



NEVADA  
HEALTH  
RESPONSE

# NEVADA UNITED ROADMAP TO RECOVERY

Governor Sisolak  
April 30, 2020



## A Message From Governor Steve Sisolak

To my fellow Nevadans,

Nevada United: Roadmap to Recovery is designed to build a path forward and safely restart Nevada's economy. As the Governor of this great State, a former locally elected official, and most importantly, as a father and husband, I share our collective goal of seeing our communities get back to business. We have taken great steps together as a state to keep Nevadans safe against COVID-19, and while we continue to do that, we must now chart a responsible path forward that will get Nevadans back to work under a "new normal."

This roadmap outlines a coordinated, state-specific plan to address the COVID-19 public health and economic crisis. The core guiding principle is that our efforts should be "Federally supported, state managed, and locally executed." I am confident that if leaders and stakeholders throughout Nevada work together to accomplish our shared goals, anything is possible, even in the most trying of times. We will do this as quickly and safely as we possibly can, with a gradual, phased-in approach.

In addition to working with Nevada's local leaders, we are also collaborating with governors from across the United States, both through the National Governor's Association – which issued a Roadmap to Recovery: A Public Health Guide for Governors this month – and more locally with other states in our region through the Western States Pact, including California, Oregon, Washington and Colorado. The leadership and collaboration among governors will continue to provide a venue for sharing best practices and solid approaches to suppressing this virus and restarting our economic and public lives.

From the start, we have been making decisions based on the advice of the experts in the state of Nevada. That will continue, and many of these Nevadans provided their expertise to this roadmap. I am eager to continue that collaboration among our federal, state, and local partners as we navigate the pathway to recovery together.

I am immensely proud and grateful to all those in the Silver State who are practicing aggressive social distancing and continuing to Stay Home for Nevada. I know if we continue these practices and ramp up our case-based intervention efforts at the state and local levels, we will be able to begin this roadmap to recovery and enter Phase 1: our Battle Born Beginning.

When I became your Governor, I promised to put Nevada's families first. It breaks my heart to see Nevada families suffering because of COVID-19. But this roadmap helps put the State, and our families, back on track.

I've taken immense pride throughout this crisis whenever I see Nevadans helping Nevadans, and you should too. It's our resiliency and spirit that makes us great. We are Battle Born, and right now we are being tested in this battle against COVID-19. Together, we will be Nevada United and Battle Proven.

Governor Steve Sisolak



## I. Introduction

As a result of the Silver State's commitment to stopping the spread of COVID-19 by staying home for Nevada, we are ready to begin the process of transitioning to the recovery phase of our efforts, and ultimately to the resiliency phase of our COVID-19 response. Resilience allows for the community to develop a collaborative approach to unify efforts toward collective goals. Through a unified vision and efforts, the Silver State can rebuild our communities back stronger than they were before. Nevada has a proven record of resiliency in the face of unimaginable challenges, strengthened by the one-of-a-kind Battle Born spirit that makes our state unique.

The reality is this: no elected official, business, government entity, or individual Nevadan can accomplish this task alone. All of us have a role to play when it comes to ensuring the Silver State recovers and comes back stronger than ever, but it will require common sense and personal responsibility.

### Vision

Nevada: Prepared, Fortified and Resilient

### Mission

The mission of the Nevada recovery and resilience effort is to create a framework to prepare the state, fortify the economy, and promote healing statewide.

### Statewide goals

The Nevada Roadmap to Recovery Plan establishes overarching strategic goals to address immediate and ongoing recovery and resiliency needs of individuals, businesses, agencies, and organizations who have been affected by COVID-19. These goals are intended to provide broad direction for elected and appointed officials, state and local agencies, task forces, committees, or individuals who may be assigned to help achieve the goals and objectives laid out in this plan.

- **Goal 1:** Reduce transmission of novel coronavirus 2019 (COVID-19) through aggressive and coordinated public health strategies.
- **Goal 2:** Using a gradual and tiered approach, safely return Nevada's economy and society to a "new normal" – yet prepared – condition.
- **Goal 3:** Fully prepare and make resilient the healthcare infrastructure to respond to the health consequences of the COVID-19 pandemic.
- **Goal 4:** Champion resilient policies that inspire generational confidence and grow Nevada's diverse labor force and overall economic success.
- **Goal 5:** Turn our unprecedented challenges into a rare opportunity to transform Nevada's approach to governance, public health, education, and economic diversification.

### Guiding Principles To Drive Decision Making

Certain basic principles will guide Nevada's decision making going forward:

- Nevada's response and recovery should be federally supported, state managed, locally executed.
- Ensure planning and response efforts encompass access for all at-risk populations, including older individuals, lower income Nevadans, racial and ethnic minorities, veterans, and tribal communities.



- The State’s management of the recovery and reopening process must remain flexible at all times, with ongoing monitoring of local and statewide data reporting and analysis. The State must maintain the ability to track warning signs in order to prevent an avoidable spread of the virus through intervention.
- Establish sustainable, statewide social distancing policies for each phase, including Nevada’s “new normal.”
- The timeline for a strong recovery will be determined by the virus and the behaviors of Nevadans. The reopening of the State will happen the same way the State was closed down – in phases and following the guidance of the Centers for Disease Control (CDC) and medical experts.

## II. Where We’ve Been

In late January 2020, the World Health Organization (WHO) declared a global health emergency with the rapid and deadly spread of a new novel coronavirus, [COVID-19](#), and on March 11, [announced](#) a pandemic. COVID-19 continues to spread throughout the United States and countries around the world as the [number of total cases and deaths](#) increase on a daily basis. In the United States, Governors issued emergency declarations as cases of COVID-19 developed within their own states, and on March 13, the President of the United States [declared a nationwide emergency](#) pursuant to the Stafford Act.

### COVID-19 in Nevada

In January of 2020, the Sisolak Administration began monitoring information related to the spread of the COVID-19 virus and its potential effect on Nevada and Nevadans. Over the days and weeks that followed, the Administration took steps to safeguard the health and safety of Nevadans, and also to respond in a way that was informed by experts. As new information emerged regarding the presence of COVID-19 in Nevada, the Administration continually refined and refocused its response efforts.

The first potential COVID-19 case was identified in Clark County, Nevada on January 29, the same day the Southern Nevada Health District tested the individual for the virus. Although the individual tested negative, the Administration continued to monitor increased concerns in the region and nation. On March 5, Clark County announced results indicating Nevada’s first presumptive positive COVID-19 case, and on the same day Washoe County identified its first presumptive case as well.

Between January 29 and March 5, state, local, and tribal governments remained proactive to ensure that Nevadans remained safe, healthy, and informed. Local health districts and related agencies provided regular updates to the public; Governor Sisolak addressed public concerns on a number of occasions; and public and private systems across the state increased preparedness levels in anticipation of the virus.

During this period, the Administration also enacted early formal measures to protect the state. On February 13, workplace safety agencies under the Nevada Department of Business and Industry urged Nevada businesses to conduct risk assessments and take steps to protect their workers from the virus. On March 5, Governor Sisolak adopted emergency regulations to protect Nevadans from increased medical costs during the pandemic as well. Throughout this initial period, the Administration remained focused on analyzing the best information available in order to make decisions and inform the public and continued to do so as cases began to increase throughout the state.



## Governor Sisolak Issues a Declaration of Emergency

On March 12, Governor Sisolak declared an emergency concerning COVID-19. The emergency declaration directed all state agencies to supplement the efforts of all impacted and threatened counties to save lives, protect property, and protect the health and safety of persons in this state. As a result of this declaration, the State Emergency Operations Center was activated, an emergency team was established to coordinate the state's response, and other activities commenced.

## Nevada's Major Disaster Declaration

On March 31, Governor Sisolak submitted a major disaster declaration request to the Federal Emergency Management Agency (FEMA). On April 4, President Trump [approved](#) the request declaring a major disaster in the State of Nevada and ordered Federal assistance to supplement State, local, and tribal recovery efforts in the areas affected by COVID-19. For the first time in our Nation's history, every State and territory has a presidential disaster declaration at the same time.

