there other system or implementation factors to consider as NPD develops a data strategy for improving HSGP data collection?
- NPD is developing a data strategy that provides recommendations and strategies to improve data collection for HSGP. Are there organizational constraints or factors that should be built into the data strategy?

FEMA Integration Teams (FIT) Questions

Primary Questions

- How do FIT members support the development and implementation of the mutual goals and priorities between the state and the Regional Administrators to improve SLTT emergency management capacity and capability?
  - How are the capability needs prioritized?
  - Do FIT members develop work plans in coordination with the SLTT?
  - How do work plans integrate POETE elements to help SLTTs build/sustain core capabilities?
- During steady-state operations, do FIT members collect data to help FEMA identify root causes of capability shortfalls?
- How do FIT members identify capability needs at the SLTT level?

Secondary Questions

- Do FIT members leverage existing qualitative and quantitative data sources to identify metrics to measure progress?
  - If yes, what are the data sources used?

FEMA Office of Program and Policy Analysis (OPPA) Questions

- Where is FEMA in its implementation of the Evidence Act?
  - Have there been any challenges with implementation to date?
  - Does OPPA have any examples of Evidence Act-related work that has occurred at FEMA to date?
- Are there any elements or best practices that should be incorporated into a grant effectiveness program to comply with the Evidence Act?

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- Has OPPA provided guidance and/or best practices on program evaluation standards to comply with the Evidence Act?

FEMA National Preparedness Assessments (NPD) Questions

- What changes would you make to HSGP data collection to improve measurement?
- Are the THIRA/SPR effective tools for measuring changes in the core capabilities?
  - How can NPD address concerns that the THIRA/SPR are self-reported and therefore inherently limited? How does this impact grant effectiveness?
  - What changes would you make to the THIRA/SPR to better assess changes in preparedness outcomes?
- Beyond THIRA/SPR, what are other ways to evaluate changes in preparedness over time?
- How should FEMA better connect the BSIR and THIRA/SPR data?
- From the Grants Effectiveness Analyses or other sources, which are NPD's most effective/useful measures of grant effectiveness?

National Emergency Management Association (NEMA) Questions

Primary Questions

- How do SLTTs track/measure the effectiveness of the HSGP grant dollars at the recipient and sub-recipient levels?
  - What are the strengths and limitations for the current process?
  - What challenges do SLTTs report when tracking the impact of HSGP funding?
- How do you assess the impact of HSGP-funded projects beyond complying with FEMA's reporting requirements (e.g., submitting BSIR and THIRA/SPR data)?
- How do you communicate the impacts of HSGP investments?
  - What methods do you use to demonstrate the impact of HSGP funding?
  - What role does THIRA/SPR and grants data (e.g., from Investment Justification forms) have in helping you highlight the significance of HSGP funding?
- Does NEMA collect HSGP (specifically SHSP) data through its annual surveys?
  - If so, when are these annual surveys conducted?
  - What type of information is collected?
- How do you assess the impact of HSGP-funded projects beyond complying with FEMA's reporting requirements (e.g., submitting BSIR and THIRA/SPR data)?
- How would you describe the reporting burden associated with responding to the BSIR, THIRA, and SPR?
- What best practices and or/lessons learned have states found for applying for HSGP funding?

Secondary Questions

- What recommendations would you make in the data collection process for HSGP?
- What measurement recommendations would you make for evaluating the effectiveness of HSGP?

Preparedness Analysis and Planning Specialists (PAPs) / Preparedness Analysis and Planning Officers (PAPOs) Questions

Primary Questions

- From your experience working with the communities in your region, what are the most successful uses of HSGP funds? Least successful?
- From your vantage point, what role does HSGP play in your region relative to other funding sources?
- How do you assess whether HSGP funds are being used effectively in the communities with whom you work?
    - How do your communities select projects to fund with HSGP grant dollars? Is it a competitive process?
    - Do your stakeholders develop and track project-level metrics for HSGP grant-funded projects?
    - Do your stakeholders face challenges in developing and measuring HSGP metrics? If so, what challenges do they describe?
- How do you assess whether capabilities are improving over time across the region?
- Are you able to communicate regional-level impacts of HSGP investments?
    - If so, what methods does your region use to demonstrate the impact of HSGP funding?
    - What role does the THIRA/SPR and grants data (e.g., from Investment Justification forms) have in helping your region highlight the significance of HSGP funding?

Secondary Questions

- In your opinion, do the datasets related to HSGP (i.e., BSIR and THIRA/SPR) that currently exist provide enough data to quantitatively measure grant effectiveness?
    - What dataset(s) among the data products currently available do you find most useful in providing a picture of grant recipient preparedness within your region?

State Local Tribal Territorial (SLTT) Government Coordinating Council Questions

Primary Questions

- How do SLTTs track/measure the effectiveness of the HSGP grant dollars you receive at the recipient and sub-recipient levels?
    - What are the strengths and limitations for the current process?
    - What challenges do SLTTs report when tracking the impact of HSGP funding?
- How do you assess the impact of HSGP-funded projects beyond complying with FEMA's reporting requirements (e.g., submitting BSIR and THIRA/SPR data)?
- How do you communicate the impacts of HSGP investments?
    - What methods do you use to demonstrate the impact of HSGP funding?
    - What role does THIRA/SPR and grants data (e.g., from Investment Justification forms) have in helping you highlight the significance of HSGP funding?
- How would you describe the reporting burden associated with responding to the BSIR, THIRA, and SPR?
- What best practices and or/lessons learned have states found for applying for HSGP funding?

This report presents stakeholder feedback on the Logic Model and Theory of Change, and the future of HSGP grant effectiveness. Reflecting this feedback does not constitute an endorsement from FEMA.

Secondary Questions

- What recommendations would you make in the data collection process for HSGP?
- What measurement recommendations would you make for evaluating the effectiveness of HSGP?

OVERVIEW:

- $1 billion for the next 4 years starting in FY22:
  - FY22: $200 million
  - FY23: $400 million
  - FY24: $300 million
  - FY25: 100 million
- 80 percent of funding to local, tribal and territorial governments (25 percent to rural areas based on census data)
- State CIOs and CISOs serve as primary officials to manage and allocate funding
- 5 percent can be used for administrative costs, such as salaries and other related expenses
- Plans must be approved by a planning committee and the state CIO/CISO (or equivalent official)
- The grant program permits multistate cooperative grant applications (2 or more states apply for a grant jointly)

NASCIO
Representing Chief Information Officers of the States

CYBERSECURITY PLAN:

The key item of the grant program and likely guidance for grant application focuses on the submission of a cybersecurity plan, which must be submitted to CISA.

