



## Meeting Minutes

### Nevada Resilience Advisory Committee

Attendance		DATE	July 25, 2023			
		TIME	1:00 p.m.			
		METHOD	Zoom			
		RECORDER	Sherrean K. Whipple			
Appointed Voting Member Attendance						
Member Name	Present	Member Name	Present	Member Name	Present	
David Fogerson – Chair	X	Bob Dehnhardt	ABS	Matthew Petersen	X	
Billy Samuels – Vice Chair	X	Kelly Echeverria	ABS	Ken Quiner	ABS	
Andy Ancho	X	Andrea Esp	X	Misty Robinson	X	
Jayson Andrus	ABS	Jeanne Freeman	X	Diana Clarkson	X	
Roy Anderson	X	Eric Holt	X	Cary Underwood	X	
Travis Anderson	X	Mary Ann Laffoon	X			
Noah Boyer	X	Chris Lake	X			
Timothy Hill	X	Carolyn Levering	X			
James Chrisley	X	Rachel Marchetti	X			
COL. Brett D. Compston	X	Ryan Miller	ABS			
Joe Colacurcio	X	Aakin Patel	X			
Cassandra Darrough (audio issues)	X	Tennille Pereira	ABS			
Appointed Non-Voting Member Attendance						
Bunny Bishop	X	Melissa Friend	X	Catherine Nielsen	ABS	
Heather Lafferty	X	Selby Marks	ABS			
Legal/Administrative Support Attendance						
Representative		Entity			Present	
Samantha Ladich – Senior Deputy Attorney General		Office of the Nevada Attorney General			X	
Sherrean K. Whipple – Administrative Assistant		Nevada Division of Emergency Management			X	

#### 1. Call to Order and Roll Call

Chair, David Fogerson, State Administrative Agent (SAA) called the meeting to order. Roll call was performed by Sherrean K. Whipple. Quorum was established for the meeting.

**2. Public Comment**

No public comment.

**3. Approval of Minutes**

Chair David Fogerson called for a motion to amend or approve the draft minutes of the April 25, 2023 Nevada Resilience Advisory Committee (NRAC) meeting.

Jeanne Freeman, Carson City Health & Human Services, motioned to approve the minutes.

Andrea Esp, Washoe County Public Health Preparedness, seconded the motion to approve the minutes.

All others were in favor with no opposition. Motion passed.

**4. State Homeland Security Grant Program (SHGP) Process for 2024**

Vice Chair Billy Samuels explained that the last Urban Area Working Group (UAWG) meeting voted on the Urban Area Security Initiative (UASI) funds and that members discussed some of the definitions and confusion that occurred due to these definitions in the past. As such, Vice Chair Samuels indicated that UAWG proposed trying to get some clarifying words, beginning with removing the word "sustained", and noting that everything now will fall under the following categories: maintain, new, or enhanced. Vice Chair Samuels explained that there is minimal difference between sustain and maintain, noting that sustain does mean it's going to be the same amount of money from year to year, versus maintain, which will likely cost more, thus prompting the decision to eliminate the word "sustain." Vice Chair Samuels indicated that UAWG is very clear on the fact that it reports to NRAC, then to Finance, and then to the Governor's office, and as such, understands that nothing is set in stone and open to arbitration and discussion. As such, Vice Chair Samuels explained that this was not an action item, but rather a discussion regarding use of the three proposed terms. Vice Chair Samuels next explained the discussion that took place regarding enhanced projects, noting that there was some discussion regarding in what time period a project meets the criteria for enhanced versus new, and indicated a three-year timeframe. Vice Chair Samuels indicated that the plan is to begin moving forward with these terms in Quarter 1 of next year.

Chair Fogerson reiterated that this is a discussion-only item and that he wished to have robust conversation in today's meeting regarding this agenda item. The Chair noted that DEM/HS staff shared some of the same concerns as were expressed in the UAWG meeting, explaining that today's process began in the middle of COVID and as such, might be ready for a reset. The Chair further noted his concurrence with the suggestion at the UAWG meeting that every project coming forward next year be seen as new, and then go through the ranking process. Chair Fogerson further indicated his belief that Nevada uses one of the most democratic processes in how to distribute this funding.