Following the March 12 Declaration of Emergency, Governor Sisolak initiated a coordinated state response effort. These efforts combined a series of directives enforcing social distancing with organizational changes streamlining Nevada's efforts to protect the health and safety of Nevada. These measures included the following:

- **March 14** – Governor Sisolak established the Medical Advisory Team (MAT) to advise him with expert medical recommendations on policy issues related to Nevada's response.
- **March 15** – Governor Sisolak announced the closure of K-12 schools across Nevada while maintaining the meal service for students who rely on free and reduced food and meal programs (Declaration of Emergency 001).
- **March 15** – Governor Sisolak issued an emergency regulation to expand the authorization of paid administrative leave for state employees in a state of emergency.
- **March 15** – Governor Sisolak directed the executive branch agency leadership to close state offices to the public – as soon as possible – and transition as much of the work as possible to online and over-the-phone services.
- **March 16** – the Nevada Department of Agriculture (NDA) announced the implementation of the first of a two-tier strategy to address students' need for the National School Lunch Program and school Breakfast Program by using drive-thru services where possible.
- **March 17** – Governor Sisolak announced the Stay Home for Nevada risk mitigation initiatives.
- **March 18** – Governor Sisolak signed Emergency Directive 002, which provided for the closure of casinos and gaming establishments within Nevada.
- **March 18** – Governor Sisolak waived the unemployment insurance work search requirement and the unemployment insurance 7-day wait period.
- **March 20** – Governor Sisolak announced a Stay at Home directive for Nevadans and closure of non-essential business to protect Nevadans and encourage them to stay home and help flatten the curve (Emergency Directive 003).



- **March 20** – Governor Sisolak and the Nevada Department of Motor Vehicles issued an automatic 90-day extension for expiring driver’s licenses, vehicle registrations, and other DMV documents (Emergency Directive 004).
- **March 20** – Governor Sisolak issued a directive extending school closures and providing for distance learning (Emergency Directive 005).
- **March 22** – Governor Sisolak established the COVID-19 Response, Relief, and Recovery Private Sector Task Force in order to facilitate a public/private partnership.
- **March 22** – Governor Sisolak signed Emergency Directive 006, which waived the public meeting location requirement for public meetings in Nevada.
- **March 24** – Governor Sisolak signed Emergency Directive 007, which limited gatherings to fewer than 10 people and closed state recreation areas.
- **March 29** – Governor Sisolak signed an emergency directive placing a moratorium on evictions in the State of Nevada (Emergency Directive 008).
- **March 31** – Governor Sisolak issued a travel advisory for the State of Nevada, urging visitors or returning Nevadans to self-quarantine and monitor their health for 14 days after arriving or returning to Nevada.
- **April 1** – Governor Sisolak extended the closure of non-essential businesses, gaming properties, and schools (Emergency Directive 010).
- **April 1** – Governor Sisolak signed the Battle Born Medical Corps emergency directive that waived certain licensing requirements to allow Nevada to quickly bring additional health care workers into our hospitals, and allow certain doctors, nurses, EMTs, and even medical students to go to work right away (Emergency Directive 011).
- **April 1** – Governor Sisolak signed Emergency Directive 12, which activated the Nevada National Guard in support of Nevada’s response to the pandemic.
- **April 2** – Governor Sisolak issued revised Emergency Directive 009, which extended deadlines related to legal proceedings, permits, and licenses.
- **April 3** – Governor Sisolak and the Medical Advisory Team issued statewide guidance on Improvised Face Coverings for the public.
- **April 8** – Governor Sisolak announced Emergency Directive 013, which expanded earlier social distancing emergency directives by closing retail showrooms and prohibiting certain leisure activities.
- **April 10** – The State activated the Nevada Disaster Recovery Framework.
- **April 14** – Governor Sisolak signed Emergency Directive 014, which extended the school closure through April 30 and addressed graduation requirements and distance learning opportunities for Nevada students during the declared emergency.
- **April 21** – Governor Sisolak announced the criteria and framework for Nevada’s state-specific reopening plan.
- **April 27** – Governor Sisolak announced that Nevada would be joining the Western States Pact.



# NEVADA UNITED

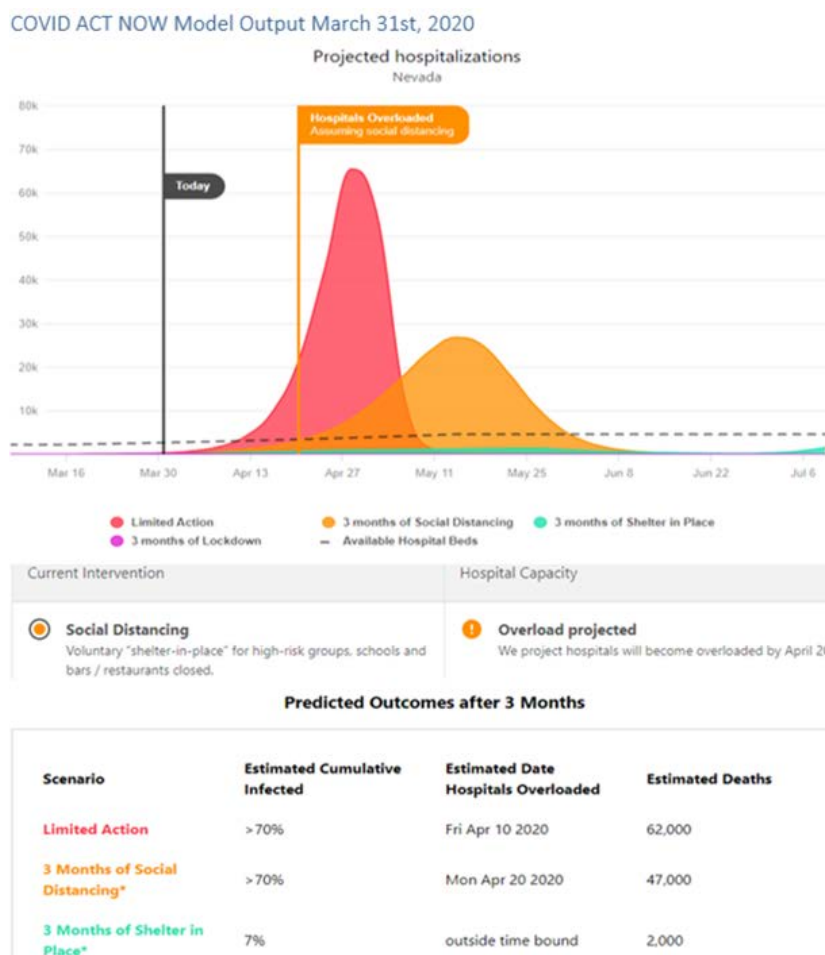
## Roadmap to Recovery

- **April 29** – Governor Sisolak signed Directive 015, confirming his previous announcement that school building closures and emergency programs of distance education would continue through the end of the 2019-20 academic year.
- **April 29** – Governor Sisolak issued Directive 016, extending earlier the Stay at Home measures until May 15 and relaxing certain restrictions on retail, faith activities, and leisure activities.

### III. Where We Are: Current Public Health Situation in Nevada

There is no cure and no vaccine for COVID-19 at this time. Around the world, in the United States, and in Nevada, the only reason the number of confirmed cases and deaths is not significantly higher is the implementation of strong [social distancing practices](#), as recommended by the CDC.

Had the State of Nevada not put these control measures in place, the prevalence of COVID-19 would have been much greater, and we would have seen significantly more COVID-19 related fatalities. Nevada data, from the first diagnosis on March 5, 2020 through early April, suggested that Nevada was in the exponential growth phase of the pandemic. During this phase, it is extremely difficult to estimate the exact time and size of the “peak.” Models early on were predicting high peaks related to hospitalizations, an overloading of our healthcare system, and death tolls potentially in the tens of thousands (see details from the COVID ACT NOW Model below).