PLANNING COMMITTEES:

States that receive grants shall establish a planning committee to:

1. Assist with the development and implementation of the cybersecurity plan

2. Approve of the cybersecurity plan

3. Assist with the determination of the effective funding priorities for the grant

Composition of Planning Committee: Representatives from the state, counties, cities, towns, institutions of public education and health within the jurisdiction, and Tribes with members from suburban, rural and high-population jurisdictions with no less than half members having professional experience related to cybersecurity or IT.

Any existing planning committee or commission may be used if it meets the requirements and may be expanded or leveraged to meet the requirements.

FEDERAL-STATE MATCHING REQUIREMENT:

• The Federal share of the cost of an activity carried out using the grant funds made available under the program may not exceed: 90% for FY22, 80% for FY23, 70% for FY 24, 60% for FY25.

• The State share may not be an in-kind match. This will likely be needed via an appropriation by the state legislature.

GRANT FORMULA APPORTIONMENT:

• Baseline amount: .25% of such amounts to each of the territories; 1% of such amounts to each of the remaining states and 3% to Tribal governments

• The remainder of such amounts will be apportioned by ratio:

  o 50%: Population of each state divided by the population of all states

  o 50%: Populations of each state that resides in rural areas divided by the population of all states in rural areas

MULTISTATE COLLABORATIVE GRANTS

Two or more states may jointly apply for a grant to address cybersecurity risks and threats to information systems within those groups

FEDERAL-STATE MATCHING REQUIREMENT:

• The Federal share of the cost of an activity carried out using the grant funds made available under the program may not exceed: 100% for FY22, 90% for FY23, 80% for FY 24, 70% for FY25.

• The State share may not be an in-kind match. This will likely be needed via an appropriation by the state legislature.

• Federal share amounts can be waived or modified if the multistate group demonstrates economic hardship (i.e. changes in unemployment, SNAP eligible individuals and other factors)

REQUIREMENTS:

• Each state must submit a cybersecurity plan that has been reviewed by CISA, describe the divisions of responsibilities and distribution of funding, provided how each state will work together to implement their cybersecurity plan

• Establish a cybersecurity planning committee

• Meet all other requirements/restrictions as a non-multi-state grant

REPORTING REQUIREMENTS:

- Within 1 year after the date the grant was received, the state must provide a report to DHS CISA, which includes:

- Implementation progress of their approved cybersecurity plan

- If no plan exists, how grant funds were obligated and expended to develop a cybersecurity plan or improve information systems

- Annual reports will be made publicly available and are subject to redactions in order to protect sensitive information.

NEXT STEPS:

- CISA/FEMA Grant Guidance

  - Likely will try to align with the Homeland Security Grant Program (HSGP) timeline

- Continued engagement with associations to solicit feedback and influence grant guidance

- Formal engagement with CISA and SLTT associations

Guiding Principles for Emergency Management on Cybersecurity
NEMA Homeland Security Committee
October 2020

The confluence of COVID-19, election security, and the resultant exponential increase in bandwidth demand and the proliferation of IT solutions from teleworking has catapulted cybersecurity to the forefront of national security discussions with a new urgency. The cascading impacts of a cybersecurity incident during the COVID-19 response have reinforced the need to ensure state government enterprises are secure and resilient in the face of cyber threats. To that end, the National Emergency Management Association (NEMA), the Department of Homeland Security Cybersecurity and Infrastructure Security Agency (DHS CISA), and Auburn University's McCrary Institute partnered to develop a document that outlines guiding principles for emergency management executives around cybersecurity. CISA, the lead federal agency in this effort, also continues to aggressively highlight the critical importance of cybersecurity and provides many valuable resources for state, local, tribal, and territorial (SLTT) governments and private organizations. In creating this document, we consulted their Cyber Essentials Toolkit[1], as well as the resource centers of partner organizations such as the National Governors Association (NGA)[2] and National Association of State Chief Information Officers (NASCIO)[3].

When considering the enterprise-level threat posed by a cyber incident, leadership is a critical element of risk mitigation. As such, this document (and the CISA Cyber Toolkit) channel leadership development theory: know yourself to lead yourself, lead yourself to lead others, and know the team to lead the team. These documents contextualize the *leadership trinity* within its essential elements: leadership, culture, and strategy.

LEADERSHIP

Leadership is arguably the most critical component in developing the foundation for a robust cybersecurity program and culture. One of the first steps to creating a successful program and culture is understanding and communicating cyber as a significant risk to the enterprise. Embracing this mentality and then ingraining it into culture and strategy is key, as successful emergency management operations in other areas of work are dependent on effective risk assessments and communications. Most, if not all, of our communications and data ride on our networks. A cyber incident at the wrong time could have devastating impacts on life and property for the residents we serve.

Amidst all of the competition for limited time and funding, leaders are responsible for developing and driving a strategy that includes investments in cybersecurity focused both on technology (hardware and software) and training and education (awareness) to create a mutually reinforcing partnership between staff and technology. While emergency management leaders do not always come to cybersecurity with technical expertise, they can leverage experience with other incidents to ask the right questions when planning for incident response and then surround themselves with a highly capable team empowered to operationalize and message the cybersecurity strategy and priorities.

Emergency management prides itself on its ability to convene and build partnerships. At the state executive level, tap into the expertise provided by leaders including your state Chief Information Officer (CIO), Chief Information Security Officer (CISO), and Homeland Security Advisor (HSA) to prevent stove-piped cybersecurity

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[1] Cyber Essentials Toolkits. (2020). Retrieved from https://www.cisa.gov/publication/cyber-essentials-toolkits
[2] Resource Center for State Cybersecurity. (n.d.). Retrieved from https://www.nga.org/bestpractices/divisions/hsps/statecyber/
[3] Resource Center. (2020, June 10). Retrieved from https://www.nascio.org/resource-center/

initiatives as these may leave gaps of vulnerability that malicious actors can exploit. Work with these and other stakeholders, including local governments, critical infrastructure, and the private sector as you build emergency management-centric cyber response plans. There are currently 26 examples at the state level with governors and legislators creating commissions, task forces, teams or advisory councils and boards to accomplish this task[4].

One such example is Louisiana. In 2017, Louisiana Governor John Bel Edwards established the Louisiana CyberSecurity Commission via Executive Order to address cyber threats through partnerships between state and local government, institutes of higher education, the federal sector in the state, and the private sector[5]. The process also resulted in the state creating an Emergency Support Function (ESF) dedicated to cybersecurity responses ("ESF-17"). When school districts in Louisiana were attacked in 2019 the state leveraged the ESF to respond and investigate the incident.

