



# Nevada Resilience Advisory Committee Report

*This report captures the statewide collaboration of the development and implementation efforts for homeland security and emergency management preparedness initiatives and allocated grant funds for statewide needs.*





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

**VISION:** Building Nevada resilience through coordination and partnerships.

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

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

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

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

**ORGANIZATION:** The Division underwent restructuring in 2022, which NRAC was kept apprised of and commented upon in the quarterly meetings. The Division was moved to the Office of the Military, and silos were reduced to an operations section and a finance section. This placed like resources with like, keeping programs and funding models aligned. NRAC members seemed pleased with the reorganization based on their comments during discussions.

**STRATEGIC PRIORITIES:** NRAC proposed a multi-year strategic priorities document to guide Homeland Security funding in 2022. This document, Nevada Emergency Management and Homeland Security Enterprise Strategic Priorities 2022 – 2024 was successfully used to vet \$8,337,345 in requests when only \$4,847,500 was available. The recommendations of NRAC were carried on to the Committee on Finance and the entire Homeland Security Commission, along with the grant requests from the Urban Area Security Initiative (UASI) area. Recommendations from both NRAC and the Urban Area Working Group were confirmed by those two bodies.

**ENTERPRISE ENGAGEMENT:** The Division, using NRAC as a sounding board, sought regional enterprise engagement. Through ideas heard at NRAC, the Division embarked on a regional workshop approach to discuss current and expected threats, conduct an exercise, ensure all staff members knew their local partners, and provide a place for conversations between emergency managers, law enforcement, fire service, emergency medical services, health care, public works, and our educational intuitions (including K-12) on how best to face enterprise issues.

These workshops included the development of the Threat and Hazard Identification Risk Assessment (THIRA) which leads into the Stakeholder Preparedness Report, a requirement from the U.S. Department of Homeland Security. The workshops included representatives from Division of Public and Behavioral Health, Public Health Preparedness Section for discussions on their risk matrix development.



**ENTERPRISE ENGAGEMENT (CONT.):** These regional workshops lead to three priorities for the Division to address in the coming three-year period:

1. Operational coordination,
2. Operational communications,
3. Supply chain integrity.

Previous year's priorities from similar processes the Division is still working on with enterprise partners and keeping NRAC abreast of are:

- 2022: Cyber effects, fatality management, health and social services
- 2021: Logistics supply chain management, disaster housing, resilient communications
- 2020: logistics supply chain management, energy, economic recovery

Reoccurring themes can be seen through this lens. NRAC and the Division discussed ways to collectively buy down the risks in our state. The Division is now requiring local governments who receive Emergency Management Performance Grant (EMPG) funds to select one of the state's priorities to work on with those funds, in addition to other items they desire to do.

The Division also created a database of improvement plan items from after-action reports. Previously, post-incident or exercise, an after-action report was created with an improvement plan to discuss weaknesses. The problem was that this was not daylighted and monitored. The Division has started at the end of 2022 with highlighting after action reports and improvement plan items, so the enterprise knows where we collectively stand to improve.

**SCHOOL SAFETY:** NRAC heard from Division staff, who are required by Nevada Revised Statutes (NRS), to collect and review school safety plans. The Division received all plans in 2022. The Division instituted a process, using the Committee on Statewide School Safety in NRS 388, to produce an interdisciplinary working group from the Nevada Department of Education, the Division of Emergency Management and Homeland Security, and the Division of Public and Behavioral Health. This group has engaged local school districts and school superintendents in reviewing a percentage of plans each year, with the expectation that every plan be reviewed by this group every five years.



**CYBER SECURITY:** The Division was made aware of cybersecurity grants in late 2021. How to proceed with these grants was discussed at meetings in 2022. These discussions were difficult given the siloed nature of cybersecurity within our state and the lack of information forthcoming from the two federal agencies responsible for administering the grant: Federal Emergency Management Agency (FEMA) and Cybersecurity and Infrastructure Security Agency (CISA). Initial plans were for a subcommittee of NRAC to provide a review of cybersecurity grants, but when grant guidance was issued, this was not feasible.

Instead, a cybersecurity taskforce was formed, representing entities required under the grant guidance. Due to the interconnectedness of cybersecurity to the enterprise, NRAC is kept abreast of cybersecurity task force process.

**NEVADA EXPLOSIVE ORDNANCE DEVICE TASK FORCE:** Three explosive ordinance disposal (EOD) teams form up Nevada's EOD Task Force under NRS 476: Consolidated Bomb Squad in Washoe County, Tahoe Douglas EOD in Douglas County, and Las Vegas Fire Rescue in Clark County. Each team stands alone in their FBI designation as a team, but they work collectively as a single state task force to advance the "prevent" and "protect" missions of homeland security within the emergency management enterprise.

NRAC heard from the task force on their current capabilities and future needs as they continue to partner together.

**FUSION CENTERS:** NRAC received a briefing from the two fusion centers within Nevada: The Southern Nevada Counter Terrorism Center (SNCTC), which is the federally recognized state facility, and the Nevada Threat Analysis Center (NTAC), the state-run center. NRAC heard about the programs each center manages and how they are seeking additional opportunities to work together better. Both centers receive funding through the Division in homeland security grant streams.



**CAL OES AND DEM DISCUSSIONS:** Division staff updated NRAC on conversations the Division started with Cal OES on better ways to collaborate given the large border between our states. The Division has met with Cal OES twice: once at the executive staff level and once at the Nevada Operations Center level, to discuss past incidents that were the responsibility of both states: Caldor, Tamarack, and the Snow Humanitarian incident. The Division continues to work with local partners to ensure incidents are locally executed, state guided, and federally supported by building relationships with our adjoining states.

**HIPAA:** Nevada has had a State Disaster Identification Coordinating Committee (SDICC) for several years. In recent legislative years, efforts have been made to better share HIPAA protected information to assist in the reunification and victim identification process post incident. NRAC discussed methods that could increase this ability, which have been discussed in partnership with the Nevada Hospital Association and the Clark County Office of Emergency Management. A bill draft request is included in the 2023 legislative session to continue to refine our efforts.

**TRIBAL LIAISON OFFICERS:** Division Tribal Liaisons briefed NRAC on efforts to provide both emergency management and public health preparedness outreach to Nevada’s tribal communities. A few tribal communities are large enough to maintain an emergency manager; these have historically received emergency management performance grant funds to offset costs. The remaining tribal nations rely on the Division, through a partnership with Division of Public and Behavioral Health, to support their emergency management and public health preparedness needs.

In addition to the two state tribal liaisons, the Division maintains a Nevada Tribal Emergency Coordinating Council (NTECC) with representatives from tribal nations on it. This public body mirrors NRAC, but with the specific focus on our tribal nations.

**CONCLUSION:** NRAC provides valuable advice to the Division, ensuring we remain Nevada’s essential disaster coordinating partner. It is our collective hope that this short report provides you a glimpse into the discussions held at these meetings. The Division’s goal is to remain transparent, open to innovation and serve as Nevada’s essential disaster coordinating partner.