Jeanne Freeman concurred that three years sounds like a reasonable amount of time and questioned if there was any discussion regarding documentation, evaluation, and reporting of the end result of the project.

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Vice Chair Billy Samuels explained that the state has a fairly good tracking system in terms of projects and the numbers but noted that he would like the state to add a box to their spreadsheet noting whether the project is a one-time or a recurring ask.

Chair Fogerson confirmed that this box can be added at the start of the process.

Noah Boyer noted that there is a lot of turnover in the public safety realm, and as such, a project that one manager can deem a one-time ask can again come back to the table in a future year by a successor. As such, Mr. Boyer suggested the idea of a tracking metric. In addition, Mr. Boyer indicated that he does have projects that need to be maintained not year over year, but rather every five to eight years and noted that the clarification will help when looking at the classification or justification of projects.

Vice Chair Billy Samuels indicated that this was a concern that was raised, and that it was suggested that questions should then be asked regarding why the organization has not begun work on capital to make those purchases recurring.

Chair Fogerson suggested that it might be wise to also look at whether a project is helping just one agency or if it is available for others to use and as such, posited if it is fair to ask one agency if they have budgeted for replacement when it is actually used by multiple agencies and this one is simply the one that houses it.

Vice Chair Billy Samuels indicated that anything purchased with UASI and UAWG funds is a regional asset.

Carey Underwood questioned if clarification will be needed when coming to the UAWG regarding multi-agency efforts, and if that could potentially impact what organizations come to the table and ask for in the future.

Vice Chair Billy Samuels noted that he does not anticipate that projects will change, but rather this would be a time where the Committee can determine those capabilities and decide if they are reasonably responsible or fiscally responsible. Vice Chair Samuels further suggested that next year the Council will have good idea on where those projects are and how they're based, and although he does not anticipate seeing much movement, believes this to be a good, clean start.

Cary Underwood concurred.

Jeanne Freeman expressed concern at the potential of only multi-jurisdictional requests coming in and the single-jurisdiction requests, that are very important in terms of state capabilities, potentially being phased out. As such, Ms. Freeman cautioned the Committee against becoming so restricting that only multi-jurisdictional projects get funded. Ms. Freeman further discussed the idea of getting some sort of buy-in from jurisdictions for replacement or maintenance of projects moving forward.

Chair Fogerson noted his belief that these are issues that would ultimately be addressed in the ranking process, and that these questions would help figure out how high they need to come in the to-do list.

Jeanne Freeman respectfully disagreed with Chair Fogerson, noting her belief that this needs to be something included in the application process so that the Committee can have that information in front of them when it comes time to do the ranking.

Chair Fogerson asked Ms. Freeman how this is done on the public health preparedness side.

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Jeanne Freeman indicated that public health preparedness is currently a mess in terms of determining how funding should be identified, and the conversations are not yielding much with that related to what the criterion should be that are being evaluated. As such, Ms. Freeman suggested that public health preparedness perhaps should not be the model to follow at this point in time.

Noah Boyer discussed how coming in the first years of NRAC to justify projects made him better at fighting for his department's projects, but noted that over the years, knowing that his projects are maintained ones, although the bomb squads try to be fiscally responsible, there is an unspoken understanding that they get a pass because the projects are maintaining. Mr. Boyer discussed the idea of going back to the old model of marathon days of presentations, but noted that despite those marathons, everyone was able to see what the grants were and what they were going to.

Vice Chair Billy Samuels indicated that this was part of the UAWG discussion, and it was for this reason that a maintain project should be for three years in order to build it out. Vice Chair Samuels further indicated that all of the money does not need to be spent immediately, and there is still the ability to receive the funding over the course of the three years as a maintain project, and then come year four, to come before the Committee again as a new project.

Chris Lake indicated that many of the projects do have community buy-in as it is the communities that are playing for the training and the routine maintenance and upkeep, as well as the community volunteers donating their time. Mr. Lake further opined that perhaps the one-time requests should be one time per grant cycle, noting that forever is a very long time, and things change and become obsolete, and it would be unfortunate for a program to become disqualified because of a new need due to these reasons.

Vice Chair Billy Samuels clarified that organizations will still have the opportunity to come back in as a new project; it just may not be one of the maintain projects that will roll over. Vice Chair Samuels added that in terms of cost match or in-kind donations, UAWG, UASI, HSGP, and SHSP don't have that type of match.