The inherent paradox of cybersecurity is that humans are the first line of defense, but are also the threat and the vulnerability, in addition to the perpetrator. These bad actors leverage human biases that make us incredibly susceptible to phishing and social engineering attacks to access systems. Although IT solutions are an important component to protecting networks and data, humans remain a critical component to effective cybersecurity. For that reason, leaders must develop baseline cybersecurity procedures and policies that are well understood by employees and stakeholders to drive behaviors and habits that build a robust cybersecurity culture. Here are a few programs, policies and procedures you can implement as appropriate to your needs[6]:

- Every employee must pass mandatory cyber training prior to earning access to the network;
- Employees sign a cybersecurity policy to demonstrate a commitment to the requirements and personal accountability;
- Conduct aggressive and sophisticated phishing campaigns with metrics, accountability and retraining; and
- Leaders model the cybersecurity behavior and mindset expected of all employees.

Lastly, regardless of whether you own and operate your network or your operations ride on someone else's network, you are responsible to make sure it meets the minimum requirements of reliability and security. Although this may slightly change operations, here are simple steps a leader should take to enhance cybersecurity posture[7]:
- Inquire about updates to operating systems and third-party software and implement automatic updates where possible;
- Employ secure configurations and remove unsupported and unauthorized hardware/software; and
- Implement email and web browser security settings.

CULTURE

With finite resources, it is critical to drive toward a resilient system with the capacity to resume operations quickly. To ensure this rapid restoration of services and ability to charge back amid challenge, plans must be in

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[4] Greenberg, P. (n.d.). National Conference of State Legislatures Statewide Cybersecurity Task Forces. Retrieved from https://www.ncsl.org/research/telecommunications-and-information-technology/statewide-cybersecurity-task-forces636129887.aspx

[5] Exec. Order No. 17-31 Louisiana Cybersecurity Commission. (2017, December 6). Retrieved from https://lacybercommission.la.gov/wp-content/uploads/2018/07/Governors-Louisiana-Cybersecurity-Commission-Executive-Order-17-31.pdf

[6] Cyber Essentials Toolkit. Essential Element: Your Staff, The Users. (2020). Retrieved from https://www.cisa.gov/sites/default/files/publications/Cyber%20Essentials%20Toolkit%202%2020200701.pdf

[7] Cyber Essentials Toolkit. Essential Element: Your Systems. (2020). Retrieved from https://www.cisa.gov/sites/default/files/publications/Cyber%20Essentials%20Toolkit%203%2020200806_508.pdf

place to support continuity of operations so that if one system fails, the other mitigates the consequences. Depending on the enterprise, this could mean retaining the capacity to perform key functions manually should operations online become compromised. Hope is not a substitute for strategy, so leaders must deliberately drive a culture that builds in system resilience to be more capable of responding to and overcoming cyber incidents.

This requires transitioning from a security culture that is reactive to one that is proactive. The threat environment is ever-changing and therefore implementing a risk management program that is designed to address potential vulnerabilities is critical, especially when the state is undergoing IT modernization or consolidation. Coupling this with a vulnerabilities management program and controls management to define policies and processes required for the safe delivery of data and program elements while analyzing the security system's effectiveness, also reinforces a culture that is prepared for intrusive attempts to infiltrate enterprise systems. Understanding, transferring, mitigating, and accepting risk is key to maturing a cyber program.

Building security in from the start is always preferable to retrofitting it after an incident occurs. An effective training and awareness program to ensure that everyone is capable and understands their role in the security program is another piece of the resilience jigsaw puzzle. A good training and awareness program will address formal and informal education requirements for roles and responsibilities for all security programs. Establishing a strong training and awareness program for emergency management is crucial, but it is equally important to provide opportunities for IT to understand emergency management so that they too are prepared to respond in an organized and integrated manner in the event of an incident. Oklahoma is providing opportunities for IT staff to become emergency management certified to strengthen these twin pillars of response.

While not often owning responsibility for cybersecurity processes for the state, emergency management's mastery of incident management to respond to threats and incidents in a flexible but coordinated manner and ability to build partnerships allows for a unique position in the cyber domain. All stakeholders involved in building a resilient cybersecurity culture must pull together because an effective response requires the coordination of supply chains and partners, as well as effective situational awareness management to provide information to key stakeholders for a common threat picture. Emergency management can leverage these groups' capabilities to form a single security strategy, which should include regulatory and legal action plans as well as information on vendor capabilities and third-party service offerings from government, law enforcement, and private industry partners. Keep in mind that what starts as a cyber incident does not necessarily end there: real-world consequences, such as loss of life or significant damage to national or economic security, are possible.

Successful cyberattacks are often perpetrated against local government agencies that have limited resources and may consider themselves too small to be worthwhile targets for hackers. As part of the regular outreach state emergency management agencies conduct with local jurisdictions during the application process for grants such as the State Homeland Security Program (SHSP) and Hazard Mitigation Assistance (HMA), asking questions and promoting discussions about their cybersecurity posture and resilience can create opportunities to promote a statewide resilient cybersecurity culture with federal grant partnership. Due to resource limitations, critical IT and cyber resources are hard to come by in state and local government. Building a local (state-led) focus group to identify where resources are in your local communities, higher education institutions, state government, and private industry is crucial. The next step in creating a flexible and efficient cyber response is to build teams willing to assist through mutual aid packages and agreements to help supplement response, support each other, and strengthen recovery efforts.

Emergency management holds close the adage that you do not want to be exchanging business cards for the first time at the incident. In cyber, as in the event of a more traditional physical incident, it is far better to

develop a robust strategy, response architecture and plan with relevant partners prior to an incident. It is important to conduct regular exercises to ensure that what you have created is effective and updated to meet current needs. The challenge is admittedly substantial, but there is no need to reinvent the wheel. An array of best practices developed from lessons learned already exist. Finally, encouraging and enforcing basic cyber hygiene measures—the cyber equivalent of pandemic guidance to wash your hands and wear a mask—will reduce our exposure to cyber risks if applied widely.

STRATEGY

Everything is connected; machines, data, people, and facilities. Understanding these connections requires taking inventory of assets, mapping networks and supply chains, and identifying all who have access to them at a granular level. Regularly assess the trustworthiness and required access and privileges of the manufacturers your systems rely on and of any third parties who have privileges without a genuine and ongoing need for such access. For those who do need sensitive access, adhere to the maxim: trust but verify, and be continuously vigilant about monitoring even after verifying.

Understanding the myriad connections in your systems is key to a rapid and successful response during a crisis. Interconnections of traditional IT systems and operational technology (OT) systems have developed an environment of speed and convenience but have also created an avenue of risk that threat actors seek to exploit. This is especially true during times of crisis and confusion.