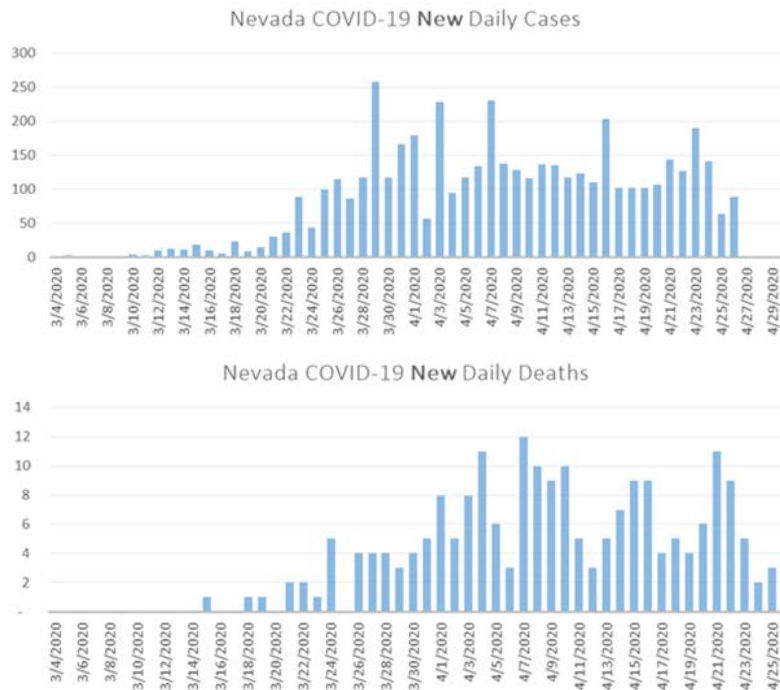


# NEVADA UNITED

## Roadmap to Recovery

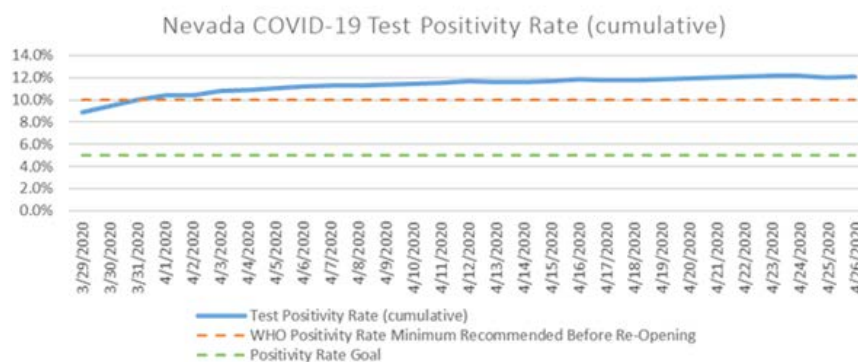


Based on these potentially dire outcomes, Nevada implemented control measures that have successfully impacted the trajectory of COVID-19 in Nevada. As of late April, there is a high likelihood that Nevada has reached a peak in the number of daily new cases, with some models citing a probability of over 80%.



While we see positive indications that Nevada has successfully “flattened the curve,” ongoing monitoring of new cases, as well as hospitalizations, deaths, and positivity rates are essential to ensure that Nevada can adequately respond to any changes in the trajectory of the virus.

The cumulative proportion of people testing positive (also referred to as the test positivity rate) in Nevada has also approached a plateau in recent weeks, at 12.1% on April 27. The World Health Organization (WHO) recommends no more than a 10% positivity rate before reopening. Other countries who have more robust testing, such as Germany and South Korea, have achieved positivity rates ranging from 3-7%. Achieving lower positivity rates will require an expanded testing protocol, which we hope to achieve in the coming weeks.







As Nevada moves forward, increased testing is critical to understanding the current magnitude of illness associated with COVID-19. It is expected that increased testing will also result in increased positive cases. The increase in positive cases will result in an increased need for disease investigation and contact tracing.

## IV. Nevada United: Roadmap to Recovery

### *Federally Supported, State Managed, Locally Executed*

Since the Governor issued the Emergency Order on March 12, 2020, Nevada has been in response mode, driven by the desire to slow the transmission of COVID-19 and reduce its impact on the health and lives of Nevadans and minimize the impact on our state's hospitals and public health system. During this time, strict social distancing measures were gradually implemented to create an environment in which Nevadans are staying home. These measures include closures of schools, non-essential businesses, and public open spaces. Essential businesses are open to ensure that Nevada's critical infrastructure continues to operate and for Nevadans have access to food, essentials, and medical care.

Nevadans took this situation seriously and stayed home to protect their health, the health of those they care about, and the health of their communities, despite the personal and financial toll on many. As a result, our state is in a position to start planning for the next phase of this public health crisis: one in which businesses may gradually reopen with restrictions and people may return to work under strict social distancing measures. Prolonged business closure is not sustainable. However, Nevada cannot throw away the long weeks of personal and financial sacrifice by abruptly reopening businesses and public life without protective measures in place. To do so risks the unthinkable: shutting down our state again in response to a new wave of cases, which has happened in other countries around the world.

The road ahead will be challenging and will require innovative approaches and the flexibility to adjust based on the latest information and science. In order to accomplish this goal, Nevada's Roadmap to Recovery follows the guideposts of being ***federally supported, state managed, and locally executed***.

### A. Federally Supported

From the beginning, the State of Nevada understood that the ability of the federal government to provide assistance to states financially and with needed resources would be critical to protecting the health and welfare of our residents. While federal shipments from the Strategic National Stockpile to Nevada were appreciated and very much needed, they unfortunately did not come close to fulfilling the overall need for our state or other states throughout the country. Nevada continues to work closely with federal agencies to have a multi-tiered approach to our response efforts.

The State has numerous federal employees embedded in our State Emergency Operations Center (SEOC). Representatives include members from the Federal Emergency Management Agency (FEMA), the US Army Corps of Engineers (USACE), the US Public Health Service (USPHS), the National Guard, and the Department of Defense. Additionally, on April 7, President Trump directed FEMA to fund 100% of the emergency assistance activities provided by Nevada National Guard personnel in Title 32 duty status, per Governor Sisolak's request.

When it comes to the financial impact of this public health crisis, Nevada also recognizes that we need the financial assistance of the federal government now and into the foreseeable future.



To aid in states' relief efforts, Congress and the president passed the Coronavirus Aid, Relief and Economic Security Act (CARES Act). This unprecedented federal stimulus provides \$2.2 trillion in assistance to America's healthcare system, small businesses, individuals and families, and large institutions. Among the most important components of the CARES Act to Nevada are the following:

- **State Coronavirus Relief Fund:** The State of Nevada has received \$836 million directly from the Treasury as provided for in the CARES Act. Per federal direction, the remainder of Nevada's allocation of \$1.25 billion was distributed to Clark County (\$295 million) and the City of Las Vegas (\$119 million). This CARES Act money can only be used for unforeseen expenses incurred after March 1 "due to the public health emergency with respect to Coronavirus Disease 2019 (COVID-19)," and it will be spent consistent with Nevada's recovery and re-opening plans.
- **Paycheck Protection Program:** This program provides cash-flow assistance through 100% federally guaranteed loans to eligible employers who maintain their payroll during the COVID-19 emergency. According to the Small Business Administration (SBA), this program will benefit tens of thousands of Nevada businesses (and their employees) and to date has brought over \$2 billion in cash assistance to Nevada employers with more to come.
- **Unemployment Insurance:** The CARES Act makes more laid-off and furloughed workers (including those new to the job market) eligible for Unemployment Insurance and they will see an additional \$600 per week to match the average paycheck for up to 4 months of benefits.
  - The Pandemic Unemployment Assistance (PUA) program will provide unemployment benefits for those who are self-employed, independent contractors, and gig economy workers.
  - The Federal Pandemic Unemployment Compensation (FPUC) program will provide unemployment benefits of an additional \$600 per week to existing eligible unemployment claimants.
  - The Pandemic Emergency Unemployment Compensation (PEUC) program will allow up to 13 weeks of additional unemployment benefits for eligible beneficiaries who have exhausted their payments under Nevada's regular unemployment program.
- **Direct Financial Help for Workers and Families:** Provides every American earning less than \$75,000 a payment of \$1,200 plus \$500 for each dependent. Americans earning more will receive a phased-down amount. As of April 27, the Governor's Finance Office (GFO) estimates that Nevada will receive an approximate total of \$2.7 billion in direct payments from the federal government from this program.
- **Support for Patients and Health Care Workers:** Ensures COVID-19 diagnostic tests are covered free of charge (regardless of insurance), expands telehealth for COVID-19 related services, and provides billions of dollars in additional funding for personal protective equipment (PPE) and medical supplies.

It is anticipated that additional federal assistance will be forthcoming via supplement(s) to the CARES Act in the coming months. Nevada thanks its federal delegation – Senator Cortez Masto, Senator Rosen, Congresswoman Titus, Congressman Amodei, Congresswoman Lee, and Congressman Horsford – for their efforts to ensure that Nevada's needs are considered as future state and local COVID-19 federal relief is debated in Congress



## B. State Managed – Immediate Response and Future Phases

Since the beginning of the State of Emergency activated to direct Nevada’s response to the evolving COVID-19 crisis, Nevada’s state agencies, including the Nevada Department of Health and Human Services, the Division of Emergency Management and the Nevada National Guard, have been working to provide the structure, leadership, and supplies needed to protect the health of Nevadans, in coordination with local public health authorities. This includes working closely with our Congressional leadership and federal partners at FEMA and U.S. Health and Human Services (HHS), along with the private sector, to acquire the scarce testing supplies, PPE, and other public health assistance needed before Nevada can move into the next phase.

The State will continue to work closely with the federal government, partners in the Western States Pact, the private sector, and local partners to build the public health infrastructure needed to move forward and meet the criteria established to move Nevada into the next phase for economic recovery.