Chair Fogerson concurred, noting that on the emergency management side, he does agree with the idea of cost share, but the Homeland Security spending does tend to be multi-agency.

Jeanne Freeman noted that match can come in a lot of different formats and commended southern Nevada for taking this issue on and addressing it.

Chair Fogerson indicated that one of the questions in the grant application perhaps should be how things will be replaced when they have worn out, and how will the funded programs be maintained. On the Division's side, Chair Fogerson indicated the issue of making the grant application a little more readable for people who rank them and suggested perhaps narrowing down the key points that decision makers need to know.

Jeanne Freeman concurred but reminded the Committee that agreement to serving on this Committee comes with the expectation that you are prepared for a meeting regardless of how much material needs to be addressed.

Jon Bakkedahl, DEM/HS, concurred with Chair Fogerson's suggestion of having the comment in the application process that defines the process for sustaining the project being funded. Mr. Bakkedahl further noted that the last several years' rankings can be printed out for the Commission's referral during the ranking process.

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Noah Boyer informed the Committee that EOC in Washoe County requires grant recipients to provide a presentation on where the granted equipment is, how it's been effective, how it is being used, and what the replacement plan is on a five-year basis. Mr. Boyer indicated that this has opened eyes to replacement plans, cost increases, and whether or not projects are worth continuing to fund.

Chair Fogerson concurred with this idea and noted that this is done sometimes, citing the radiation funds with the Emergency Preparedness Working Group.

Mary Ann Laffoon echoed the idea that not all commitments to projects are monetary but can be counted in time volunteered rather than money.

Jared Franco, DEM/HS, suggested having the maintain projects brief out on all of the PCRs and de-obligations for each year of the three-year period, and explain why or how the project has changed compared to the original application.

Chair Fogerson concurred.

Vice Chair Billy Samuels clarified that a maintain project that goes over 10 percent is no longer considered a truly maintain project because the cost has been upped too much and suggested this as a point of discussion at a later meeting.

Chair Fogerson concurred and informed the Committee that he and Vice Chair Samuels do feel that there is enough feedback and information from this group to bring back to the UAWG to begin a path forward that will then come back to NRAC for a vote.

Vice Chair Billy Samuels requested that if presentations do end up being a two-day process, that those dates be provided much sooner than they are currently to ensure that voting members can plan accordingly to attend in person.

Chair Fogerson concurred and suggested a conversation with the secretary of DHS to move the grant process forward fast enough to make that happen.

Cary Underwood concurred and requested a minimum of two months' notice.

## **5. School Safety Plans**

Megan Hall, DEM/HS, explained that DEM/HS is currently in the middle of the 2023 school plan submission and indicated that with the passage of AB43 this year, the deadline for schools to turn in their plans was extended from July 1 to August 15 and added the requirement for school development committees to submit their plans to their board of trustees or governing bodies on or by August 1. Ms. Hall explained that today she will be discussing the 2022 school EOP reviews that were performed as a joint project between DEM/HS and Nevada Department of Education (NDE). Ms. Hall began by discussing concurrence and ranking of all reviewed plans, noting the importance of pulling a statistically reliable number of plans from the submissions received by DEM/HS. Ms. Hall indicated that because it is an unreasonable burden to look at every plan, noting that 234 were received the previous year, 20 percent of each of the submitted plans are studied from the different school types: county; charter; and private. Ms. Hall noted that there is a very clear pattern in the