To fully understand the threat and system impacts, the system must be defined. All technology, IT and OT, needs to be identified. Resources such as people, facilities and business operations need to be mapped and evaluated for impact if compromised whether by intentional or unintentional threats. Elements critical to business operations can then be identified – particularly those that may even be outside the organization such as a supply chain, vendors, contractors, cloud services or third-party facilities. When mapping networks, take care to exercise resiliency in planning by ensuring that maps of the network are not stored on the network itself.

Once all the critical elements of your operations have been identified, controls can be implemented to augment the security of the operational environment. It is important to align security controls of the organization with all partners and services to ensure that no gaps exist in operational and communications lines between these entities. During and following any planning processes, it is critical to conduct exercises with all critical stakeholders whether internal or external to the organization for a successful security program. Exercises are the bread and butter of emergency management and provide further opportunities for supporting local governments as they also scale up their capabilities. This can also include school districts as they are among the most targeted industries for cybercriminals given that they often have limited cybersecurity resources within their own organizations and are switching to an online-based format at significant rates due to COVID-19[8].

It is important to have a strategy not only for preparedness, but for when an incident occurs. Colorado was the first state to implement a disaster declaration in the wake of their SamSam cyberattack, allowing for a unified command and bring in resources from the state's National Guard. While this model may not be effective for all states and all cyber incidents, this shift to treating a cyber incident like a natural disaster, developing a strategy ahead of time, and exercising your plan is worthy of consideration.

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[8] IBM Survey: Only 38% of State and Local Government Employees Trained on Ransomware Prevention. (2020). Retrieved from https://newsroom.ibm.com/2020-02-27-IBM-Survey-Only-38-of-State-and-Local-Government-Employees-Trained-on-Ransomware-Prevention

Taking proactive steps to enhance cybersecurity will benefit your organization and help support both national and economic security, which are inextricably intertwined and mutually reinforcing. Fortunately, there are many national strategies and policies already in place that identify and seek to incentivize cybersecure practices, including the National Cyber Strategy[9]. The most critical of our critical infrastructures ("Section 9 entities[10]") and national functions[11] demand our most concerted efforts; but the more multilayered our approach, the more robust our overall level of resilience will be.

CONCLUSION

Cybersecurity has long been a challenge states listed in the national Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR). Up until now, cybersecurity has been reported as receiving lower levels of grant funding through FEMA's preparedness grants than other types of emergency management operations[12]. With the global onset of COVID-19, remote online work has (where possible) become the norm rather than the exception, bringing with it a host of new vulnerabilities exacerbated by the sudden and make-do nature of the shift that previous levels of grant expenditure may not have accounted for. Opportunities borne of these newfound vulnerabilities have not gone unnoticed by bad actors. Add a hurricane, wildfire, or other natural disaster atop this complex mix of vulnerabilities, and it approaches the perfect storm.

Acknowledging that money is tight and emergency management funding must cover a vast array of preparedness, response, recovery, and mitigation actions, it is critical that emergency management leverage its strengths in convening, communication, and risk assessment to establish a state government enterprise that is resilient not only to the cybersecurity challenges of today, but the unanticipated challenges of tomorrow.

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[9] National Cyber Strategy of the United States of America. (2018). Retrieved from https://www.whitehouse.gov/wp-content/uploads/2018/09/National-Cyber-Strategy.pdf
[10] Support to Critical Infrastructure at Greatest Risk ("Section 9 Report") Summary. (n.d.). Retrieved from https://www.cisa.gov/publication/support-critical-infrastructure-greatest-risk-section-9-report-summary
[11] CISA National Critical Functions. (n.d.). Retrieved from https://www.cisa.gov/national-critical-functions
[12] *2020 Biennial Report* (Rep.). (2020). National Emergency Management Association.

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National Emergency Management Association

The National Emergency Management Association (NEMA) is a nonpartisan, nonprofit 501(c)(3) association dedicated to enhancing public safety by improving the nation's ability to prepare for, respond to, and recover from all emergencies, disasters, and threats to our nation's security. NEMA is the professional association of and for emergency management directors from all 50 states, U.S. territories, and the District of Columbia.

Primary NEMA Contributors:

Brian Hastings, Director
Alabama Emergency Management Agency
Chair, NEMA Homeland Security Committee

Jennifer Harper, Director
New Hampshire Division of Homeland Security and Emergency Management
Vice Chair, NEMA Homeland Security Committee

DHS Cybersecurity and Infrastructure Security Agency (CISA)

Primary CISA Contributor:

Klint Walker, Cybersecurity Advisor
Cybersecurity and Infrastructure Security Agency
U.S. Department of Homeland Security

Auburn University McCrary Institute

The McCrary Institute, based in Auburn with additional centers in Washington DC and Huntsville, seeks practical solutions to pressing challenges in the areas of cyber and critical infrastructure security. Through its three hubs, the institute offers end-to-end capability – policy, technology, research and education – on all things cyber.

Primary McCrary Institute Contributor:

Sharon L. Cardash, Deputy Director
Center for Cyber and Homeland Security

To: The Cybersecurity and Infrastructure Security Agency & The Federal
        Emergency Management Agency
From: State Associations Coalition
RE: Questions for Consideration in Development of Guidance for the
        State & Local Cybersecurity Grant Program

On November 15, 2021, President Biden signed into law the Infrastructure Investment and Jobs Act (IIJA). The measure includes a critical priority for states and territories, a $1 billion cybersecurity grant program designed to help state, local, tribal and territorial entities improve their cyber posture as well as address cybersecurity threats and risks to their IT systems.

In order to effectively inform the guidance development process at the federal level, our collective associations solicited our memberships for both questions and recommendations for implementing the grant program. This information can be found starting on the next page of this memo.

Bottom Line: We believe that FEMA and CISA should provide as much flexibility as possible in implementing this new grant program. States have taken significant strides to leverage existing federal funding to enhance and secure their cyber postures. This established grant program should avoid constraints and new requirements that would hinder existing programs and initiatives as well as new innovated approaches

We also encourage CISA and FEMA to continue routine consultation process through the guidance formulation and implementation to ensure that stakeholder perspectives are accounted for.

We look forward to working with you in partnership to effectively utilize this new grant program to further these important efforts across the country.

RECOMMENDATIONS

Who will manage the funds at the state level?
- Given the existing infrastructure, expertise available, and ability to complement existing federal grant programs, the funds should be managed by the current State Administrative Agency (SAA) with programmatic direction given to the State CIO.

What items can the funding be used for – equipment, software, training? CISA/FEMA should consider the following as potential allowable uses of funds. Recommended List Generated by States
- Protection: Email security; network security (LAN/WAN/Internet/Remote Access, IPS, IDs, and web application security); identity (MFA and Access Control); EDR; data security/backup/encryption; security education; vulnerability management (system updates and patching); DotGov
- Identification: Assessments
- Detection and response: recovery; statewide SOC; incident response; and security monitoring
- Other Items: cooperative contracts; governance and oversight; project management; and workforce

Will the Homeland Security Grant Program cyber carve out still exist?
- With the newfound directed funding on cybersecurity, FEMA should consider the phase out of existing carve-outs for State Homeland Security Grant Program (SHSGP) but allow the flexibility to use this program for cybersecurity initiatives. The two programs should continue to work in harmony with one another to demonstrate effectiveness and results-based outcomes.

