

Overview: The Statewide Resilience Strategy is an effort to transform and refine Nevada's emergency management and homeland security efforts. This strategy is intended to improve all of Nevada's grant, budgetary, and policy systems by removing silos and overlap and ensuring maximal transparency, predictability, and accountability for the DPS Division of Emergency Management (DEM) and its statewide partner. Reviewed and approved by the Nevada Commission on Homeland Security (NCHS), DEM has been pursuing this strategy through the restructuring outlined below since September of this year.

Background: Calendar year 2017 was an unprecedented year for emergencies and disasters in Nevada, from back-to-back floods resulting in Presidential Major Disaster Declarations in January and February, to the mass shooting incident in October in Las Vegas. The Co-Chairs of the Homeland Security Working Group (HSWG) presented lessons learned from this unprecedented year to the NCHS in December of 2017, and recommended a paradigm shift in emergency management and homeland security policies, operations, and systems in the state. The NCHS agreed, and by February of 2018, approved four significant policy items: 1) a policy directive requiring DEM to pursue a transition to a resilience paradigm; 2) an executive order requiring the development of a Statewide Resilience Strategy, and other requirements; 3) initial legislative recommendations; and 4) budget requests for DEM. The executive order required that the strategy be developed by June 30, 2018.

Statewide Resilience Strategy: The executive order required that the Statewide Resilience Strategy cover a number of requirements, including refining DEM's public body structure and its grant structure. It also required the development of finalized legislative recommendations, which would be considered by the NCHS during the summer of 2018. The Co-Chairs of the HSWG developed a four-part strategy for state resilience, which is intended to achieve the transition to resilience required by the objective, as well as the specific requirements within the executive order. The four components of this plan are outlined below:

- **Component 1, The Resilience Commission:** The centerpiece for the Statewide Resilience Strategy is the Resilience Commission. This body serves as the central advisory body for all policy and grant funding decisions pursued by DEM. It is created by absorbing a number of the 34 public bodies previously administered or supported in some way by DEM. The Resilience Commission not only advises on grants and policy, but also develops an annual State Resilience Goal and related Objectives in order to align their work and decisions. The Resilience Commission has been meeting monthly since October of 2018, and has been working towards these goals.
- **Component 2, Local and Tribal Recovery Collaboration:** This component of the Statewide Resilience Strategy serves two purposes. First, it allows DEM,

state, local, and tribal partners to identify short-, medium-, and long-term gaps and resources to drive statewide recovery efforts through alignment with the State Disaster Recovery Framework and six Recovery Support Functions (RSF). Second, through RSF 1, this component will communicate with the Resilience Commission regarding what grant, policy, and operational resources are required to improve Nevada's ability to recover from emergencies and disasters.

- **Component 3, Local and Tribal Preparedness and Response Collaboration:** This component of the Statewide Resilience Strategy also serves two purposes. First, it allows DEM, state, local, and tribal partners to identify short-, medium-, and long-term gaps and resources in order to drive statewide preparedness and response efforts through alignment with the State Comprehensive Emergency Management Plan and 17 Emergency Support Functions (ESF). Second, through DEM, this component will communicate with the Resilience Commission regarding what grant, policy, and operational resources are required to improve Nevada's ability to prepare for and respond to emergencies and disasters.
- **Component 4, Ongoing Annual Assessment:** This component requires that the Resilience Commission regularly assess its ability to achieve its goals and objectives, and to provide a platform for making policy and budgetary recommendations for the future. This ongoing annual assessment will be considered through the monthly meetings of the Resilience Commission and result in an annual report on accomplishments, challenges, and recommendations.

Conclusion: DEM has implemented this transformation since September of 2018, and is continuing to refine the approach in 2019. A key aspect of implementing this transformation is the passage of the legislative recommendations approved by the NCHS during their quarterly meeting in August of 2018. These recommendations are being pursued through eight bills to be considered during the 2019 legislative session. They are as follows:

- **Assembly Bill 71:** Makes various changes concerning expenditures related to disasters and emergencies.
- **Senate Bill 15:** Provides for the establishment of incident management assistance teams.
- **Senate Bill 34:** Revises provisions related to emergency management.
- **Senate Bill 35:** Creates the Nevada Resilience Advisory Committee.
- **Senate Bill 66:** Revises provisions relating to emergency management.
- **Senate Bill 67:** Revises provisions governing local emergency management.
- **Senate Bill 68:** Provides for the expedited granting of certain provisional registrations to volunteer providers of health or veterinary services during an emergency declaration.
- **Senate Bill 69:** Revises provisions relating to emergencies and cybersecurity.