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rate of concurrence of the plan to the types of schools submitting them. Ms. Hall explained that because of differences in NRS, district and charter schools have three additional questions that private schools do not have to answer. Ms. Hall indicated that overall, concurrence to NRS requirements was 61 percent. Ms. Hall informed the Committee that the first requirement of the development committees is to ensure that all the information that is cited in the model plan and required by law is included in the submission. Ms. Hall explained that NDE is then required to develop a role model plan that the development committees should be able to use in setting up their plans, noting that currently, the role model plan for the state is the readiness and emergency management and schools guide for developing high quality school emergency operations plan, a document and forum comprised of federal bodies, FEMA, the Department of Justice, and all the pertinent federal agencies that touch school safety and school emergency management. Ms. Hall noted that this is considered the federal standard for school emergency operations planning. Ms. Hall explained that the findings were that about 44 percent of submissions had used that role model guide. Ms. Hall further explained that the resources to do this are out there, but the question to look at is how to disseminate those resources further out and provide more of that information to the schools. Ms. Hall next indicated that anything under 50 percent concurrence was projected onto the total populations of the plan and as such, ideals were developed that could determine if the sample is representative of the state's population. Ms. Hall discussed some of the more glaring shortfalls, including addressing the needs of a pupil at a school that has experienced emergency crisis or suicide and the correlation to risk of suicide. Ms. Hall noted that concurrence for this is 44 percent, and is broken down among different groups, including: pupils with disabilities, mental-health issues, and substance-abuse disorders, which amounted to a 29 percent concurrence; pupils who reside in settings other than traditional homes, including foster and homeless children, 9 percent concurrence; students who classify themselves as lesbian, gay, transgender, or questioning, 13 percent concurrence; other groups to be potentially at high risk of suicide, 16 percent concurrence.

Jeanne Freeman thanked Ms. Hall, commending her for the comprehensive nature of it and questioned if the schools that did not have concurrence were provided feedback related to this.

Megan Hall indicated that NDE and DEM/HS are working jointly on this and being that this is the first year and intends to provide feedback to gear training going forward, as well as additional technical support and resources to help schools close their non-concurrent gaps.

Jeanne Freeman noted the importance of vendors touting their services being paid and schools getting what they're supposed to be getting in order to meet the requirements, citing her concern that if the vendors are not providing the requisite concurrence elements, that schools will move further away from concurrence rather than toward it.

Megan Hall concurred and noted that DEM/HS and NDE are aware of some shortcomings in the schools' understandings of the requirements and noted that one of the ways this has been addressed is taking the REMS guide, among others, and making them more state specific.

Andrea Esp discussed the role Washoe County Public Health Preparedness plays in reaching out to schools quarterly and providing them with the model supported by DEM/HS, as well as with a checklist. Ms. Esp asked if it was possible to receive the list of schools by county so as to continue to increase guidance and technical assistance to those schools that need it.

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Megan Hall indicated her support for this idea but noted there is a lot of confidentiality around school emergency operations plans and the contents, and as such, the data presented today is de-identified. Ms. Hall explained, however, that it would be possible to pull the data by county and provide the concurrence rates for the county, as well as the shortcomings and strengths.

Andrea Esp indicated that Public Health Preparedness (PHP) does not get a lot of schools that accept PHP's participation in their reviews, and further indicated her hope that the message could be pushed out statewide that PHP can be a resource in the process to encourage community participation.

Megan Hall concurred.

Noah Boyer suggested that all emergency departments come together to work on this process.

Andrea Esp indicated her willingness to collaborate to increase participation.

Chair Fogerson indicated that per NRS, the school district should be meeting with its local emergency manager, sheriff, public health, and fire department prior to submitting the plan to DEM/HS and NDE.

Misty Robinson indicated her belief that there may be some confusion among charter and private schools and perhaps more understanding and training is needed.

Megan Hall explained that although there are different chapters for district and charter schools than for private school, expectations of the development committees very much mirror each other, with perhaps a slight difference in SROs.

Andrea Esp explained that Washoe has a template email that is sent out to all the schools outlining why PHP should be included, and indicated her willingness to share that email template with anyone else who would like it.

Chair Fogerson concurred that it is important to hit the schools on all levels, noting that DEM/HS sends an annual letter reminding them of these requirements, as well.

## **6. Grant Status Reports**

Jared Franco, DEM/HS, informed the Committee that the grant status reports for HSGP, years 2019 through 2022, are included in the meeting materials, and discusses the bio of each grant as well as the money side, and the Quarterly Financial Report (QFR). Mr. France reported that the 2019 grant closes this year in September, and that all de-obligated funds have been reallocated to the UASI district to hopefully be spent down and reported on by next month.

Vice Chair Billy Samuels pointed out a typo on page 2, where corner should be changed to coroner.



**7. DEM/HS FEMA Audit Results for the Federal Fiscal Year (FFY) 2022 and 2023**

Jared Franco, DEM/HS, indicated that DEM/HS has not participated in any audits since the last few NRAC meetings, and noted that the GFO Executive Branch audit was put on hold and DEM/HS is awaiting word on when it will start up again.