Does a planning committee need to be created specifically for the purpose of developing the cybersecurity plan?
- The program should afford flexibility in interpreting this requirement and should expressly state that a separate committee and cybersecurity plan need not be created where a state has already created a committee and/or has an existing cybersecurity plan.

Will there be any training or additional funding for compliance and grant management?
- CISA/FEMA should work to utilize existing cyber-learning capabilities such as those in the National Domestic Preparedness Consortium, the convening power of the Center for Homeland Defense and Security, or other federal assets such as the United States Secret Service and the Hoover Center to integrate state and local training and executive education opportunities and diversify opportunities wherever possible. These federal assets must be combined with a dedicated, recurring, and substantial federal outreach effort to stakeholders through their national associations to ensure receipt of these training and funding resources.

STATE QUESTIONS FOR CONSIDERATION

Interpretation of Statute

- Will the SAA provide financial management as with other FEMA grants or would CIO/CISO offices now be managing these funds separately?
- With the federal share of funds being reduced by 10% each year, is attainment of other funding mechanisms a requirement for grant approval?
- Does state-level management of grant funds that benefit a local entity preclude that entity from seeking grant funds directly?
- Is there any intention to continue this program past 2025?
- Has the allocation formula been determined? If not, what is the timeline for this? And will it be publicly available to affected stakeholders?
    - Will FEMA decide? Baseline amount is .25% of such amounts to each of the territories.
- Please clarify how funds can and should be passed through from state to local entities and who will be ultimately responsible for management of local funds, the federal government, states, or locals?
- Will Environmental and Historical Preservation (EHP) requirements be applicable for this award?
- For state-level management of grant funds, do funding allocations need to be specified in the Cybersecurity Plan?
- How much is allocated to state government for internal state projects and how much for local entities within the state? Is that 20/80?
- How does the funding flow from federal to state to local/tribal?
    - Does the state administer individual grants to local entities?
    - Is tribal allocation separate from state?
- How is "rural" defined? County level? Municipality level? Regional?
- Are municipal owned utilities in scope as a local government entity?
- Are K-12 school districts in scope for the funding?
- Are state and local government entities required to adopt the NIST Framework? (vs. adopting other frameworks like the CIS Controls Framework).
- Can states create rules for the funds that are more directive or restrictive than the federal guidelines?
- If funds are distributed through State Administering Agencies, but state CIOs/CISOs are directing funding, and there is a 5% cap on administrative funds – is that limit applied to the combined efforts of CIOs/SAAs? This leads to potentially even less administrative costs for each entity, particularly when 80 percent of funds must be sent outside of state government.
- Can the 80 percent passthrough be in the form of services/solutions procured, managed, and deployed by the state in coordination with the local government benefited?
- Can expenses be planned for forward years or is the annual application process run a risk of reduces competitive allocation in future years?

- Can private businesses such as nuclear power companies that provide funding to the state contribute the required cash match? In general, the number of grants with required matches continues to grow. What can be done to increase the number of funding sources that might be used as a match?
- We need specific categories of eligible expenses (assume will be issued with grant guidance as it is for HSGP/UASI). For instance, we have already shared cyber navigator program operating centrally for the benefit of locals. But what about replacing unsupported servers or operating systems, for instance? Those create significant vulnerability, would that qualify? Are salaries eligible; training costs, travel, etc.?
- The Act says CIOs and CISOs must be consulted, but it would be helpful to get a more concrete description of what that means (appears the application for grant funds may be submitted separate and prior to a plan being submitted – i.e., funds can be used to develop the plan)
- Could federal guidance allow for the grant to flow through the state's main federal funds recipient, specifically in states with a federated structure?
- Could federal guidance reduce the number of requirements and restrictions required in the plan and implementation to allow states, and the subsequent local governments, the freedom to tailor the proposals to their needs? Also, are the requirements only imposed on the state funds, or also on local funds?
- Are local grants competitive?
- Who will manage and award local grants – CISA or the state?
- If the state is to award local grant dollars, it is imperative that states have the flexibility to craft local grant requirements to ensure proper use of funds and capabilities.
- How will the rural grant dollars be allocated? By the state or by CISA and will this be a competitive process?

Applicability of Funds and Timing of the Notice of Funding Opportunity

- Can we hire qualified IT/cybersecurity personnel and purchase equipment, software, and training?
- Can the funding be used to supplement staffing costs? As required in § 14.106. Division of Cybersecurity and Critical Infrastructure?
- How will this grant work alongside the Homeland Security Grant Program cyber funds? Will both be run concurrently, or will they be staggered timing wise? Can HSGP funds be used to extend an effort or program funded through IIJA cyber grants?
- Local jurisdictions commonly lack the personnel resources to operationalize security measures. Could the 80 percent passthrough to locals be used to sustain personnel, or professional services to operationalize security defenses? If localities use state personnel and resources, can part of their 80 percent be charged back to the state?
- Can the 80 percent allocation intended to benefit local jurisdictions be used to build centralized security services at the State level with the sole intended purpose to serve local jurisdictions? (For example, Vulnerability Assessments

provided by the State, or Security Operations Services/Tools/Processes operated at the State for the benefit of the local jurisdiction networks).

- Other than the 25 percent allocation to rural areas, are there any minimum funding requirements (e.g., HSGP has a minimum 25 percent allocation towards law enforcement terrorism prevention activities)?
- Confirm that the limitation on construction does not include installation of equipment (e.g., installation of fiber optics in a wall or ground).
- Can grant funds be applied to existing state-level projects, such as the California Cybersecurity Integration Center?
- Are funds used to "develop or revise the Cybersecurity Plan" considered "expenses directly relating to the administration of the grant" and thus subject to the 5 percent limit?
- Can funds be applied to existing state-level programs that directly benefit local entities and be counted in the local allocation, or must those funds go directly to local entities?
- Can the funding be used for consulting engagements?
- Can the funding be used for professional services?
- Can the state contract for services on behalf of local entities? For example, the state pays a vendor to provide assessment and planning services and then make those services available directly to local entities.
- Does this grant expect the state to provide the cash match on behalf of local jurisdictions or can the state choose to require local jurisdictions to provide their own cash match?
- The statute authorizing the grant says the Secretary can waive or modify the match requirement for any entity or multi-entity group that can demonstrate economic hardship. Why is the potential match waiver only being offered to multi-entity groups, based on information on the grant provided so far?
- What items can the funding be used for – equipment, software, training?
- Can grant funding be used to develop the State Cybersecurity Plan, and be considered as pre-award costs?
- If there are unspent dollars at the end of the annual cycle, due to unforeseen delays, can the money be rolled over and combined with the following year grant, but still target initial spend items?
- Do partnerships arrangements need to be at the state level, or can tribal regions, for example, across state boundaries build partnership to qualify?
- Can the funds be used to procure subscriptions or services that are provided to local governments in scope? Is there any restriction on the subscription terms (e.g. do they have to be fully consumed within the grant year, or can software be licensed for longer terms within a single grant term)?
- Can funds be used to stand up a service at the state level that serves all local/tribal entities, such as a statewide SOC?
- If statewide services are a permissible use of funds available to locals, is there a threshold or quota of consuming customers that must be met (i.e. 50 percent of customers must be locals? 30%?)
- For the share of money which is made available to states under this program, are there any restrictions on the types of goods/services that can be procured using these funds? Or do they just need to be included in the approved cybersecurity plan?