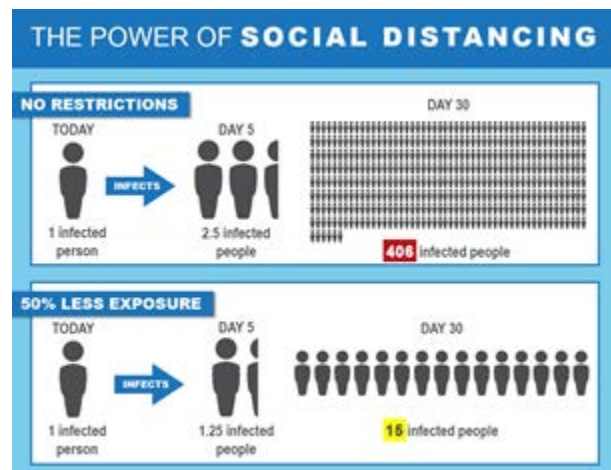
### Statewide Social Distancing Measures – Critical Strategy During the COVID-19 Crisis

*“In the absence of treatments and vaccines proven to be safe and effective, nations around the world have turned to social distancing to avoid a spike in serious illnesses and deaths that could overwhelm the healthcare system. In the United States, the federal government, states, territorial and local governments have done the same. Fortunately, there is evidence that social distancing is effective at blunting the full force of COVID-19, saving lives and sparing the healthcare system from worst case scenarios.”*

- National Governor’s Association, [Roadmap to Recovery](#)

In Nevada, the statewide social distancing measures set forth below were implemented through directives and state-issued guidelines in the weeks following the Governor issuing the Emergency Order on March 12. Collectively, these strict guidelines represent the social distancing measures that Nevadans followed to effectively reduced the transmission of COVID-19 throughout our state.

Without the willingness of individuals in Nevada to accept personal responsibility and follow the social distancing measures, the number of cases and deaths in Nevada would have been much higher in March and April. As the state and counties gradually open businesses and public life, and people who have been sheltering for weeks increase their interaction, it is absolutely essential for Nevadans to continue to follow the social distancing measures. Again, the virus remains among us, and people infected with the virus will spread it to others when strong social distancing measures are not in use.



### Foundational Statewide Social Distancing Measures

The current Nevada statewide social distancing measures for COVID-19 are expected to continue into Phase 1 and will be subject to review as the State transitions into future phases. These measures include the following:



- **For communities and individuals:**
  - If you must go out, wear a face covering.
  - Stay home as much as possible and avoid unnecessary social interactions.
  - Stay within county of residence or employment as much as possible.
  - Create more physical space between yourself and others.
  - Keep at least six feet between yourself and others, whenever possible.
  - Work from home, if possible.
  - Avoid all nonessential travel.
  - Avoid all nonessential social interactions.
- **No gatherings of 10 or more people.**
- **Vulnerable populations (including older residents and those with underlying immunocompromising conditions):**
  - Should remain home until the outbreak has subsided.
- **Travel advisories remain in place, including:**
  - Travelers are urged to self-quarantine and monitor their health for 14 days or the duration of their stay in Nevada, whichever is shorter. Travelers and returning Nevadans should not visit any public place or come into contact with those who are not members of their household unit.
  - Nevadans should avoid non-essential travel during this time period, especially to places where the CDC has issued travel advisories. For Nevada residents who live in communities that border other states, practice aggressive social distancing if you must cross state lines for essential daily matters.
  - This advisory does not apply to healthcare, public health, public safety, transportation, and food supply essential employees.
- **Employers/Businesses:**
  - Encourage telework whenever possible and feasible with business operations.
  - If possible, return to work in phases.
  - Close common areas where personnel are likely to congregate and interact, or enforce strict social distancing protocols.
  - Minimize non-essential travel and adhere to CDC guidelines regarding isolation following travel.
  - Strongly consider special accommodations for personnel who are members of a vulnerable population.



## Building the Public Health Infrastructure

As identified in the National Governor's Association's [Roadmap to Recovery](#), the following actions are necessary to build the public health infrastructure necessary for recovery:

- Expand testing capacity and make testing broadly available.
- Strengthen public health surveillance to understand the spread of the disease and rapidly detect outbreaks.
- Dramatically scale capacity for isolation, contact tracing, and quarantine.
- Ensure the healthcare system can respond to potential surges.
- Protect essential workers and at-risk populations.

As Nevada looks toward recovery, the strength and capacity of its public health infrastructure will determine its success. These actions guide the criteria established for reopening and the next steps.

## Statewide Criteria for Moving to Phase 1

For Nevada to successfully and gradually transition from the current response phase to Phase 1, the statewide criteria listed below and laid out by the Governor on April 21, 2020, must be met. Once the outbreak has sufficiently declined, the goal is to progressively move to more relaxed levels of social distancing that will allow people to gradually return to their normal lives while continuing to prevent the spread of disease using these guiding criteria, which are constantly monitored by the State throughout the COVID-19 crisis.

The statewide reopening criteria must be met before Nevada can begin reopening businesses and public life. These statewide criteria are based on the guidance of medical experts and are consistent with the federal criteria issued by the [White House Task Force](#) with the guidance of the CDC.

### Criteria 1: Downward Trending Data

*Consistent and sustainable downward trajectory of COVID-19 cases and decrease in the trend of COVID-19 hospitalizations over a 14-day period. This will be measured by:*

- Decline in percentage of people testing positive.
- Decrease in the trend of COVID-19 hospitalizations.

In a public health crisis, the road to recovery must be driven by decisions based on accurate data and reporting. The State is actively monitoring statewide COVID-19 data reporting for progress toward meeting reopening criteria and will continue require robust reporting from public health authorities and counties throughout Nevada moving progressively through each phase.

### Criteria 2: Strengthen Healthcare Infrastructure

*Ability to maintain hospital capacity without Crisis Standards of Care*

According to the National Governor's Association's [Roadmap to Recovery](#), in order to "prepare for the gradual reopening of the economy, states must ensure that their healthcare systems are out of crisis mode and able to handle potential new surges in patients, along with non-COVID-19 related services." In order to achieve this, the [White House Task Force](#) recommends that state healthcare system capacity should have the "[a]bility to quickly and independently supply sufficient Personal Protective Equipment

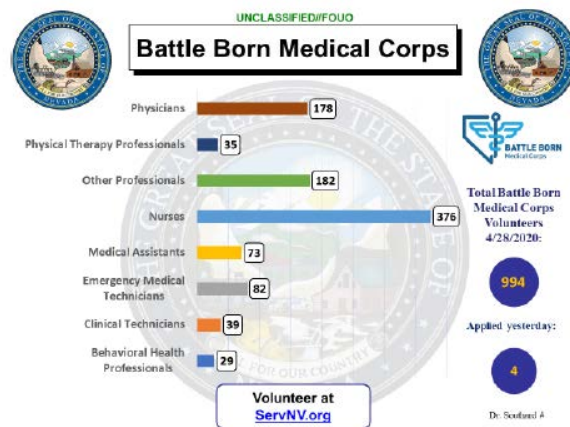


and critical medical equipment to handle the dramatic surge in need” and have the “[a]bility to surge ICU capacity.”

For healthcare and public health systems to respond adequately, multiple factors must be considered, including hospitals’ ability to treat patients without having to implement Crisis Standards of Care, along with no shortages of equipment, including ventilators and PPE for all healthcare workers; no shortages of healthcare workers; and patients not being directed to emergency overflow facilities.

To that end, the State has purchased and distributed nearly 4 million pieces of PPE statewide. Additionally, Governor Sisolak announced a private sector task force to expedite the movement of critical supplies to Nevada, resulting in millions of dollars raised and millions of items of PPE purchased for the State. The Governor, along with local partners, the federal government, and private sector partners, will continue to ramp up efforts to fortify Nevada’s healthcare system, ensure sufficient ventilators are available, acquire and distribute critical PPE, in addition to building our state stockpile back up for any potential surges in the future.

In addition, the Governor created the [Battle Born Medical Corps](#) to relieve anticipated burden placed on active healthcare personnel and facilities by COVID-19. Nevada medical providers, behavioral health providers, healthcare administrators, student practitioners, out-of-state licensed providers, and retired providers are encouraged to apply to serve. By the end of April, Nevada has almost 1,000 volunteers ready to be deployed if a potential surge hits Nevada’s healthcare system.



### Criteria 3: Testing Expansion

*Expanded ability for healthcare providers to administer tests for symptomatic patients and sufficient laboratory testing capacity to process COVID-19 testing samples.*

In order to transition into Phase 1, Nevada must have sufficient testing in place, along with concrete plans to increase testing capacity in the weeks to come.

Community-based testing is critical to Nevada’s effort to reopen the economy and keep it open. Testing for the virus in communities throughout the state will allow local, state, and tribal leaders to assess the effectiveness of preventive measures and to identify and facilitate interventions into future outbreaks.