**8. Cyber Security Task Force (CSTF)**

Tim Robb, Governor Liaison, Chair of CSTF, informed the Committee that CSTF has received 12 different projects through its cyber security grant project and all 12 have been funded, with a remaining balance of approximately \$300,000. Mr. Robb indicated that in the upcoming meeting, the extra \$300,000 will be allocated. Mr. Robb further indicated that CSTF is still working through its cyber security plan, has received some feedback from DHS regarding the plan, and the DEM/HS team is working to ensure that all pieces are in place and that the plan is consistent with what is needed to move forward. Mr. Robb informed the Committee that the next meeting is scheduled for Monday, July 31 at 11 a.m., and information regarding that meeting will be posted on DEM/HS's meeting page later this week.

**9. After Action Reports (AAR)**

Rodney Wright, DEM/HS, indicated that DEM/HS has had flight activation since the first of the year, which has made keeping up on after-action reports challenging. Mr. Wright further indicated that he will be looking to NRAC for feedback as to what they would like to see. Mr. Wright explained that he has formatted this report by separating out real-world events and tabletops and exercise incidents that DEM/HS has gone through since late last year into this year. Mr. Wright indicated that real-world events this year began with the 2022 New Year's Eve Atmospheric River Incident, followed by the Kinder Morgan Pipeline disruption, Atmospheric River Storms 1 and 2, and then Spring Thaw. Mr. Wright next indicated that all of the exercise and workshop AARs have also been listed, including improvement plans for the regional THIRA and IDPW workshops. Mr. Wright next discussed the assistance DEM/HS provided to the Secretary of State's Office with an election integrity and security tabletop. Mr. Wright indicated that DEM/HS has not yet had the ability to go through all of the improvement plans for the Silver State Blackout Table exercise that was held in April of this past year but did provide after-actions from the Governor's Office of Energy security plan tabletop held in February, as well as for the continuity of operations tabletop exercise held by the operations center at DEM/HS. Mr. Wright indicated that organizational responsibilities, however, have not been signed on that exercise as they just came to DEM/HS relatively recently. Mr. Wright further indicated that there are still some other after actions that are in process and will be submitted at a future NRAC meeting for the Committee's review.

Chair Fogerson reminded the members that there was discussion at an NRAC meeting approximately three meetings prior about wanting to daylight the after-action reports and improvement plans, as well as have that conversation with the community, partners, and enterprise regarding how things can be done better.

Jeanne Freeman suggested leaving the assigned point of contact on the documents as a position rather than a name.



Rodney Wright thanked Ms. Freeman for the comment and assured the Committee that he will return to his group with this feedback for discussion.

Jeanne Freeman asked for a follow-up email regarding the decision made so that she can be consistent with how her department handles things, as well.

## **10. Wicked Problems Discussion**

Chair David Fogerson explained that he and Carolyn Levering, City of Las Vegas Emergency Manager, would discuss the Vanguard Program with a focus on wicked problems in emergency management, including: funding of emergency management; successorship of positions; improving Nevada's resilience; school safety. The Chair explained that he and Ms. Levering will seek ideas from NRAC on how these wicked problems can be best addressed in Nevada.