- Can the funding be used for staff for local government relationships/support?
- Can these funds be used to replace a stand-along EDR solution with a managed EDR solution (e.g., local instances of Crowdstrike that are managed by local staff with MS-ISAC Crowdstrike offering)?
- If so, can the state require visibility into solution findings (e.g., scans, alerts) as a condition of providing services to locals?
- Can CISA provide states with a sample plan that would meet their requirements?
- Will CISA provide the states with the actual amounts to be allocated to local governments and rural areas?
- What is the process if a state's plan is not approved?
- Do state(s) receive 100 percent of the grant funds 45 days after enactment of the IIJA (which would be Dec. 30, 2021), or do states get all of this funding earlier or later, such as when the planning committee is established or when the cybersecurity plan(s) are ultimately approved?
    - If this date is correct, that would mean that the state(s) would be required to make available 80% of these funds to locals by Dec. 30, 2021, as well – is this correct?
- What percentage of grant funds will be made available to the state(s) before or after the planning committees in each state(s) are established – is it 100 percent, 20 percent, nothing?
    - Is there a deadline on when these new planning committees in each state(s) need to be established by?
- Does the 45-day clock for disbursement of grant funds by the state(s) to locals happen only _after_ their cybersecurity plan(s), which will be put together by the new planning committees, are approved by the federal government?

    - Is there a deadline in terms of when planning committees in each state(s) have to finalize their cybersecurity plan(s) by and turned in to be looked at for federal approval?

Guidance and Grant Performance Evaluation

- Is there guidance for the potential on multi-state grant projects?
- Any special guidance for combining grants?
- Will CISA/FEMA grant guidance timing align with the Homeland Security Grant Program (HGSP) timeline? If not, please clarify what the separate timeline will be.
- Will there be more guidance provided for states entering into partnering arrangements with local / tribal governments and/or multi-state groups? When will such guidance be available?
- Will there be federal personnel assigned to assist recipients with federal guidance for the program? If so, when can we expect the assignment to take place?

- Has FEMA considered using local or statewide NSCR results for guidance and progress measurement? Can this data be made available to states for planning and evaluation purposes?
- Will the grant include a requirement for all recipients and subrecipients to complete the annual NCSR, similar to the HSGP?
- Will the grant-funded projects be required to be tied to the THIRA/SPR?
- Will there be additional reporting requirements beside the annual report? If so, at what frequency and in which federal system(s)?
- Will in-person or virtual meetings be required for grantees?
- Can pre-existing state/local arrangements such as multi-jurisdictional working groups or committees be enhanced to include enhanced cyber security initiatives?
- Will CISA provide more guidance on development of the cybersecurity plan - e.g., required vs. recommended elements/templates.
- When are the funds expected to be made available and how long will we have to spend them?

Cybersecurity Plan & Planning Committees

- What are the explicit membership requirements from the planning committee? How will we ensure a variety of representation from IT, security, public safety, and emergency management?
- Does the planning committee play any role in subject matter expert (SME) reviews for the grants, or will that be a part of the process at all? Will the state offices for CIO's/CISO's be the sole advisors for determining allocation of funds?
- The requirement for submission of a cybersecurity plan only rests upon the state, but why not the localities as well?
- If a state already has an effective and robust cyber plan in place, what additional purpose does the plan committee serve other than determination of funding priorities?
- Can it be utilized to upgrade an existing plan?
- Planning committees will assist with the determination of effective funding priorities. Are there any required national level priority requirements?
- Will use of existing state-level organizations as the planning committee commit that state-level organization to any other obligations beside administration of grant funds in accordance with the Cybersecurity Plan?
- How do state CIO/CISOs formally designate planning committees for purposes of developing the Cybersecurity Plan?
- How is "professional experience relating to cybersecurity or information technology" defined for the purposes of committee membership qualification? Can the same planning committee designated for state-level awards be used for multi-state grants?
- Can 5 percent overhead funds be used to support plan development and planning committee?
- Will additional guidance be provided on plan development?
- When does the planning committee need to be established by?

- What is the deadline for submitting the plan?
- Will FEMA or CISA provide a template, or at a minimum a planning checklist, to ensure plans contain all required elements?
- Are planning committees expected to identify local, county, and tribal distribution of state allocated funds to meet grant requirements?
- What flexibility will there be in interpreting this requirement when a state has a long-standing cybersecurity committee and existing cyber security plans? Will it be sufficient for that committee to review the existing plan and make any revisions necessary to meet the grant requirements?
- Inevitably many people will find after the first year that items that were proposed are not working out, or other things have changed that would require plans to be updated. What's the process to change or update plans and have these reviewed and approved?
- How large does local/county/tribal government participation on the planning committee need to be? WA has a Technology Services Board which has one local government representative on it (we likely won't be able to leverage this for other reasons) but curious how much representation these groups need on the planning committee since the lion's share of funding goes to locals.
- In a similar vein, how large does the planning committee need to be?
- Is there guidance as to specific elements or time periods the cybersecurity plan must cover?
- Is there a preferred format for the cybersecurity plan?

Annual Reports

- Will potential applicants be provided with examples of "good" grant submissions or showcases of previously successful grants efforts after the first year?
- What post-award analysis on use and effectiveness of grant awards will be conducted, if any?
- Are there any prohibited vendors or services in this grant performance series, such as software/services from foreign telecommunications companies that are banned or sanctioned by the FCC?
- Are report management and requirements the same as other DHS/FEMA grants?
- Will templates and/or format be made available to develop the annual reports?
- What is the requirement and process to submit the reports?
- Is there any expectation of confidentiality on the annual reports to manage sensitive data regarding maturity and inherent risks?
- Will there be any requirements to access federal databases or systems for reporting (e.g., ND Grants, Grants Reporting Tool, etc)?
- Annual reports must be publicly available. Which public medium will be used for this requirement (e.g., Cal OES website, DHS website, etc)
- Will there be any training or additional funding for compliance and grant management?