As Nevada progresses through each phase of the reopening plan, local and state collaboration for testing capacity, resources, and information sharing should seek opportunities for continual improvement. An effective and efficient statewide system will not only protect the lives of Nevadans and our visitors, but it will also allow Nevada to reopen without having to implement new protective measures to contain transmission of the COVID-19 virus again. Our ability to ensure that our testing efforts are federally supported, state managed, and locally executed will be foundational to our success.

There are three lines of effort for Nevada’s viral testing strategy: **sample collection, sample testing, and contact tracing.**



Sample collection is a centerpiece of county-led efforts for community-based testing. This will require county governments to identify testing criteria, develop plans and necessary resources, and implement those plans in a way that protects the health of those assigned with collecting the samples from residents meeting the established criteria. These plans need to be able to scale to higher levels of capacity as we prepare for reopening and throughout Phase 1.

The collection, sharing, and analysis of testing data resulting from these tests will be essential to decisionmakers in the state.

There are three public laboratories that can provide this testing, the Nevada State Public Health Laboratory, the Southern Nevada Public Health Laboratory, and the University Medical Clinic. In addition to these laboratories, there are a number of private sector laboratories that can help Nevada scale its sample testing capacity.

Testing advancements are being developed frequently, and Nevada continues to aggressively ramp up our statewide capacity through procurement of high efficiency solutions and innovative measures.

#### Criteria 4: Case Contact Tracing

*Sufficient public health workforce capacity in local and state health departments to conduct case contact tracing (detect, test, trace, isolate).*

Case identification and contact tracing are the foundation of communicable disease prevention and control. For the COVID-19 response, this process will be integral to the reopening of the state, as well as a tool to understand clusters and respond appropriately and timely to minimize future cases and outbreaks.

#### Contact tracing involves:

1. Immediate notification of a suspect and confirmed case to the public health authority.
2. Communication with, and interview of, the case by public health staff. Isolation of all cases through the infectious period.
3. Identification of close contacts for the case and interviews and testing of those symptomatic contacts.
4. Quarantine of contacts until 14 days after last exposure to the confirmed case.

*“Contact tracing, a core disease control measure employed by local and state health department personnel for decades, is a key strategy for preventing further spread of COVID-19. Immediate action is needed. Communities must scale up and train a large contact tracer workforce and work collaboratively across public and private agencies to stop the transmission of COVID-19.” – Centers of Disease Control and Prevention*

In order to address the immediate and expanded workforce needs for case interview and contact tracing, Nevada is working with local public health agencies to implement the following measures:

1. Hire contract staff through federal COVID grants.
2. Redirect current state and local staff to COVID response.
3. Utilize the Nevada National Guard members to complete contact tracing.
4. Utilize the Battle Born Medical Corps to register and vet volunteers. This resource allows for all Nevadans, including students and retirees, to volunteer their time to provide contact tracing services for other residents.



5. Engage with CDC to request support through the CDC Response Corps.
6. Utilize contact tracing technology to supplement staffing.

The Nevada DHHS Division of Public and Behavioral Health (DPBH) is also working with the Nevada Systems of Higher Education (NSHE) to assess the possibility of developing and offering coursework through the Community Health Sciences and Public Health programs in case investigation and contact tracing to ensure an ongoing and sustainable workforce for local and state health departments. Lastly, DPBH and the local health departments are implementing technology solutions for contact tracing where appropriate and needed.

Ultimately, the benchmark for staffing is based on the state and local health agencies' ability to scale up in the following ways:

- Contact and attempt to interview each new COVID case within 24-hours of receipt of positive laboratory report; and
- Contact and attempt to interview each contact to the case within 24-hours of completing the interview on the initial case.

### Criteria 5: Protect Vulnerable Populations

*Sustained ability to protect vulnerable populations; outbreaks minimized in special settings like health facilities and nursing homes.*

According to the CDC, older adults and people of any age who have serious underlying medical conditions, are at higher risk for severe illness from COVID-19. These individuals are sheltering in their homes or in special settings, including healthcare facilities and nursing homes, and the State will continue to work with counties and local health authorities to quickly identify and contain outbreaks in facilities, including those housing older Nevadans, those living with disabilities, those currently incarcerated, and those in similar circumstances.

### Nevada United: State Managed & Locally Executed

*"Governors can work with local officials to support a targeted approach to reopening that recognizes that different counties and jurisdictions have varying risk profiles."* - National Governor's Association, [Roadmap to Recovery](#)

The State of Nevada remains responsible for leading the response to the COVID-19 public health crisis. Only the Governor has the authority to take the measured actions necessary to protect public health *statewide* by closing businesses and schools and implementing other social distancing requirements that, in effect, result in people sheltering within their homes. Governors around the country made these difficult decisions based on guidelines from the CDC and the experience of countries around the world who started to experience the devastating impact of COVID-19 ahead of the United States.

Up to this point, the State of Nevada has directed the response efforts for COVID-19 and determined which businesses can remain open under strict conditions and which businesses must close to prevent the spread. To promote the health and safety of all Nevadans, the State has also limited community activities and social interactions.

As Nevada moves cautiously toward the next phase, the leadership of local governments will necessarily be at the forefront. State support and oversight through its existing regulatory and licensing structures will





continue, but responsible local governments, with their knowledge of their unique communities and their existing local licensing and regulatory structure, are in the best position to execute the gradual reopening of the businesses and public life of their local residents.

### C. Locally Executed: County-Driven Reopening with Statewide Oversight

#### Empowering County Commissions

In Phase 1: Battle Born Beginning, the State will continue to issue statewide restrictions under which individuals and business must operate that are based on the social distancing requirements necessary to ensuring that Nevada's public healthcare system is able to respond to any surge from COVID-19. However, in line with the federally supported, state managed and locally executed response and recovery plan, going forward, county governments will be empowered to tailor specific restrictions on business and public life, as long as those restrictions do not go below the strict standards the state issues in a future emergency directive for Phase 1 and future phases.



For Nevada to start returning to the normal structure of governmental decision-making, the county commission must be part of the process and have increasing responsibility for determining the manner in which businesses within its jurisdiction can open within the parameters set forth by Directives and state regulations.

In addition:

- Local governments will be responsible for enforcement.
- Businesses must comply with all Directives, state regulatory and licensure requirements set forth by state professional licensing boards and other state agencies, including but not limited to the Gaming Control Board, Cannabis Compliance Board, and the Occupational Safety and Health Administration, Division of Industrial Relations, Department of Business and Industry for workplace safety, mining, and construction.
- County commissions may collaborate with their counterparts across the state to identify best practices for the reopening and operation of business sectors.
- County commissions are encouraged to consult with medical advisors to ensure decisions are based on strategies designed to reduce and contain the transmission of COVID-19.
- County commissions may utilize recommendations issued by the Medical Advisory Team (MAT) in determining conditions under which businesses may reopen.
- County commissions are encouraged to coordinate and consult with municipalities within their jurisdiction prior to reopening to ensure the municipalities throughout the county are ready to reopen and have sufficient resources to monitor and enforce the reopening requirements.

#### Supporting Tribal Governments

Nevada's 27 federally recognized tribes will coordinate their own reopening efforts. As sovereign nations, tribes within Nevada can work through the state for response and recovery efforts or they can work directly with the federal government. Additionally, some tribal governments have relationships and mutual



aid agreements with local governments in their region in order to provide support in support of emergencies and disasters. Nevada counties are encouraged to partner with regional tribal nations to coordinate reopening efforts.

**Rules Of The Road:** During this transition and in the months ahead, however, the State of Nevada, under the direction of Governor Sisolak's administration, continues under the state of emergency declared in the [Emergency Order signed on March 12, 2020](#), and will remain under the state of emergency until the Governor terminates the order based on notification from the State Chief Medical Officer that the health emergency is over. While counties will be empowered to direct and manage the reopening of businesses locally, the Governor has the ultimate responsibility for protecting the safety and health of all Nevadans and will take action, as necessary, to continue to protect the public health across the state and within local jurisdictions.

## Local Empowerment Advisory Panel (LEAP)

As counties throughout Nevada work to meet the statewide reopening criteria and determine the complex methods of reopening businesses in a manner that will protect the health and safety of the public in the midst of the COVID-19 crisis, they can seek assistance and direction from the Local Empowerment Advisory Council (LEAP), created under this plan. The LEAP is a group of stakeholders who will serve as a resource for counties as they work through the necessary requirements to reopen and share best practices and guidelines for local communities.

Most importantly, the recommendations of the LEAP help inform the Directives issues by the Governor as the state moves through each phase.