Carolyn Levering explained that when it comes to planning and policy issues, a wicked problem is considered a problem that is either difficult or impossible to solve due to incomplete, contradictory information and changing requirements that sometimes are difficult to recognize. Ms. Levering informed the Committee that the Vanguard Program is a relatively new installment, the brainchild of Emergency Management Institute Superintendent, Dr. Jeffrey Stern. Ms. Levering indicated that the program is staffed and supported by the McChrystal Group, which conducts a variety of programming, including issues like forming of teams and crisis leadership. Ms. Levering discussed the issues identified by her cohort, including the mission creep of emergency management, on which the cohort did a deeper dive. Ms. Levering explained that at the local, state, and federal level, things are being asked of emergency managers that have never been asked for before, including things like: the COVID-19 pandemic; immigration and EPA issues. Ms. Levering discussed the fact that emergency management sometimes veers out of its own lane because it is designed to help and to provide solutions. Ms. Levering next discussed the concern about political interference in emergency manager, noting that this is a concern at the local, state, and federal levels. Ms. Levering indicated that there was discussion within her cohort of how to manage expectations and those political interferences in such a way that emergency management can remain in its own lane, still help provide solutions, but also leave the responsibility on the agencies that are intended to be responsible for those things. Ms. Levering next discussed statutory authority of emergency management, noting that how emergency management at the national federal level can regain some footing has been a topic of discussion ever since the Department of Homeland Security was formed and FEMA was stripped of cabinet-level access at the federal level. Ms. Levering noted that diversity, equity, and inclusion was also a topic of conversation, not only in terms of servicing communities, service delivery, and disaster-equity issues, but also in terms of emergency management as a profession and its slowness to include other populations outside of what has been cast as the norm. Ms. Levering discussed the conversations about going all the way back down to basic levels of education recruitment and engagement of people into the profession, mentorship, and those sorts of activities. Ms. Levering indicated that her participation in this cohort allowed her access to people with whom she would not normally interact, which she found renewing and re-energizing. As such, Ms. Levering recommended the program highly to anyone who has the opportunity to participate in it.

Chair Fogerson discussed his cohort at the Vanguard program, and how he went to San Francisco for a day to talk to the mayor and the San Francisco Emergency Manager about how San Francisco Emergency Management now has a Division of Homeless Services that mirror the health department's Department of Homeless Services but was reallocated to emergency management by the mayor because it was determined that this would be a better solution. Chair Fogerson explained that he spent a day at Apple talking about AI and met with Craig

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Fugate and Brock Long to discuss their past and future. Chair Fogerson quoted Craig Fugate, who said, "Emergency Management exists to solve a problem when there's no organization chart to solve a problem, and our goal is to put it back into the normal day-to-day organization chart and get out of it." Chair Fogerson discussed how this clicked for him as when things get bad, emergency management comes in to help, but then tries to return the problem to its original owner to reduce mission creep. Chair Fogerson discussed the three main projects in his cohort, including: people knowing who they are; marketing; and advancing mid-level managers. Chair Fogerson indicated that there is very good training for entry-level folks, education versus training discussions, but the focus is on how to get that mid-level manager to be able to become a higher up in the organization and make sure that there's a diversity, equity, and inclusion component of that. Chair Fogerson echoed Ms. Levering's assertion of having been able to meet with people that he would otherwise not have been able to meet, including having a beer with General McChrystal at this house. Chair Fogerson also encouraged anyone that has the opportunity to do so to attend Vanguard, and discussed how this spurred his own thinking about how to have these conversations here within Nevada and how to bring in those level folks and have the discussions to start solving some of these problems that need to be addressed, citing the examples of resilience and school safety. Chair Fogerson next talked about the Nevada Preparedness Summit, noting that DEM/HS brought in Naval Postgraduate School to discuss the future of emergency management. The Chair did note that many of the scenarios built for the class have already almost occurred, including election upheaval and divide of the country. As such, Chair Fogerson indicated that he would like to have a discussion about how to fix these problems, how to get the right people in the rooms to discuss these problems, and how the state can further these discussions.

Jeanne Freeman commended that emergency management sounds as though it has a bit of an identity crisis and noted that public health has had an identity crisis for close to 100 years and requested that public health be provided with the same model used by emergency management.

Chair Fogerson indicated his desire to continue the conversation of how to bring in people to do these things at the Nevada Preparedness Summit at a future meeting.

## **11. Public Comment**

Chair, David Fogerson opened the second period of public comment for discussion.

Vice Chair Billy Samuels thanked Jon Bakkedahl for his service to DEM/HS and NRAC and congratulated him on his new position, noting his appreciation for Mr. Bakkedahl's friendship, leadership, and guidance.

Chair Fogerson indicated that Jon Bakkedahl is leaving DEM/HS and moving on to Carson City as the Carson City Emergency Manager. The Chair thanked Mr. Bakkedahl for his friendship, his dedication to the state, and his dedication to the emergency management profession.

There was no additional public comment.

## **12. Adjournment**

Chair David Fogerson called for a motion to adjourn.

Col. Brett Compston, Nevada National Guard, motioned for adjournment.

Vice-Chair Billy Samuels seconded the motion.

All were in favor with no opposition. Motion passed unanimously.

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