NEVADA HOMELAND SECURITY AND EMERGENCY MANAGEMENT ENTERPRISE

Strategic Priorities 2022 - 2024

Nevada Division of Emergency Management and Homeland Security

Nevada Homeland Security and Emergency Management Enterprise
Strategic Priorities 2022 - 2024

What is the "Enterprise?"

Homeland Security and Emergency Management are broad fields that encompass many other disciplines including law enforcement, fire service, emergency medical services, fusion centers, cyber security professionals, education, election staff, public health preparedness, national guard, and many others. These fields come from the federal, state, tribal, local, and non-profit levels within our state. It is important for us to recognize the diversity of these groups with the need to come together to share success to increase our resilience towards any incident which may impact our citizens and visitors.

SO, WHO IS IN CHARGE?

As it is an enterprise, no one agency is in charge, rather the concept of meta-leadership is key. Meta-leadership is the leading of other leaders. It takes all stakeholders to be engaged in the process to increase our state's resilience. The Homeland Security Commission is the highest public body relating to these efforts. The Funding Committee assists the Homeland Security Commission in accomplishing their goals. The Nevada Resilience Advisory Committee starts the process by assisting the Division of Emergency Management and Homeland Security in identification of needs to reduce our risks.

Our risks are identified in several ways. The Threat and Hazard Identification Risk Assessment (THIRA) is the primary tool utilized. Public Health Preparedness conducts a similar survey, known as the Jurisdictional Risk Assessment (JRA), to provide feedback. Other than these surveys, the feedback included in After Action Reports and Improvement Plans (AAR/IP) from actual incidents, trainings, and exercises are key to testing our system. These reports are produced at every level of government within Nevada but fed back into the Division for inclusion in our efforts to protect, prepare, mitigate, respond, and recover from incidents.

What grant sources are available for our efforts?

Funding for our efforts come from a multitude of sources. Federal funds come through either the Division of Emergency Management and Homeland Security or the Division of Public and Behavioral Health. State funds come through smaller grants from the State Emergency Response Commission (SERC). Many local jurisdictions add to these grants with local funds to ensure strategic programs continue to exist.

- Homeland Security Grant Program (HSGP)
  - State Homeland Security Program
  - Urban Area Security Initiative Program
  - Nonprofit Security Grant Program
- Emergency Management Performance Grant (EMPG)
- DOE Agreement in Principle (AIP)
- Waste Isolation Pilot Plant (WIPP)
- Hazard Mitigation Grant Program
- CISA Cybersecurity Grant (pending release)
- Public Health Emergency Preparedness (PHEP)
- Hospital Preparedness Program (HPP)
- SERC Operations, Training, and Exercise
- SERC United We Stand

These programs have different inclusion criteria. The federal funds will come with varying guidance each year on utilization purposes. It is important for Nevada to make determinations of what efforts are so important to our homeland security and emergency management enterprise that they must be maintained. Other programs may seek one time or short-term funding to increase our capabilities. Not all these grant programs are under the purview of the Homeland Security Commission, but inclusion of them in this enterprise document is important to tell Nevada's resilience story.

Federal Mission Areas and Core Capabilities

Department of Homeland Security and the Federal Emergency Management Agency break down the efforts to increase our resilience into five mission areas that incorporate 32 core capabilities. Projects must tie into these capabilities to receive funding. The mission areas and their corresponding core capabilities are reflected below:

Prevention
- Planning
- Public information and warning
- Operational coordination
- Intelligence and information sharing
- Interdiction and disruption
- Screening, search and detection
- Forensics and attribution

Protection
- Planning
- Public information and Warning
- Operational coordination
- Intelligence and Information Sharing
- Interdiction and Disruption
- Screening, Search, and Detection
- Access Control and Identity Verification
- Cybersecurity
- Physical Protection Measures
- Risk Management for Protection Programs and Activities
- Supply Chain Integrity and Security

Mitigation
- Planning
- Public Information and Warning
- Operational Coordination
- Community Resilience
- Long-Term Vulnerability Reduction
- Risk and Disaster Resilience Assessment
- Threats and Hazards Identification

Response
- Planning
- Public Information and Warning
- Operational Coordination
- Infrastructure Systems
- Critical Transportation
- Environment Response/Health and Safety
- Fatality Management Services
- Fire Management and Suppression
- Logistics and Supply Chain Management
- Mass Care Services
- Mass Search and Rescue Operations
- On-Scene Security, Protection, and Law Enforcement
- Operational Communications
- Public Health, Healthcare, and Emergency Medical Services
- Situational Assessment

Recovery
- Planning
- Public Information and Warning
- Operational Coordination
- Infrastructure Systems
- Economic Recovery
- Health and Social Services
- Housing
- Natural and Cultural Resources

Strategic Programs (HSGP Funded)

In 2018 the Homeland Security Commission developed a list entitled Strategic Capabilities to be Maintained. This list was to be inclusive of programs which must be funded to maintain our base level of preparedness for homeland security and emergency management. This updated 2022 document changes the name from **strategic capabilities** to **strategic programs**. The efforts made by these programs is key for our continued efforts. If one of these programs fails, our resilience will suffer. Efforts must be made to annually ensure these programs are funded through one of the available funding streams. This list should be evaluated annually to ensure every program continues to answer the needs of our citizens and visitors.

The strategic programs to be maintained include:

- Fusion Centers
  - Southern Nevada Counter Terrorism Center
  - Nevada Threat Analysis Center
- Citizen Corp Programs
  - Southern Nevada Citizens Emergency Response Team (CERT)
  - Douglas County CERT
  - Carson City CERT
  - Washoe County CERT
  - Elko County CERT
  - Statewide Tribal CERT
- National Incident Management System
  - State of Nevada DEM National Incident Management System
  - Tribal National Incident Management System
- Chemical, Biological, Nuclear, Radioactive, and Explosive
  - Tahoe-Douglas Bomb Squad
  - Elko Bomb Squad
  - Consolidated Bomb Squad (Washoe, Reno, and Sparks)
  - Las Vegas Bomb Squad
  - Las Vegas ARMOR
  - Urban/Rural Frontier HAZMAT (Southern Nevada, Triad, and Quad)
- Operational Communications
  - Statewide Interoperability Coordinator (SWIC)
- Public Information and Warning
  - Emergency Alerting System (consolidated among all jurisdictions led by DEM)
- Recovery
  - Nevada Disaster Recovery Framework
  - Nevada Preliminary Disaster Assessment (PDA) Tool (shared with State, Local & Tribal)
- Planning
  - Planning efforts to maintain Continuity of Operations
  - Planning efforts to maintain Mass Fatality
  - Planning efforts to maintain Community Resilience
  - Planning efforts to maintain Metropolitan Medical Response System (UASI)

Emerging Issues

Emerging issues are taken from current and forecasted needs from the THIRA, JRA, and AAR/IP. Highlighting them for funding via one time or short-term efforts to increase our capabilities and resilience. Applications for grant funding for these concerns should be considered competitive for the NRAC, HSC Funding Committee, and HSC to rank based upon priority, degree of previous success, degree of perceived need, and completeness of the funding application.