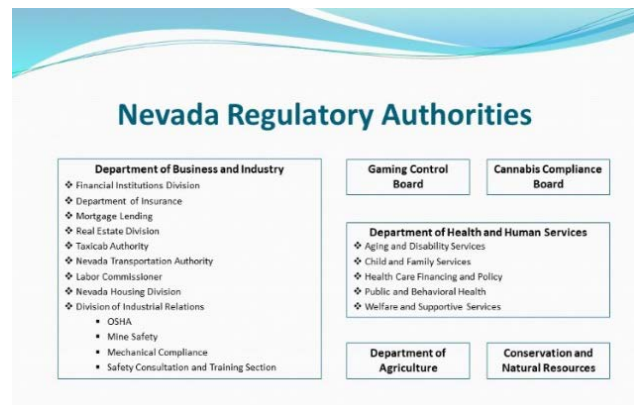
- Urban County Lead: Chair Marilyn Kirkpatrick, Clark County Board of Commissioners
- Rural County Lead: Chair J.J. Goicoechea, Eureka County Board of Commissioners
- Nevada Association of Counties (NACO) representative: Dagny Stapleton
- Representative of the Governor's Office
- Director Terry Reynolds, Nevada Department of Business and Industry
- Director Michael Brown, Governor's Office of Economic Development

The Local Empowerment Advisory Panel is encouraged to consult with business and industry representatives, worker and labor organizations, public health authorities, Nevada Hospital Association, local governments representatives, state legislators, and other stakeholders, as needed.



## State and Local Partnerships – Oversight of Businesses and Licensed Professionals in the COVID-19 Public Health Crisis

As businesses prepare to reopen or continue limited operation in Phase 1, it is important to recognize that they cannot and will not return to their normal operation prior to COVID-19 right away. We are still in the middle of a public health crisis. Businesses that have been closed must gradually reopen in a responsible manner that incorporates the social distancing guidelines and precautions set forth by the CDC generally and specific to their industry, along with the established state and local guidelines. Businesses must comply with all applicable regulations and licensure requirements set forth by local government and state regulatory agencies, including the Department of Business and Industry (OSHA). Professional licensing boards should provide guidance and oversight to their licensees, as applicable within their scope of practice, regarding best practices set forth by the CDC and OSHA.



### ***Tracking the Data: Public Health Authorities/Counties - Reporting Requirements to the State***

After reopening, the State must monitor the reopening criteria for ongoing continued compliance with the benchmarks at the state and local level and for determining when the state is ready to move to the next phase. As directed by the State, local public health authorities and counties will be required to submit relevant information, including the following:

1. PPE supply status
2. Testing and timely reporting of suspected and confirmed COVID-19 cases and deaths. The State will continue to issue technical bulletins updating these requirements.
3. Surveillance
  - a. The Division of Public and Behavioral Health (DPBH) is utilizing current syndromic surveillance reporting from hospital emergency rooms and some urgent care facilities, as well as sentinel providers, to daily review the cases of respiratory illness in these facilities.
  - b. DPBH is utilizing tools to track illness and absenteeism among staff and residents of skilled nursing facilities.
  - c. DPBH is working with other licensed facilities, and facilities where individuals congregate, including correctional facilities, behavioral health facilities, schools, childcare settings, and others, to develop ongoing surveillance to assess baseline respiratory illness and early identification and control when there is a notable increase in illness. This tracking and reporting will be provided to DPBH for situational awareness and immediate intervention.



## State Oversight of Certain Industries

The state will retain control over certain industries with statewide regulatory and oversight boards

### Gaming

The Nevada Gaming Control Board (GCB) is responsible for requiring all establishments where gaming is conducted and where gaming devices are operated be controlled and assisted to protect the public health and safety of Nevada's residents. As a result, the GCB will be issuing a policy for nonrestricted licensees (casinos) requiring them to submit a reopening plan in accordance with the GCB policy. For the smaller gaming properties with 15 or fewer machines, the GCB will issue a policy and require these establishment to acknowledge they will be in compliance prior to reopening

The purpose of the Nevada Gaming Control Board policy is to ensure proper notification of new operational requirements and to mitigate and reduce the risk of exposure to COVID-19 for all employees, patrons, and other guests.

In consultation with the Office of the Governor, as well as federal, state, and local health officials, the Board has created policies to diminish personal contact and increase the level of sanitization in high use areas, and expects full compliance. All final decisions on how gaming establishments reopen in the State of Nevada will be determined by the Nevada Gaming Control Board.

### Cannabis

Cannabis shall continue to be regulated at the state level. The Department of Taxation and the Cannabis Compliance Board retain jurisdiction over all decisions related to the operations of cannabis establishments, including without limitation, their operational status and all regulation of sales activities. Effective July 1, 2020, this jurisdiction shall belong exclusively to the Cannabis Compliance Board pursuant to Chapter 678A-D of Nevada Revised Statutes.

## D. Roadmap Ahead: Reopening in Phases

As Nevada and its localities transition into each new phase, the State will re-evaluate and may loosen - or potentially tighten – social distancing measures depending on the state's and counties' progress in slowing the transmission of COVID-19. Depending upon progress forward or backward, the state may adjust the social distancing measures by directive pursuant to the Governor's March 12 Declaration of Emergency. The timing and method of reopening state offices to the public is currently under review. Plans for gradual reopening will be announced as Nevada moves closer to the initial, gradual reopening of businesses and some public life under Phase 1: Battle Born Beginning.

Under each phase, we must understand that **social distancing precautions are our new norm:** improvised face coverings, proper & frequent hand hygiene, regularly disinfecting surfaces, & maintaining a minimum of 6 ft of distance from others.

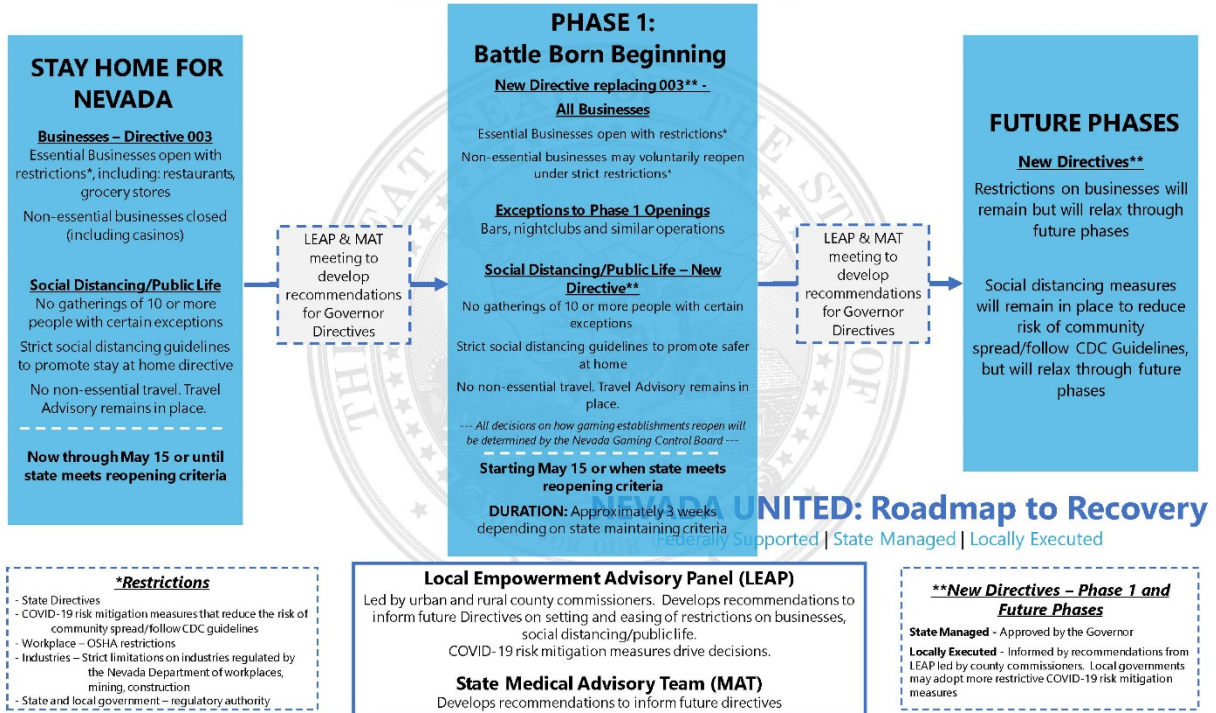
# NEVADA UNITED

## Roadmap to Recovery



### NEVADA UNITED: Roadmap to Recovery

Federally Supported | State Managed | Locally Executed



### CURRENT PHASE: Stay Home for Nevada – Immediate Response

- **Goals:** Implement aggressive community mitigation, increase access to diagnostic testing, increase public health and medical system capacities in order to meet criteria, and prepare for next phase
- **Potential Duration:** The new directive issued April 29, 2020, extends existing Stay at Home measures through May 15, 2020, and includes an initial easing of restrictions on certain outdoor activities and more flexibility for retail establishments to offer curbside pickup (effective May 1, 2020). This new, Pre-Phase 1 directive will extend through May 15, 2020 contingent upon the State of Nevada meeting reopening criteria.

As of late April 2020, we are currently in the “Stay Home for Nevada” phase, which consists of strict social distancing measures and asking residents to remain at home in order to slow the spread of COVID-19. These measures create an environment where the spread is slowed down, allowing the state, local governments, and public health authorities to scale up our health infrastructure and resources, including PPE supply, so we can safely manage potential outbreaks while also caring for non-COVID-19 related illnesses in future phases.

During this current phase, the State has been working with partners throughout Nevada to reach the reopening criteria so we can move to Phase 1: Battle Born Beginning.



### PHASE 1: Battle Born Beginning

- **Goals:** Begin transition from community mitigation to case-based interventions, continue strengthening public health suppression efforts, and focus on easing restrictions on some businesses and public life, with modifications
- **Summary:** May open 1) outdoor spaces, 2) small businesses, and 3) select retail, under strict social distancing measures, hygiene, and occupancy controls. No social events or public gatherings over 10. Relax "Stay at Home" to encourage "Safer at Home." Vulnerable populations should remain home until the outbreak has subsided. Communicate the repercussions of a recurrence of disease growth. Strongly encourage improvised face coverings use by all.
- **Potential Duration:** Anticipated evaluation period based upon metrics for an estimated 2-3 weeks.

Once Nevada has successfully tracked a downward trajectory of positive cases and hospitalizations, in addition to scaling public health capacity to conduct contact tracing for new cases, increasing testing, and expanding the ability to protect vulnerable communities, the State will be ready to move into this first phase of reopening. The State will begin transitioning from community mitigation to aggressive case-based intervention efforts, where we will work to control the spread through testing individuals who may have the virus and identifying their close contacts.

### PHASE 2: Silver State Stabilization

- **Goals:** Control COVID-19 transmission through fully expanded and robust public health efforts statewide, continue to carefully lift restrictions on businesses and public life
- **Summary:** Broader opening of Commerce/Retail, services, and public life under extremely strict social distancing measures, hygiene, and occupancy controls. "Safer at Home" recommendations remain in place. Vulnerable populations should remain home until the outbreak has subsided. Strongly encourage improvised face covering use by all.
- **Potential Duration:** Dependent upon progress toward goals and sustained ability to meet the criteria. Minimum of 2-3 weeks needed to assess and evaluate data and trends throughout phase.

By the end of Phase 1, the State of Nevada and local government partners will have successfully expanded the public health infrastructure to a capacity to scale, allowing for widespread point-of-care testing, largescale case contact tracing, and the ability to care for vulnerable populations. This will allow for the State to enter Phase 2, where a large number of businesses and activities come back online over time, under social distancing and occupancy controls. Phase 2 will consist of multiple stages to ensure there is adequate evaluation of trends in reporting data so health officials feel comfortable continuing to ease restrictions without increasing risk to the public. During this phase, which will likely last many weeks, it will be safer over time for Nevadans to socialize more normally, while taking significant precautions.

*"Governors should consider reopening in phases separated by 2 to 3 weeks. After each phase of reopenings, state public health officials should review the numbers of new COVID-19 daily case counts, hospitalizations, and deaths carefully, along with other syndromic surveillance tools. The results of reopening decisions will take 2 to 3 weeks to be reflected in those numbers. If case counts, hospitalizations, and deaths go up in that time, further actions in reopening should be paused, and steps should be taken to get control of the rising numbers."*

Johns Hopkins' Public Health Principles for a Phased Reopening During COVID 19: Guidance for Governors

*Adaptation of these "measures will require a careful balance. We will need to constantly reevaluate the implementation of these measures based on available surveillance data, and we will need to be ready to adjust our approach over time according to the epidemiology of local, national, and global spread. This is especially true as we transition from one phase to the next." –*

AEI - National coronavirus response: A road map to reopening



### PHASE 3: On the Road to Home Means Nevada

- **Goals:** Continue easing restrictions further in preparation for return to normalcy
- **Summary:** Ease measures on some public and mass gatherings and non-essential travel with highly modified operations. Vulnerable populations should remain home until the outbreak has subsided.
- **Potential Duration:** According to "[National Coronavirus Response: A Road Map to Reopening](#)" by the American Enterprise Institute (AEI), states can transition into the final phase ("Phase 4: Home Means Nevada- Our New Normal") once *"a robust surveillance sentinel system is in place, coupled with widespread point-of-care testing and a robust ability to implement tracing, isolation, and quarantines—and this is supported by the availability of therapeutics that can help mitigate the risk of spread or reduce serious outcomes in those with infections—or alternatively a vaccine has been developed and tested for safety and efficacy."*

Phase 3 will continue the progress from Phase 2 with some easements on restrictions and time to evaluate whether Nevada's response to COVID-19 has stabilized businesses, public life, and the public healthcare system such that the state is ready to progress to the "new normal."

### PHASE 4: Home Means Nevada – Our New Normal

- **Goals:** Return to normalcy in daily lives, including education, work, and social and public life
- **Summary:** Most/all businesses operating, with enhanced hygiene and vigilance.
- **Potential Duration:** Perpetual unless second spike in disease occurs

After a successful Phase 3, the goal is to enter a "new normal" that will allow Nevadans to ease away from social and physical distancing measures. According to experts and publications from across the country, this final phase will not be able to be successfully entered into until all previous public health expansion efforts are "supported by the availability of therapeutics that can help mitigate the risk of spread or reduce serious outcomes in those with infections—or alternatively a vaccine has been developed and tested for safety and efficacy, we can enter Phase III" - AEI-[National coronavirus response: A road map to reopening](#)

Currently, there is no realistic timeline yet from any of the scientific experts for achieving this level.

## V. Fortifying the Nevada Economy for the New Normal

Nevadans are yearning for a return to normalcy; however, there must be a balance between the desire to open the Nevadan economy with the need to keep Nevadans safe and healthy. Any response by state and business leadership must be predicated upon effective public health responses within Nevada as well as among the general U.S. population.

*"States will also need to develop plans for a careful, staged reopening that protects the public's health while laying a strong foundation for long-term economic recovery."*

- National Governor's Association, [Roadmap to Recovery](#)



### Public Health and Economic Recovery

As in other states and countries that are looking to re-open their economies, the re-opening of Nevadan businesses is highly dependent upon expanded testing and tracing capacity in excess of what is currently possible. Economies around the globe can only fully reopen once they can effectively diagnose, treat, and isolate individuals who have tested positive as well as those they have encountered. The public health response and economic response remain tightly linked.

The reality is that some of Nevada's workers will not return to the same job that they had before the COVID-19 pandemic--either because of business closure, lack of customers, or drop in demand for certain industries. However, certain industry sectors will see growth as Nevada and the nation recovers from the economic impact. It will be imperative that workforce training programs be used to help retrain displaced workers by leveraging state and private sector resources.

We cannot let the devastation caused by COVID-10 define us and destroy the livelihoods of Nevadans and the progress made rebuilding from the Great Recession. Our state is Battle Born; resiliency and ingenuity are part of who we are as Nevadans.

### A Call for Recovery and Resilience

Just as Nevada's recovery from the Great Recession required a new approach to economic development within the state, Nevada's response to the COVID-19 pandemic will require consumers, businesses, and government to rethink how the Nevada economy works in the "new normal" after COVID-19. Economic activity over the next 18 to 24 months will require close collaboration between the state's employers, workers, and state and local government to ensure that the gradual lifting of pandemic restrictions does not lead to an uncontrolled increase in COVID-19 cases. In addition, state and local leaders need to understand the challenges the state will face in the medium term. As with the Great Recession, consumer confidence—which sustains travel, hospitality, and entertainment—will likely be slow to return. Fostering this confidence will require a visible change in business practices, and we are confident Nevadans will use their ingenuity and entrepreneurial spirit to meet the challenge.

In order to support this reopening, the Governor's Office of Economic Development (GOED) will work with stakeholders, elected officials, business organizations, workers, and employers to target immediate recovery and long-term resilience. When Nevada leaders begin to reopen the state's economy, GOED's actions should serve the immediate needs of business in order to accelerate the reopening in line with the public health response. At the same time, GOED will start to map key changes for the future for which business will need to be prepared.

### Immediate Recovery

The re-opening will be driven by the reasonable urgency of businesses trying to get back on their feet, accompanied by the need to protect the health and safety of the public in the midst of the COVID-19 crisis.





### Longer-Term Resilience

The “new normal” once re-opening has occurred will be different, and state and local government has a special responsibility to support business under these changed conditions, together with a responsibility to design and pursue policies that set Nevada apart for the medium term.