Emerging issues should not be seen as less important than the Strategic Programs listed. These are ones which may not be fully developed or require an annual investment to ensure continued success. Increasing Nevada's resilience is tied to them but have factors different than our Strategic Programs to maintain which require funding to continue operations of the program.

Nonprofit Security Grant Program

FEMA provides a Nonprofit Security Grant Program where nonprofit faith-based organizations apply for funding directly to them, but awards are managed by the Division. This grant provides funding support for target hardening and other physical security enhancements and activities to nonprofit organizations that are at high risk of terrorist attack. The intent is to integrate nonprofit preparedness activities with broader state and local preparedness efforts. It is also designed to promote coordination and collaboration in emergency preparedness activities among public and private community representatives, as well as state and local government agencies.

Cybersecurity Grant (pending release 2022)

Cybersecurity and Infrastructure Security Agency (CISA) has announced release of a grant in 2022 funded through the Infrastructure Investment and Jobs Act for the federal fiscal years of 2022, 2023, 2024, and 2025. This grant is expected to be released in conjunction with the Homeland Security Grant Program notice of funding opportunities.

Emergency Management Performance Grant Goals

The Emergency Management Performance Grant (EMPG) is provided to the State, Tribal, and Local partners to increase our emergency management abilities. These abilities go hand in hand with the homeland security mission as part of the enterprise. The performance period on these grants is three years, as is the period for HSGP.

The annual goals are predominantly determined by the THIRA. Participation by local and tribal partners in the THIRA process is required to receive any funding from this grant. FEMA Region IX and the Division negotiate on three annual priorities based upon the data. Regional influences from California and Arizona may affect FEMA Region IX's negotiation with Nevada on the priorities but the process has been well received by FEMA and Division staff, when based upon the data provided from the THIRA. The State requires tribal and local government partners to select at least one of the statewide priorities to focus their mission for the grant period while the Division must include all three priorities.

Priorities for Years 2022, 2023, and 2024
- Cyber Security
- Fatality Management
- Public Health and Social Services – Pandemic Response and Access and Functional Needs

Priorities for Years 2021, 2022, and 2023
- Catastrophic Disaster Housing
- Logistics Distribution Management
- Resilient Communications

Hospital Preparedness Program

The Assistant Secretary for Preparedness and Response (ASPR) Hospital Preparedness Program (HPP) is managed by the Public Health Preparedness Program located within the Division of Pubic and Behavioral Health (DPBH). This program works with the state's four Healthcare Coalitions, local health authorities, DPBH, Nevada Hospital Association, and the Division of Emergency Management to support diverse and often competitive healthcare organizations with differing priorities and objectives to work together to save lives during disasters and emergencies that exceed the day-to-day capacity and capability of individual healthcare and emergency response systems. The grant is generally a continual, 4-year project period and provides four capabilities for each awardee to strive toward:

1. Foundation for Healthcare and Medical Readiness
2. Healthcare and Medical Response Coordination
3. Continuity of Healthcare Service Delivery
4. Medical Surge

Public Health Emergency Preparedness (PHEP)

As with the Hospital Preparedness Program, The Centers for Disease Control and Prevention (CDC) Public Health Emergency Preparedness (PHEP) is managed by the Public Health

Preparedness Program located within the Division of Pubic and Behavioral Health (DPBH). This program works with Carson City Health and Human Services, Community Health Services (part of DPBH), Southern Nevada Health District, Washoe County Health District, Nevada State Public Health Laboratory, and Nevada Tribal Emergency Coordinating Council via the Division of Emergency Management to support diverse and often competitive public health organizations with differing priorities and objectives to work together to save lives during disasters and emergencies that exceed the day-to-day capacity and capability of individual public health emergency response systems.

This grant supports six goals for Nevada to meet between 2019 and 2024:
1) Nevada will have greater resiliency within communities to plan, prepare, and recover from all-hazard events.
2) Nevada will strengthen its ability to conduct all-hazard incident management by preparation, planning, training, and exercising at all jurisdictional levels.
3) Nevada will improve the ability to collect, share, and disseminate information timely and accurately across all healthcare, public health partners, and the public.
4) Nevada will strengthen access to and administration of medical and other countermeasures for pharmaceutical and non-pharmaceutical interventions.
5) Nevada will improve coordination regarding response to public health, medical surge, and mass care needs of affected communities impacted by an incident.
6) Nevada will sustain and strengthen its abilities to surveil, detect, investigate, and test for emerging threats and injuries to health of the public in all-hazard events.

State Emergency Response Commission Grants

SERC Grants are managed by the State Emergency Response Commission with funding coming from federal partners to address hazardous materials (Chemical, Biological, Nuclear, Radioactive, and Explosive) issues by local jurisdictions and state agencies. The Commission, located within the Department of Public Safety, State Fire Marshal Division, also provides small grants to local governments and state agencies based upon revenues received from the sale of United We Stand license plates. These goals normally follow the goals established by the Homeland Security Commission.

Department of Energy AIP and WIPP

Department of Energy provides funding to the Division and other state agencies to prepare our enterprise for radiological events. Goals for these programs are determined by the Emergency Preparedness Working Group which incorporates the counties which receive the funding.

Hazard Mitigation Grant Program

FEMA provides funding to the Division through the Hazard Mitigation Grant Program and the Building Resilient Infrastructure and Communities (BRIC) programs. These funds are allocated some as a base amount for the state and some as a varying amount tied to past disaster history. These programs seek submissions with program goals from the submitter to mitigate the risk of an incident.

Summary

As one can see, there are many efforts underway in Nevada to improve our resilience. This document will hopefully guide decision makers in their quest to fund programs while gaining an understanding of the efforts across the enterprise to increase our resilience. The adoption of this by the Nevada Resilience Advisory Committee, Funding Committee of the Homeland Security Commission, and the Homeland Security Commission establishes the priorities for the State when allocating Homeland Security and Emergency Management grant requests under the purview of the State Administrative Agency: the Division of Emergency Management and Homeland Security.