### Priority Areas for Intervention

There are five policy areas in which GOED and the Department of Business and Industry (B&I) will provide leadership, even if the principals in some cases are other institutions, such as the Nevada Systems of Higher Education (NSHE). There will be a need to make connections (for example, between community college health programs and the labor market), as well as find and disseminate information.

#### 1. Get Resources to People and Businesses

**Immediate recovery:** GOED and B&I will actively support all Nevada agencies that are part of the flow down of federal funds. Staff at GOED and B&I will be repurposed for this six-month push.

**Longer-term resilience:** GOED and B&I will establish programs and measures to assist micro and minority businesses.

#### 2. Enabling Main Street Businesses to Operate in the New Normal

**Immediate recovery:** While large corporate enterprises can develop protocols for operating within the context of the new normal, main street business (small and medium enterprises [SMEs]), will need guidance on the protocols and practices required to operate under these new conditions. They will need guidance on how to use open spaces, enforce social distancing, expand onsite sanitary capabilities.

**Longer-term resilience:** State leaders will partner with local government leaders to take the lead in developing and sharing a standard set of science-based protocols for all businesses, adapted to the needs of different sectors. Credible protocols that are simple and easily publicized and widely implemented will go a long way to restoring consumer confidence.

#### 3. Developing a Workforce for the New Normal and Beyond

**Immediate recovery:** Nevada’s community colleges must be the “First Responders” to recruit and graduate students in areas of need. Despite the general downturn, there will be sectors experiencing high demand that will need newly trained workers. GOED will provide real-time labor market data and will work with NSHE, the Department of Employment, Training, and Rehabilitation (DETR), and state and local leaders to accelerate the response with the community colleges.

**Longer-term resilience:** In order to accelerate workforce adjustment and preparation in critical areas, GOED, NSHE, and DETR will design a compressed health services curricula and other curricula for skills in short supply. The workforce pipeline should be re-worked so that workers from traditional industries in Nevada can be fed into public health and other needed fields. Nevada must seek flexibility to break down barriers to employment in critical areas, including the recognition of qualifications from other states.



#### 4. Scouting New Technologies for Outbreak Management

**Immediate recovery:** The State will identify the most appropriate technologies; and formulate plans for state and local government to deploy at an extraordinary scale and provide guidance to Nevada businesses looking for reliable information on useful technologies.

**Longer-term resilience:** If Nevada succeeds in mobilizing technologies at scale, it will have laid the groundwork for repositioning the state in the national and world marketplace. Consumers may be reluctant to travel at present, but the desire for recreation will endure -- and visitors will return to Nevada. Nevada can and will be the recreational haven of the future, fortified by best-in class measures in public health. Nevada's Regional Economic Development Authorities will continue to recruit companies to Nevada to strengthen the health care system.

#### 5. Using Data to Drive Decision-Making

**Immediate recovery:** Although Maintaining public health databases is outside the realm of GOED's activities, assisting organizations with collecting and sharing data is a critical supporting role for GOED. In particular, GOED will be responsible for integrating public health data with economic data. This will enable GOED to provide reliable advice to Nevada's businesses and workforce institutions.

**Longer-term resilience:** Confidence in Nevada's future economy will depend more than ever on complete, transparent information that integrates public health and economic data. Nevada will create a one-stop data hub with an emphasis on the credible communication of information regarding the health of the state's economy and society.

#### Economic Development Planning

Prior to the onset of the pandemic, GOED was developing a new economic development plan succeeding the 2012 "Diversify Nevada" plan. Given the massive upheaval in the economy triggered by the pandemic, this work will be repurposed to create a recovery plan of 18-24-months in duration.

This plan, along with immediate and long-term efforts to recover and reimagine Nevada's economy, will be completed through collaborative efforts with state and local leaders, stakeholders from the business community, higher education, and workers.

### VI. Education & Building Nevada's Workforce of Tomorrow

In response to COVID-19, education systems around the country closed down. Nevada is no exception.

#### K-12 Education System

On March 16, in consultation with the State Superintendent of Public Instruction and local district superintendents, the Governor issued a [Declaration of Emergency Directive to close schools through April 6](#). As the crisis continued to expand, the Governor issued subsequent directives and ultimately made the difficult decision to close all public school buildings, including charter schools, through the end of this academic year. The same difficult decisions were made across the country in other states, and the [White House Guidelines](#) issued on April 16 recommended that schools remain closed as well.



However, learning for Nevada K-12 students does not cease. Under the leadership of Nevada's State Superintendent of Public Instruction, the Nevada Association of School Superintendents, educators and parents around the state, learning continues. Teachers are working hard to develop distance learning lesson plans, expand the use of technology, support students through paper correspondence. District leaders are working to provide innovative resources for every child, regardless of their means, including access to technology, ability level, or at-home support.

The closure of school buildings not only impacted the way education is provided in our state, but also the means to access meals for many Nevada students and their families. The Nevada Department of Agriculture activated plans in concert with local school districts, food banks, and other community support organizations to continue to serve students and their families and do everything possible to ensure they can put food on the table, including staffing several meal locations and delivering food via the school bus route. In just one month, over 1.7 million meals were served to school children across the state.

The crisis is not over. School buildings are not open, and all of this work continues. The Nevada Department of Education's [Path Forward Plan Response to COVID-19](#) issued April 25, 2020, is available on the Department's website.

### **Nevada System of Higher Education**

In March, all institutions within the [Nevada System of Higher Education \(NSHE\)](#) transitioned to remote instruction for more than 100,000 students at its universities, community colleges, and state college. The Board of Regents [adjusted grading policies](#) to help students and examined measures to assist students facing financial hardship, including suspension of certain policies related to [delinquent accounts](#).

Education is taking place outside the traditional classroom, but the work of NSHE faculty and students within their communities [does not cease](#). Institutions are serving as testing locations and donating urgently needed medical supplies, including ventilators, masks, gowns, gloves and other PPE, to first responders and hospitals. Students are volunteering in their communities by distributing food and helping in medical clinics. With the support and supervision of faculty, students are assisting with telehealth services and working hard to complete accelerated programs in the medical field, including nursing and paramedics, to join Nevada's workforce and help alleviate the shortage of medical personnel across the state. The universities also are working with the Nevada State Public Health Lab to expand the state's testing capacity.

## **VII. Conclusion – Steps Forward**

When Nevada is ready to start its next chapter following this public health crisis, government must be prepared to convert this unprecedented challenge into a once-in-a-lifetime opportunity to transform our antiquated approach to governance, public health, education, and economic diversification to a recovery that creates a bedrock for sustainable success through all future challenges. Nevadans should no longer accept the readily apparent shortcomings of this state in the areas of our health care, our education, and our finances.

When this crisis comes to a close, the state of Nevada will stand at a critical juncture. It became immediately clear upon Nevada's – and the nation's – order to stay home and close non-essential businesses, including all gaming properties, that Nevada would be hit exceptionally hard with so many of our state's jobs coming from a service industry that shut down overnight. Nevada has always had an overdependence on consumption-related sectors that leaves our economy and governmental budgets prone to failure – as we experienced a decade ago during the great recession.



Nevada has also been the fastest-growing state in the nation for five straight decades, including a 31.8 percent population growth the first decade of the millennium and just recently eclipsing the 3-million-person mark. The state has not kept up with this transition and grown up in a way that would allow it to provide Nevadans with the services they need and, more importantly, deserve. The Nevada our citizens deserve requires a transformation and a new approach – and this is exactly the time we should be thinking about how to send Nevada on this trajectory toward long-term success.

The assistance Nevada has received for its relief effort in the form of the CARES Act federal stimulus dollars is nothing more than a stop gap for our healthcare system, large institutions, small businesses, families, and individuals to respond to COVID-19 and its impact on our physical and economic well-beings. It will not return Nevadans to where we were prior to the pandemic and it alone will certainly not get Nevadans to where they deserve to be.

It is clear – and it needs to be acknowledged – that all of Nevada’s challenges are interconnected and cannot be solved through disjointed and fragmented efforts. For example, state government cannot improve the lives and outcomes of Nevada’s children without also ensuring that their families are supported. It was and continues to be the Governor’s long-term goal to improve outcomes for Nevada’s families and children despite the hurdles now faced. The realities of our financial susceptibility during this pandemic only further demonstrates the need for a Child & Family-centered government that will create a sustainable growth strategy for Nevadans to succeed following this crisis and into the future.

Nevada’s phased reopening will require continuous examination and reevaluation. Nevada’s approach to recovering its economy and government should employ the same measures - success going forward will necessitate introspection and recalibration. As Nevada’s government leaders, health officials, and economic experts shepherd the state through this upcoming reopening phase, the Governor will continue to have an eye toward transforming Nevada’s government to one with an impenetrable foundation so that we may jumpstart Nevada toward a diverse and sustainable economic future and improve the lives of our children and families for generations to come.